

Emotional Intelligence

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Research shows that more than 70% of employees' perceptions of organizational climate result directly from a manager's morale and behavior, which stimulates employees' morale, emotions, and behaviors (Momeni, 2009). Talk about influence! Leaders are responsible for 70% of the perceptions that are the driving force of the culture in their organization. The vantage point must start at the top when looking at hostile work environments. Of course, leaders can identify many other areas of opportunity through a root-cause-analysis study of organizational climate, but 70% is a staggering statistic that warrants a close look. That look is better known as emotional intelligence, and hiring managers are paying attention. According to Neck et al. (2024), 75% of hiring managers believe emotional intelligence is more valuable to their employees than intelligence quotient.

Emotional Intelligence Explained

Emotional intelligence is the ability to recognize our feelings and the feelings of others and to effectively manage our own and others' emotions (Mathis et al., 2022). Emotional intelligence seems simple enough, but conceptually, it is very complex. It is common for leaders with high emotional intelligence competency to outperform their less competent counterparts. Leaders show this through greater creativity, better team participation, effective stress management, and potent leadership skills. The emotional intelligence framework is the sum of 4 dimensions: self-awareness, self-management, social awareness, and relationship management (Neck et al., 2024).

Four Components of Emotional Intelligence

Self-awareness is a good understanding of your emotions (Neck et al., 2024). Accurate self-assessment and self-confidence are examples of self-awareness. Self-management describes

the ability to control and regulate emotions and impulses. Self-management is shown through emotional self-control, optimism, adaptability, and achievement orientation (Mathis et al., 2022). Neck et al. (2024) defines social awareness as having skills in perceiving, empathizing with, and reacting appropriately to the emotions of others. Social awareness skills are exemplified through empathy, organizational understanding, and service orientation (Mathis et al., 2022). Finally, relationship management is the ability to manage the emotions of others to build strong and healthy relationships (Neck et al., 2024). Relationship management is shown through inspirational leadership, influence, conflict management, and collaboration (Mathis et al., 2022). I would be inclined to choose relationship management as my strength. I selected this dimension because I have recently focused on strengthening my capabilities in this area. Over the past several years, I have become more aware of the importance of relationships in our professional interactions. The impact of positive and negative relationships on professional interactions can be profound. In healthcare, such relationships can impact patient care and outcomes if leaders leave them unaddressed.

An area of opportunity for me is self-management. Reflecting on the MBTI results of our first week in this class, my results classified me as an Advocate. As an advocate, I am focused on what is right, fair, and for the greater good. Sometimes I need to take a step back, take some deep breaths, and reestablish perspective when my inner advocate takes over. Sometimes, that self-management piece doesn't activate timely. However, I have grown significantly in this area and will continue to seek growth opportunities.

Why is Emotional Intelligence Crucial for Leaders?

Emotional intelligence is directly proportional to organizational climate. According to research conducted by Momeni (2009), the higher a manager's emotional intelligence, the better

that manager's corporate environment. The study also indicated that the leader's mood and behaviors are the most influential of all the elements affecting bottom-line performance in private organizations. Emotional intelligence leads to a powerful chain reaction in which a leader drives productivity and morale. Thus, leaders with high levels of self-awareness and social awareness can impact the organizational culture favorably, motivating teams to be at their best. In the healthcare industry, the most significant concern is the quality of patient care. According to Bikmoradi et al. (2018), effective managers deploy emotional intelligence to control and manage their own and employees' emotions to achieve organizational goals. Their research indicated that identifying and promoting nurse managers' emotional intelligence is critical to promote the quality of health care and educational services.

Podcast 1

One of the first statements in the first podcast that stood out to me was, "The less we know about ourselves, the more we will role-play." I found this statement to be very profound, and it resonated with me. If we do not approach our lives and professions authentically, we are acting. I strongly adhere to honest communication, personally and professionally. Working with vulnerable patients and families is not a privilege I take lightly. It is imperative that they make the best decisions regarding their prognosis with the most information available to guide them. If I am not honest and as open with them as possible, it may change the outcome of their decisions. Allowing them the opportunity to participate in proper informed consent is my mission.

I looked deeply at the second statement: "What is it like to be on the other side of me?" It is a powerful question and likely comes with some substantial answers. I plan to use it in my leadership practice. We can only assume we know what our team members think of us unless we

create an environment safe enough to ask them. As a leader, you must be emotionally intelligent enough to handle and use the response as a growth opportunity.

Podcast 2

During the second podcast, I experienced several takeaways. First, I will mention that "self-motivation always exceeds external motivation." For several years early in my career, I felt I couldn't motivate others, and self-motivation was the only motivation. I have since learned otherwise, but self-motivation, or willpower, is more potent than any other motivational tool. According to Neck et al. (2024), intrinsic motivation is the performance of tasks for one's satisfaction and is accelerated by doing things that are not for one's own benefit, such as contributing to a cause. Strong self-awareness skills allow an individual to know what motivates them.

The second standout moment of the second podcast for me was the definition of the 4 H's John Maxwell practices in his teaching approach: humor, heart, hope, and help. An easy concept, this is something that I hope to incorporate when educating others in individual, small, or large group settings. It gives a structure to hit several emotions and thought processes in one interaction.

Developing Emotionally Intelligent Teams

Leading by example is the first thought that comes to mind. In reading the case Spotify Case Study in this week's readings (Neck et al., 2024), some nuances could be adopted by leaders from Swedish programming. Leadership and human resource teams can emphasize personal development through formal growth programs. A budgeted benefit for annual personal/professional development could be executed. A possible internal/digital library of resources that employees could check out could be available. Workshops, online education, and

onsite training offerings could be explored. Such offerings would be made available to all employees, not just leaders. Leaders would be offered additional leadership development opportunities to allow further emotional intelligence growth to enhance the organizational climate further. Team building activities would be worked into the routine schedule.

Conclusion

Leaders are responsible for 70% of the perceptions that compose the organizational climate, following the statement that people don't leave bad jobs; they leave bad managers. In the post-pandemic future, as employees demand work-life balance, healthy working environments, and growth opportunities. Employees will continue to look to their leaders for these opportunities. What are we prepared to offer them?

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