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**PAPER ON:**

**“Emotional Intelligence  
in corporate sector”**

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With the growing complexities and intricacies in the corporate world today, various dimensions to tackle and understand human power have become inevitable. On one side where the importance of HR has now been accepted and digested, there are many other horizons relating to human power yet unexplored. One such emerging dimension is "**EMOTIONAL INTELLIGENCE**". 'EMOTIONAL INTELLIGENCE' as commonly referred to, is seen as the fundamental key to success and leadership and the most amazing fact to it is that today "*It can be learned*".

The conceptual clarity of the root of the term EMOTIONAL INTELLIGENCE dates back to the Latin literature as 'E-métier', which meant '**Energy to motivate**'. In simple understandable terms EMOTIONAL INTELLIGENCE is the ability to manage emotions in one's self and in others in order to reach desired outcomes. Copper (1996) defines EMOTIONAL INTELLIGENCE as the ability to sense, understand and effectively apply the power and acumen of emotions as the source of human energy, information, trust, creativity and influence. Baron (1997) proposed that EMOTIONAL INTELLIGENCE reflects one's ability to deal with daily environment challenges and helps predict one's success in life, including professional and personal pursuits. Whereas Mayer and Salovey (1997) opine EMOTIONAL INTELLIGENCE, "as a set of abilities to perceive accurately, appraise and express emotions, the ability to access and generate feelings when they facilitate though, the ability to understand emotions and emotional knowledge and the ability to regulate emotions to promote emotional and intellectual growth".

Five components are necessary for developing EMOTIONAL INTELLIGENCE A perfect blend of these would be a perfect recipe to inculcate EMOTIONAL INTELLIGENCE, even in those individuals who have suffered losses on account of balancing the HR and extracting work from them. These emotions can be evolved by creating a pentagonal wheel as:

1. Emotional self-awareness.
2. Managing one's own emotions.
3. Using emotions to maximize intellectual processing and decision-making.
4. Developing empathy.
5. The art of social relationships (i.e. managing emotions in others).

#### **Balance between Intelligence Quotient and Emotional Quotient**

People give more importance to INTELLIGENCE QUOTIENT than EMOTIONAL INTELLIGENCE. Basic reason ?? INTELLIGENCE QUOTIENT is all in the brain but EMOTIONAL INTELLIGENCE manifests in behavior. As Mr. Ramanamurthy remarks, "There is an obvious difference between low EMOTIONAL INTELLIGENCE in the employees (the Co. coke of five years ago) and high EMOTIONAL INTELLIGENCE in the employees (the coke of today).

One of the most important trait of EMOTIONAL INTELLIGENCE is a natural propensity to listen to others rather than talk. Instead of criticizing people for their mistakes, managers with high EMOTIONAL INTELLIGENCE focus on strengths and spend more time recognizing achievements. As a result, they are good at energizing people, which is one of the key facets to great leadership. Where some people are born with high EMOTIONAL INTELLIGENCE, those who are not so fortunate can internalize these behaviours with practice. "These are learnable skills" says Sudhanshu Tripathi, HR group of Hinduja Group.

According to recent studies conducted by the Hay Group, Indian executives need a lot of improvement when it comes to EMOTIONAL INTELLIGENCE .This consulting firm has designed an assessment test which checks individuals' awareness of their own capabilities and the ability to manage themselves. It then tests their ability to understand others and build relationships. "***Indians generally have low scores on empathy,***" says Gaurav Lahiri, GM, Hay Group India. "We don't understand other people at a visceral level, though CEO's might relate to **looking after people** through policy at a macro level. And we're pretty bad on the self-awareness score. We're always chasing someone else's dreams, never our own."

### **Overcoming the lacuna**

The corporate sector today needs to realize the value of Emotional Quotient and work on it. One big question is "How do we measure where we stand?" one method is by conducting a self assessment report by the instrument of detailed questionnaire. A 360` degree appraisal (which includes the agent executing the test and the agent subject to the test) is also an apt barometer to measure an individual's EQ (emotional quotient). However a 760` appraisal which includes action and feedback which is the most recommended technique for measuring one's EQ.

