

Emotional intelligence is important for professional success

EMOTIONAL QUOTIENT Generally speaking, EQ refers to someone's capability to observe, comprehend and manage their own outlooks and emotions

Shaheen Khan

NEW DELHI: When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion - Dale Carnegie.

Do you ever experience that business as a whole can be hostile? Maybe you have a boss that doesn't value you. Or a client that treats you like grime. It has been found that people feel left out, unsung, and neglected at work. And consequently they suffer. Let's face it. Business is not always fun. And sure, it's business. But I think we can certainly develop the business scenery by getting better at one thing: Emotional intelligence.

Everyone has heard of it. But what is it? How do you get better at it? And how can you use it to get better at business? This year at World Economic Forum, emotional intelligence (also known as 'emotional quotient' or EQ) was ranked sixth in the world on the list of top 10 skill that employees will need to process to thrive in the workplace of the future.

In today's economy, solving emotion-related problems is critical. At work, we deal with complex problems. And we often have to work together to find solutions. Achievement in business is not about your grade-based metrics like SAT scores

or IQ tests. It's about making an impact as a leader and if you want to achieve meaningful things, you must be able to work with other people. From that perception, EI is the main expertise that can bring better results and extra success.

Generally speaking, EQ refers to someone's capability to observe, comprehend and manage their own outlooks and emotions. Noted psychologist Daniel Goleman has clearly stated that it has five fundamental mechanisms:

Conscious knowledge: The ability to recognise and understand your moods and emotions, and how they affect others

Self-reliance: The aptitude to control instincts and moods, and to think before acting

Internal motivation: Being driven to pursue goals for personal reasons, rather than for some kind of reward (the opposite is external motivation)

Understanding: The capability to identify and appreciate others' motivations, which is vital for building and leading teams positively

Social skills: The aptitude to manage relationships and form networks

Emotional Intelligence predicts performance

How much of an impact does emotional intelligence have on your professional success?

The best answer is: a lot. It's a commanding way to focus your dynamism in one direction with a tremendous result. The world foremost backer of Emotional Intelligence, Talent Smart tested EI alongside 33 other relevant workplace skills, and notice that Emotional Intelligence is the toughest predictor of performance, explaining a full 58% of accomplishment in all types of jobs.

Naturally, people with a high degree of emotional intelligence earn more money than an average person with a low degree of emotional intelligence. It's always vital to study the emotional intelligence of your team before throwing a business. Also, if your team members are lacking in this area, it's significant to work on refining these skills for the betterment of yourself and your organisation.

Emotional Intelligence in workplace

Many prominent mental health experts consider that emotional intelligence is a valuable asset in the workplace, where workers with high levels of EI may possibly be better able to collaborate with others, manage work-related stress, resolve conflicts within workplace relationships, and learn from previous interpersonal mistakes.

This may not mean high emotional intelligence is ben-



■ This year at World Economic Forum, emotional intelligence (also known as 'emotional quotient' or EQ) was ranked sixth in the world on the list of top 10 skill that employees will need to process to thrive in the workplace of the future. Getty Images/iStockphoto

eficial or necessary for all jobs. Numerous research-based studies show that jobs that necessitate huge amounts of personal interaction, for example, sales or real estate jobs can benefit from workers who possess high emotional intelligence, the opposite is true for occupations that are generally more individualistic, such as a research scientist or an accountant.

On the other hand, it has been found that in places where people tend to work alone and possess high emotional intelligence may actually perform at a lower level than the average worker because they may be desperately concerned about the feelings of other people.

Leadership skills and role of Emotional Intelligence

Employers with high emotional intelligence in many varied situations can be better able to collaborate with others, be able to work-related pressure, resolve fights that may come in inside workplace relationships, and learn from earlier interpersonal mistakes. However emotional intelligence may not be needed for every type of job, it can be

an important attribute for most people in leadership positions.

To be efficient leaders in the office, managers, superiors, and other specialist figures must be capable to function effectively with people under their charge. A good leader is competent to create the type of work environment where each person feels important and inspired to be successful.

Leaders with greater emotional intelligence are capable to use their social skills to substitute relationship and faith with their employees. They lean towards to view their team members as persons with exceptional abilities, backgrounds, and behaviours, rather than as a uniform collective. Good leaders always try to recognize and associate emotionally with their staff sincerely, sharing in their joys as well as their concerns.

