

**EMOTIONAL INTELLIGENCE**

Historically, emotions have been largely viewed as disorganizing forces that disrupt one's ability to reason and think. Emotions are held as interfering with attempts to function rationally in the world. Recent works however, challenge this perspective. Now it is thought that emotions provide information, direct attention, and facilitate the attainment of goals. It is held that adaptive processing of emotionally relevant information is an integral part of intelligence. Emotions guide one's overall assessment and experience of the world and "organisms that ignore their own affective feedback are not well suited to behave adaptively".

**WHAT IS EMOTIONS?**

Happiness, fear, anger, affection, shame, disgust, surprise, lust, sadness, elation, love, frustration, anxiety, failure, achievement etc.

The above are the emotions which directly affect our day-to-day life. There are two dimensions of emotions:

1. Physiological side : 'Emotion' is a complex state of human mind involving bodily changes of widespread character such as breathing, pounding heart, flushed face, sweating palms, pulse rate gland secretions, etc.
2. Psychological side, a state of excitement or perturbation marked by strong feelings.

***Emotional Intelligence is the ability to recognize, understand and monitor the intensity and affect of emotions and regulate one's own and others emotions to guide one's thinking and actions. It refers to emotional management skills which provide competency to balance emotions and reason so as to maximize long term happiness.***

**Emotional Intelligence (EQ or EI)** is a term created by two researchers – Peter Salavoy and John Mayer – and popularized by Dan Goleman in his 1996 book of the same name. EI is also popularly called "**people skills**".

**Golman has defined EI as ability to:**

- Recognize, understand and manage our own emotions
- Recognize, understand and influence the emotions of others

In practical terms, this means being aware that emotions can drive our behavior and impact people (positively and negatively), and learning how to manage those emotions – both our own and others – especially when we are under pressure.

Thus, emotional intelligence can be defined in terms of an array of emotional and social knowledge and abilities that influence our overall ability to effectively relate with environmental demands which include:

- (a) The ability to be aware of, to understand, and to express oneself
- (b) The ability to be aware of, to understand and tolerate others
- (c) The ability to deal with strong emotions and control one's impulses and
- (d) The ability to adapt to change and to solve problems of a personal or a social nature.

### **Components of emotional intelligence**

Denial Goleman has outlined four components of emotional intelligence:

- Self-awareness.
- Self-regulation.
- Motivation.
- Empathy.
- Social skills.

**Self-awareness** or ongoing one's emotions is the keystone of EI. An inability to notice our true feelings leaves us at other people's mercy. The ability to recognize and understand personal moods and emotions and drives, as well as their effect on others. Hallmarks of self-awareness include self-confidence, realistic self-assessment, and a self-deprecating sense of humor. Self-awareness depend on one's ability to monitor one's own emotion state and to correctly identify and name one's emotions.

**Self-regulation or regulation** of one's emotions is an ability that builds in self-awareness; People who excel in it can bounce back more quickly from life's setbacks and upsets. The ability to control or redirect disruptive impulses and moods, and the propensity to suspend judgment and to think before acting. Hallmarks include trustworthiness and integrity; comfort with ambiguity; and openness to change.

**Motivating** oneself includes delaying gratification and stifling impulsiveness, which underlie every sort of accomplishment. People who have this skill tend to be highly productive and effective. A passion to work for internal reasons that go beyond money and status -which are external rewards, - such as an inner vision of what is important in life, a joy in doing something, curiosity in learning, a flow that comes with being immersed in an activity. A propensity to pursue goals with energy and persistence. Hallmarks include a strong drive to achieve, optimism even in the face of failure, and organizational commitment.

**Empathy** or recognizing emotions in others is an essential component of EI. The ability to understand the emotional makeup of other people. A skill in treating people according to their emotional reactions. Hallmarks include expertise in building and retaining talent, cross-cultural sensitivity, and service to clients and customers. (In an educational context, empathy is often thought to include, or lead to, sympathy, which implies concern, or care or a wish to soften negative emotions or experiences in others.

**Handling relationships i.e. social skills** is a skill, which helps, in managing emotions in others. Proficiency in managing relationships and building networks, and an ability to find common ground and build rapport. Hallmarks of social skills include effectiveness in leading change, persuasiveness, and expertise building and leading teams.

These abilities underpin 'popularity, leadership and interpersonal effectiveness. People who excel in these abilities are **social stars**. Some may be quite adept at handling, say, their own anxiety but relatively bad at someone else's upsets, and so forth.