After a thorough test, need arises to improvise over the skills. The stress in corporate world has left many managers confused over their emotional abilities. Certain guru mantras to be highlighted here which can bridge the gap and help to overcome the loopholes are:

- ✓ Acceptance
- ✓ Humor
- ✓ A right perspective
- ✓ The power of 'NOW'
- Lots of 'CASH' ( Calmness, Alertness, Sweetness, Happiness )
- Stopping of negative thoughts

The spiritual quotient helps to support emotional equations and can be enhanced by Bhakti, Dhyan, Karma and Yoga. "**Executives who fail to develop self-awareness, risk falling into an emotionally deadening routine that threatens their true selves. Indeed a reluctance to explore your inner landscape not only weakens your own motivation but can also corrode your ability to inspire others.**"

One of the greatest benefits of EMOTIONAL INTELLIGENCE is that it helps leaders create work environments where people at every level are collaborating and aspiring to do their best. In fact a touch of '**smart skills'** along with EMOTIONAL INTELLIGENCE act as DNA 'an operating code' for the organization, leading them to greater levels of success. The smart skills to include

- Influencing with integrity
- Interest-based negotiation
- Stress and change management
- Appreciation for inquiry

- High-level communication skills

### EMOTIONAL INTELLIGENCE ,BUSINESS LEADERS AND CORPORATE SUCCESS

According to Whole Foods CEO, John Mackey, “**For leadership positions, emotional intelligence is more important than cognitive intelligence.**” Fortune magazine has ranked Mackey’s company as one of the “**100 Best Companies to work for**” in America for 13 consecutive years, and when Mackey was searching for internal leaders he recorded that people “**who have a degree of emotional intelligence, posses a high capacity for caring.**”

Without question, successful leaders must possess business acumen along with industry knowledge and organizational insight. But, as Mackey points out, the quality that separates the most successful leaders from their peers is emotional intelligence – the ability to understand, manage and respond effectively to one’s own emotions and the emotions of others. In fact, research has confirmed that emotionally intelligent leaders are indeed more successful than their less emotionally intelligent peers. At PepsiCo, for example, executives identified as emotionally intelligent, generated 10% more productivity and added nearly \$4 million in economic value; for Sheraton, an emotional intelligence initiate helped increase the company’s market share by 24.2%.

According to Marc Michelson of Glow Consulting Group, the reason is simple: emotional intelligence is a prerequisite for effective leadership. “The best and most successful leaders master their own states of being, *before* they try to lead others,” Michelson says. “They know with great clarity and conviction who they are, what they believe, and how they wish to behave. By mastering their own state of being first, they’re able to make better decisions in the business and personal lives, calmly navigate the growing complexities of today’s global business environment, and successfully engage and inspire people at every level of their organization.”

Self-awareness, then, lies at the core of emotional intelligence and no truly effective leader operates without either. This concept was highlighted by the Harvard Business Review in an article titled, “*Breakthrough Ideas for Tomorrow’s Business Agenda.*”

### INDIAN CORPORATES CAN IMPROVE ITS LEVEL OF EMOTIONAL INTELLIGENCE

At Religare Enterprises, the Chief People’s Officer Mr. Kamlesh Dangi, opines, “**we need to imbibe EMOTIONAL INTELLIGENCE in the education system.**” He adds “*The problem is that our system is INTELLIGENCE QUOTIENT focused*”. Though this education begins from home, equal importance needs to be accredited to EMOTIONAL INTELLIGENCE as INTELLIGENCE QUOTIENT and other extracurricular activities in building healthy individuals. At Religare recruitment preference is for young candidates who have proven themselves in sports and cultural activities and have shown leadership instincts with high EMOTIONAL INTELLIGENCE

Howsoever, when a fresher enters the corporate world, all he has is EMOTIONAL INTELLIGENCE. Then comes a phase when he climbs the ropes and is judged by his ability to meet targets. Here in the materialistic race, his EMOTIONAL INTELLIGENCE stoops down. When he gets promoted at senior levels, life comes full circle and EMOTIONAL INTELLIGENCE once again comes to force. The importance of EMOTIONAL INTELLIGENCE in corporate world is **U-shaped curve**, according to Mr. Dangi.

**"Intelligence is like riding on horse without reins".** Where EMOTIONAL INTELLIGENCE holds on to the grip and drives an individual with balanced emotions and actions benefits the corporate sector and ultimately as individual. Hence, India needs to rise to this call and understand that EMOTIONAL INTELLIGENCE is equally important as INTELLIGENCE QUOTIENT and that its nurturing should begin from infancy.