

## EMOTIONAL INTELLIGENCE AT THE SERVICE OF COMPANIES AND TEAMS

***Emotional intelligence at the service of Companies is more than a concept; it is a formula that provides for a better relationship between people and relationships, achieving the best results.***

In 1995, David Goleman published in the USA, a book called Emotional Intelligence that is based on one simple idea: beyond “intellectual” intelligence we also possess an “emotional” intelligence, that is as or more, important than the other for success in life. Goleman also speaks of an EQ (emotional quotient) that enhances the IQ (intelligence quotient).

The basis of a good strong leadership puts emphasis firstly on the emotions. When managers create techniques or put teams into action, or in anything they do, success depends on how they do it.

Leaders work as emotional guides in teams, this being that they route collective emotion to a positive direction. Emotions guided with enthusiasm generate better performance and emotion, and emotion guided by hatred and anxiety generates disorientation and paralysis.

Workers seek empathy next to their leader, as this acts as an emotional support, and this relationship is beyond the day-to-day task.

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### WHAT IS THE MEANING OF EMOTIONAL INTELLIGENCE?

**“It is with the heart that one sees correctly; the essential is invisible to the eyes.”**

Antoine de Saint-Exupéry

**“Anyone can get angry – that is easy. But to get angry with the right person, in the right way, at the right time, for the right reason, in the correct form – is not easy”**

Aristotles

**“The root of the word emotion is movere, to move in Latin, but the prefix ‘e’ denoting ‘standing back’ indicates a tendency to act that is undeclared in all emotions.”**

David Goleman

The five EMOTIONAL INTELLIGENCE DOMAINS, and some techniques for a better perceptive of EMOTIONAL INTELLIGENCE in each one.

1. **Self-conscience** – knowing your own emotions, recognising a feeling as soon as sets in, being able to distinguish between feelings.

A closer look at the technique:

1. Understand the emotion of the individual
2. Recognise an emotion as an opportunity for intimacy and relaying of experiences.
3. Listen with empathy, recognising the individuals’ feelings.
4. Help the individual to appoint and express their emotions.
5. Set boundaries and at the same time help the individual in solving their problems.

**“The main difference between the wise man and the fool is that the fool is not able to learn from his mistakes.”**

Chinese proverb

**“In essence, all emotions are impulses to act, instant plans on how to deal with life and the evolution it has given us.”**

Daniel Goleman

2. **Managing the State of Mind (character)** – Deal with your feelings in such a way that they become appropriate to the situations and you react in the suitable way.

**Rational mind:** dominates the section of our mind that analyses, rationalises and applies concepts through thought.

The circle of excellence accentuates the pre-requisition of living in the present adding resources, besides **using emotional mechanisms to solve problems**, that in turn is more effective than trying to solve emotions using only the rational mind.

**“...the rational mind, is the means of understanding that, typically, we have a conscience... capable of consideration and reflection. But with this there is another powerful and impulsive knowledge, although at times illogical – the emotional mind.”**

Daniel Goleman

**3. Self-motivation** – the ability of creating synergies (putting together the parts creating a greater value than that of each individual part), between our feelings and steering towards a goal, the resentment of lack of self-confidence, apathy and spontaneity.

In relation to the third domain area we show two techniques that are useful resources for self-motivation:

**The first** and simplest of all, is the technique that's consists in dividing a large task into smaller, more manageable ones, avoiding therefore feelings of anxiety, stress and frustration.

**The second** is based on an inverted pyramid that in simple terms creates priorities in daily tasks, not in their role of importance or urgency, but in emotional wear implicit in each one of them (that in each case will vary from person to person in the role of their preferred emotions)

**“... emotional memories can be imperfect guides for the present.”**

Daniel Goleman

**“These two minds, the emotional and rational, work in harmony great part of the time, interlinking their methods of knowledge to guide us in the world.”**

Daniel Goleman

**3. Empathy** – recognising feelings in other people, and being in tune with their verbal and non-verbal expressions.

In order to improve our interaction and perception of other people's verbal and non-verbal expressions we can resort to:

**Flexibility** – consider that our answer is the consequence of our process of communication.

**Representational system** – being conscious of the representational system prevailing in our speaker.

**Adopting Repetitive Empathy** – use of expressions and terminology familiar to the speaker.

- 4. Management of Relationships** – the ability of dealing with our relationships with others; resolution of differences, conciliations, group unity

This is probably the most sensitive of areas affected by emotional intelligence and needs a more liberal strategic approach.