### **Mind power (IQ) vs emotional intelligence (EQ)**

At one point in time, mind power (IQ) was viewed as the primary determinant of success. People with high IQs were assumed to be destined for a life of accomplishment and achievement. However, some critics began to realize that not only was high intelligence guarantee for success in life, it was also perhaps too narrow a concept to fully encompass the wide range of human abilities and knowledge.

- IQ is still recognized as an important element of success, particularly when it comes to academic achievement. People with high IQs typically do well in school, often earn more money, and tend to be healthier in general. But today experts recognize it is not the only determinant of life success. Instead, it is part of a complex array of influences that includes emotional intelligence among other things.
- The concept of emotional intelligence has had a strong impact in a number of areas, including the business world. Many companies now mandate emotional intelligence training and utilize EQ tests as part of the hiring process. Research has found that individuals with strong leadership potential also tend to be more emotionally intelligent, suggesting that a high EQ is an important quality for business leaders and managers to have.

So you might be wondering, emotional intelligence is more important and psychologists generally agree that among the ingredients for success, IQ counts for roughly 10% (at best 25%); the rest depends on everything else including .

### **How to Improve Your Emotional Intelligence**

The good thing is that emotional intelligence can be taught and developed.

Observe how you react to people. Do you rush to judgment before you know all of the facts? Do you stereotype? Look honestly at how you think and interact with other people. Try to put yourself in their place, and be more open and accepting of their perspectives and needs.

- **Look at your work environment.** Do you seek attention for your accomplishments? Humility can be a wonderful quality, and it doesn't mean that you're shy or lack self-confidence. When you practice humility, you say that you know what you did, and you can be quietly confident about it. Give others a chance to shine 1 put the focus on them, and don't worry too much about getting praise for yourself.

- **Do a self-evaluation.** What are your weaknesses? Are you willing to accept that you're not perfect and that you could work on some areas to make yourself a better person? Have the courage to look at yourself honestly — it can change your life.
- **Examine how you react to stressful situations.** Do you become upset every time there's a delay or something doesn't happen the way you want? Do you blame others or become angry at them, even when it's not their fault? The ability to stay calm and in control in difficult situations is highly valued - in the business world and outside it. Keep your emotions under control when things go wrong.
- **Take responsibility for your actions.** If you hurt someone's feelings, apologize directly - don't ignore what you did or avoid the person. People are usually more willing to forgive and forget if you make an honest attempt to make things right.
- **Examine how your actions will affect others - before you take those actions.** If your decision will impact others, put yourself in their place. How will they feel if you do this? Would you want that experience? If you must take the action, how can you help others deal with the effects?
- Although "regular" intelligence is important to success in life, **emotional intelligence is key to relating well to others and achieving your goals.** Many people believe that emotional intelligence is at least as important as regular intelligence, and many companies now use EI testing to hire to new staff.
- Emotional intelligence is an awareness of your actions and feelings - and how they affect those around you. It also means that you value others, listen to their wants and needs, and are able to empathize or identify with them on many different levels.

In a nutshell, people must pay attention to their emotions and give them equal status to thought and action. It is the integration of emotion and reason that results in a whole that is greater than the sum of its parts. It is not that the experience of emotion alone leads people to wise action. After all, emotion, wise or not, exists in everyone. How people make sense of their emotional experience and how they use it is what makes the difference. Awareness of emotion and the ability to enable emotion to inform reasoned action is what is necessary for emotional intelligence. Emotional intelligence involves integrating head and heart. This involves awareness of current embodied emotional experience and reflection on and regulation of emotions. Experience and reflection are both important in transforming maladaptive emotions and in creating new meaning. Empathy with others' emotions is a crucial aspect of emotional intelligence.

## **Emotional Intelligence in Administration and Governance**

Empathy compassion, sensitivity, social and self-awareness, all encapsulated under the umbrella term “emotional intelligence” and these characteristics are of vital importance in administration. However, with the dawn of a new approach in Public Administration, emphasizing key terms such as “employee empowerment,” “customer focused,” “networking and collaboration,” emotional intelligence has also become an important and integral part of administrative processes, refuting the notion that bureaucracy and emotionality are two mutually exclusive concepts. Emotional Intelligence allows us to think more creatively and to use our emotions to solve problems.

### **The importance of emotional intelligence in bureaucracy:**

The administration works in a complex environment involving constant interaction with the public, elected representatives, media etc. The administrators are always under pressure to perform and deliver the results irrespective of the constraints. The job profile mainly requires the inter-personal skills to ensure cooperation and team work.

Central to interpersonal skills is the concept of Emotional Intelligence. EI is all about the ability to connect with people and understand their emotions for a harmonious co-existence. Emotional intelligence positively influences individual performance. It can improve the quality of work leading to better success in careers.