The capability to build shared trust and respect can become especially significant if an unpopular choice is prepared within the business setting, but the superiors need to keep their teams functioning efficiently.

Like all other types of rela-

tions, work relations may experience glitches sooner or earlier. When battle arises, leaders with extraordinary emotional intelligence may be better able to switch their own instincts and can view the condition from all perspectives, and hunt for commonly helpful solutions. Real leaders are apparent and are not frightened to confess when they are wrong. In fact, they are more likely to try to progress work relations.

As you train your brain by constantly practising new emotionally intelligent behaviours, your brain figures the trails required to make them into habits. Before long, you begin responding to your surroundings with emotional intelligence without even having to think about it. And just as your brain reinforces the use of new behaviours, the connections supporting old, destructive behaviours will die off as you learn to limit your use of them.

(Khan is a master practitioner of neuro-linguistic programming and founder of CEDP Skill Institute Mumbai. Views expressed here are personal.)

The best talent is never scouting for jobs in the market

HT Correspondent

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Among the key challenges faced by HR managers is the need for the right fit, says Sanjeev Parkar, executive director, HR, PricewaterhouseCoopers. During his career Sanjeev has worked with reputed organizations like ACNielsen, Maersk, Webify, Century group. He shares insights on the key challenges faced by HR managers and how data can revolutionise the hiring process. Edited excerpts:

How can private companies contribute in skilling programmes that aim at increasing employability?

Companies will have to realize that skilling is an imperative and not just a buzzword. Moreover, it impacts all levels unsparingly. Other industrial waves had impacted the blue-collared in particular. Not this one. The Fourth Industrial Revolution will force even the

white-collared to re-skill at a very fast clip. Companies will have to map progress over a measurable time horizon and be impartial in assessment.

There are a host of training programs but companies will have to assess the ones which suit their specific needs. And of course, it's not skilling for skilling's sake but it should lead to enhanced employability. More and more Public Private partnership in the areas of skill building would improve employability immensely.

What challenges do HR teams face in talent acquisition?

Business / hiring managers always look for a 100% fit. HR's role is to set expectations and make the business understand there is never an ideal fit. HR needs to come up with robust integration plan, and training programmes to help the talent pool ramp up.

Best talent is never out in the market scouting for job or hopping jobs. Hence, HR needs to

have a strong network and business intelligence to map the best of the talent, create networking platform, sell the value proposition to attract best of the talent. HR also needs to be a part of the business strategy and come up with talent forecast to help business well equipped.

How is technology such as data analytics aiding in better talent sourcing?

Face to Face interviews at best, can get the interviewer a strong gut feel about a candidate. It is also true when they look at resumes which more often than not are couched, don't reveal an accurate picture.

However, numbers don't lie. Of course, statistics can also be massaged to make people look like rock-stars but in general, it can reveal a truer picture. Data science is based on the idea that almost everything reveals a pattern, though may be a very complex one at times so why should human behavior be left out of its ambit?

Talent hiring is now considered as strategic, and leaders now want to move away from the "gut feel" approach to be more data-centric in their decision making. It also helps to normalize the data and smoothen out the spikes. That's where analytics come into play.

Secondly, identification of right talent from the market goes way beyond the keyword search in the CV. It needs an intelligent data analytics tool to slice down to optimally skilled candidates in the market to suit your need. This will help you find right talent as opposed to dream talent.

Despite an increase in demand of skilled talent, why is job creation slow?

Job creation is a factor of the overall economic growth. Unlike China, our domestic demand lies latent and hasn't been serviced adequately. There's huge potential there and it's for policymakers to ensure that servicing the domestic demand is as lucrative as exports-led growth.

Also, there's a severe mismatch between talent available and talent which is employable. Our course curricula even in top-tiered colleges also needs a fresh look in order to improve employability factor.

What makes an employee a valuable asset?

Ability to discard legacy if required. No more of parroting "the golden days."

Learnability, and very quickly at that.

Ability to work in a matrix structure, which simply put, is about multi-tasking. Working with diverse stakeholders.

Willingness to fail. But fail quickly, pick up and move on.

Our "Digital Atma" is in social media - ability to conduct oneself in the social sphere too where the glare is constant. Particularly, not spreading Fake News which is a modern-day menace. Ability to align with the dynamic environment around in terms of organisational philosophy, technology framework.



■ Sanjeev Parkar has 23 years of experience in HR.