**“Evidence shows that emotionally competent people – that know and deal well with their own feelings – have advantages in any area of their life, be it in loving or intimate relationships, therefore learning the ground rules that govern organizational politics.”**

Daniel Goleman

**“People with well developed emotional practises have a greater probability of feeling satisfied and being efficient in their lives, dominating mental behaviours that nourish their productivity; the ones that don't seem to have control over their emotional life face inner battles that damage their competence to concentrate on their work and think clearly.”**

Daniel Goleman

Emotional Intelligence that consists in facing and resolving an unstable emotional situation successfully is learning to deal with emotions, so that they work in our favour and not allowing these to control our actions and thoughts, taking us to make poor or unreasonable decisions.

Our intelligence works in a built-in way, our brain is made up of two halves: the left side that deals with logical validation, also known as I.Q. (intelligence quotient) and the right side deals with emotions that we know as E.Q. (emotional quotient). It happens that just a high level of

knowledge, language, schooling, a successful professional needs to know how to deal with and respect a human being.

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## EMOTIONAL INTELLIGENCE CAN BE LEARNT

Everyone can develop their own Emotional Intelligence, therefore having to learn and train the skills that make it up, namely:

🔥 **Personal capability** (concludes the way we manage ourselves)

\* Self-conscience: this is the foundation of Emotional Intelligence. Professionals with a high level of self-consciousness have the conditions to monitor themselves in action, knowing everything that is happening to people and their surroundings. Emotional Intelligence can only exist when our information and attitudes are in a discerning structure.

\* Self control: once we have conscience of what is happening around us, we then have the conditions to understand if a situation is causing irritation or boredom, therefore being able to control and dominate attitudes, acting in an intelligent way. Knowing how to manage our inner state, impulses and resources (self control, capability to transmit trust, being faithful to values, flexibility and innovation).

\* Motivation: it is easy to understand why motivation is such a desired feature in the work place. A motivated professional requires less control, has less periods of low productivity and greater chances of being creative. Emotional tendencies that make possible the attainment of objectives (commitment, initiative, and optimism).

🔥 **Social Capability** (concludes the way we relate to each other)

\* Aptitude: Capability to instil wanted answers in others (influence, communication, resolution of differences, leadership, cooperation and capacity of team work).

\* How to make and receive a criticism: Constructive criticism is something that can only add value to our lives. Through this we can identify improvement opportunities and better

\* Knowing how to deal with change: Nowadays dealing with change isn't just a case of success but of survival. One should always have an eye over the company and the market, so as to be prepared for any changes that may occur.

\* Be an Emotional Mentor: means being an example of behaviours and attitudes, assuming that a person is sought after by colleagues whenever there is a problem to be resolved. Be a Mentor, make a difference in people's lives, and charm your customers and friends!

Feel inspired to encourage the development of Emotional Intelligence amongst the company's workers. Just imagine how it would be, for example, a company where everyone communicated with understanding and respect, where people planned group targets and helped each other to work together to achieve the goal and where there existed enthusiasm and trust.

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## EMOTIONAL INTELLIGENCE (ALSO) IN COMPANIES

In this day and age the Economy is always growing, business volumes rising. We live in a world where competition is always present and confrontations and battles at a business level are all around us. Therefore management theories develop models on "the rivalry of a company based on its human resources", with the argument that a company can achieve competitive advantages through creation and protection that increases distinctive value. In this environment managers begin to conclude that the motto is "not knowing how to do it, but yes increasing its value".

**In his books, Daniel Goleman states, « Now more than ever the initiative and empathy, capacity of team work, flexibility and leadership are fundamental qualities in any professionals curriculum.»**

From this point, Goleman devised a manual for the development of emotional intelligence at work. The idea derived is that emotional intelligence, as opposed to I.Q., remains stable all along life, and is something that can be learnt and developed, therefore potentially creating a

In the last couple of decades there has been a rise in the number of companies that invest in the well being and satisfaction of its employees, that has greatly benefited the field of relationships influenced by productivity levels.

In the meantime, in the business world, it is usual to find professionals that are guided by logic and extraordinary purposes, but without any qualification for the topics of emotional basis, for the matters of the heart. This is due to the belief that intimacy poses a risk of replacing the interest of the organisation for personal interests, interfering in production. Or that maintaining an sentimental distance will not compromise difficult decisions when the present business situation calls for them.