(a) **Leadership and teamwork improvement:** At the centre of successful leadership is the “ability to influence a group toward the achievement of goals”. Since emotions are intrinsic to the human condition, they doubtlessly arise whenever a group of people work together. Hence it is essential that leaders (e.g. public manager) know how deal with circumstances that include emotions. For example, ensuring that co-workers feel appreciated and understood helps to enhance their devotion and enthusiasm for work, which positively affects their job performance. Similarly, good leaders should recognize when negative emotions arise (e.g. dissatisfaction and frustration) and should be able to address them adequately so that they do not endanger job performance and the success of a project.

As a leader frequently encounters conflicting demands, the ability to manage emotions helps him to handle stress and develop strategies for balancing these conflicts. Self-management and impulse control enable a leader to remain composed during crises and to recover from mistakes. A leader adept at managing adversity is also likely to be able to sustain working relationships amidst such demands and changing circumstances.

(b) **Improvement of customer service:** A great deal of public-service jobs are characterized by interpersonal contact, which can be face to face and/or voice to voice. In an ideal case the interaction between public servant and customer should produce a desired outcome for both sides ) from the customer’s point of view, his/her goal of the exchange has been fulfilled; 2) from the agency’s point of view, the customer was satisfactorily served, establishing the productivity and efficiency of the respective public-service agency. Thus to

do their job well, employees must be able to manage interactions with their customers positively. This work is described as emotional work and is often compared to the work of acting - “invoking and displaying emotions, just as actors do when playing roles”

However, to engage successfully in emotional labor adequate levels of emotional intelligence are an absolute prerequisite. Case workers, public health nurses, receptionists, counter clerks, public school teacher, etc. are required to sense emotions in others, while at the same time they need to manage their own feelings, Moreover, they must use this knowledge wisely to coordinate their further actions to reach the intended goal with their client. Each and every step of the interaction must display high levels of emotional intelligence on the part of the public servant. Otherwise customer satisfaction is likely to suffer and the perception of the government service is likely to be viewed as negative.

Certain Research have shown that officials who are high in emotional intelligence are more adaptive in planning, thinking patterns, creating motivation, decision-making processes and perceiving their work as challenging,. “Individuals with high emotional intelligence are also said to be ‘optimistic,’ a trait that enables them to focus on resolution, rather than who is at fault.”

Moreover the impact of Emotional Intelligence (E.I.) in an individual’s life is of vital important and is coherent with the requirements of civil service.

1. E.I enables assume responsibilities for our feelings.
2. E.I ensures that we do not get easily threatened by the criticism and that we take steps to improve our shortcomings
3. It increased capacity to handle -
  - Changes in work
  - Pressures and stress
  - Conflicts
  - Face our fair with reasoning

Allows to face our fear with reasoning and prevents us from being paralyzed by our fears

4. Emotional Intelligence help in Improvement of
  - Behaviour
  - Individual performance
  - Organizational performance,
5. It enables us to empathize with others, acknowledge their feelings and motivates us to help others to overcome their trauma.

6. E.I. improves our physical health as positive emotions help us to remove tensions which in turn result in the internal body organs less pressurized.
7. Being to bounce back from setbacks and maintain optimism.
8. Enhanced group dynamics in terms of cooperation, collaboration and building bonds.
9. E.I helps to improve our self concept and positive self concept facilitates the further enhancement of E.Q. Positive self concept also brings about the clarity regarding the life goals and makes a person life more purpose full and meaningful.
8. E.Q increases our motivation. It improves our communication, facilitates our decision making and therefore increases our overall adjustment in the environment.

Thus E.Q. allows us a better opportunity to utilize our cognitive intelligence. Our I.Q it is often said, get us selected but E.Q gets us promoted. The future belong to those who are skilled in managing their emotions as only those people who are competent in relationship building are likely to succeed in various life endeavors.

**Conclusion:**

As bureaucratic processes moved and more away from the historical concepts of dehumanization and impersonality, the notion that emotional skills are essential to job performance and customer service has gained foothold in the public administration sector. Based on the concepts of self-awareness, self-management, social awareness, and relationship management, emotional intelligence has become key to the internal organization of public agencies (e.g. leadership, co-worker collaboration) and for the external exchange with citizen customers (e.g. as a basis for relational work/emotional labor). Despite some deficiencies (e.g. difficulties in assessment and costs) emotional intelligence skills will continue to be important for bureaucratic processes since skills in general are expected to decline due to the increased dependency on technological forms of communication.