Facing the new competitive reality and the growing level of demand by customers, the use of emotional intelligence in the work place and the market is unavoidable, as it is an unquestionable stipulation in the planning of company abilities in terms of leadership, management and organisation. On the other hand the destiny of companies at the current stage of structural change will be hopelessly compromised.

In his book, " The mistake of Descartes, emotion, reason and the human mind", António Damásio mentions that intelligence without emotion can turn into intelligence aimed towards actions that don't satisfy the key interests of self-preservation.

Robert Cooper in his book " Emotional Intelligence in the Company" defines emotional intelligence as a prime source of energy, authenticity, aspiration and human orientation, which triggers our inner values, turning something we think about into something we live.

The concept of emotional intelligence came in a dynamic form altering all organisational purposes and fundamentally alerting top management to the dangers in neglecting the human aspects at work.

Some aspects of the management of human resources are important to keep in mind to avoid inactiveness in many of organisations:

?? **Empathy:** It is fundamental that managers place themselves in other peoples situations, feeling their desires, worries, joys, angers and fears, so as to have a notion of other needs and in this way contribute to their motivation

creating a level of trust with the ability of influencing the person in question. Daniel Goleman referring to this states that the higher one climbs the ladder of leadership the aspects of emotional intelligence become more important which in many cases will determine who is employed or dismissed, and who is promoted or not.

?? **Creativity:** This is a crucial and vital subject, to assure that workers have sufficient self-motivation to show their knowledge, and for this a synergic and cooperative attitude needs to exist between hierarchy and subordinate superiors.

?? **Decision:** Accepting the idea that a good idea to be one, has to take into account not only the rational aspects but also the emotional, it is necessary on behalf of the deciders, a careful consideration internally and externally and to listen to all parties involved, in such a way as to guarantee a more effective decision;

?? **Change:** As far as this aspect is concerned it is important to remember the rational and emotional aspects, or be it, the rational is all the knowledge that needs to be transmitted and the arguments of change, and on the other hand, the emotional is that that makes people effectively sensible and ready for action, and in this way understanding change as being necessary in their lives.

?? **Careers:** the importance of relationships to make careers more dynamic is indisputable. Information needs to be shared by all who wish to “feel what the company feels”, and for this to happen communication needs to be perfect.

Any executive knows of a story of a colleague that wasn't promoted to a chief position even though they were extremely intelligent and competent.

Or on the other hand, of someone that was successful in the same position even though his or her technical and intellectual competency wasn't extraordinary. These stories prove that identifying individuals with the right characteristics for leadership requires more art than

The conclusion drawn nowadays is that effective leaders possess a common trait; they have a high emotional quotient (EQ). This doesn't mean that the intelligence quotient (IQ) and technical or logical abilities are irrelevant. These are the entrance requirements for anyone whose ambition is to be a good leader, but emotional intelligence is a *sine qua non* condition of leadership.

A manager can have the best training in the world, an immense logical capacity and a hugely creative mind, but without emotional intelligence will not be a great leader.

Leading – guiding – Driving, and to lead one needs to be able to:

- relate and influence others;
- communicate;
- motivate ones self and others.

Goleman carried out studies in a number of companies with the aim of determining the personal abilities that produced an exceptional performance. The abilities were grouped into three categories:

- The purely technical – case of strategy and accountability
- The associated – analytical rationing
- The ones associated to emotional intelligence – the ability of working with others and effectively dealing with change

The study showed that as far as intermediate to high level of hierarchy positions within the companies, the most important factor is not the intelligence quotient (IQ), further studies or technical experience, but yes the emotional quotient (EQ). On analysing the facts, emotional intelligence proved to have double the importance compared to the rest.

These studies show that emotion intelligence doesn't only point out exceptional leaders as it is also directly connected to the success of a company and, above all, shows that everyone can develop their emotional intelligence abilities.

For example the ability to transmit trust, of leading with impulses and emotions, excellence in service to customers based on empathy, and the way of motivating them are all essential abilities of emotional intelligence.

A professional with a high EQ is someone who quickly and effectively deals with conflicts,

In conclusion, it would be unfair to say that previous concepts of intelligence quotient and analytical capabilities aren't essential for a strong leadership, but the formula is not complete without emotional intelligence. It was thought that being emotionally intelligent was a good thing, but now we know that it is something leaders must be.