
Creating More Effective HR Managers through Emotional Intelligence Skills Training

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ABSTRACT

Emotional Intelligence (EI), unlike Intelligent Quotient (IQ), is important for managerial success and competencies. Emotional Intelligence means the ability to monitor one's own and other's emotions to discriminate among them and to use the information to guide one's thinking and actions. It involves self-awareness (ability to understand one's own emotions), self-management (ability to keep negative emotions and impulses under control), and self-motivation (the drive to achieve despite setbacks, developing skills to attain target and taking initiative to act on opportunities). It helps to: (a) enhance communicating skills, (b) adjust with others, (c) build team, and (d) manage conflict. Not only do most of us spend the largest portion of our day at work but our identity, self esteem and well being are strongly affected by our work experiences. It has been reinforced by many management thinkers of the world that social and personal competencies are vital for self awareness, optimism, and empathy which can enhance satisfaction and productivity at workplace. The workplace is the ideal setting for the promotion of these competencies which are ultimate combination of Emotional Intelligence. It is evident that there is direct relationship between these skills and productivity of employees. Corporate world have begun to recognize the importance of this direct relationship and emphasis is led to increase the employees' emotional intelligence. In the workplace, this ability can greatly enhance interpersonal communication and people skills. So, it is important to understand what emotional intelligence is, how it can best be used at workplace to increase productivity and satisfaction and how this strength of individual can turn around his life. Hence, it is necessary to create more effective HR Managers through Emotional Intelligence Skills Training.

Keywords: Emotional intelligence, self-awareness, self-management, self-motivation, satisfaction, and productivity.

1. Introduction

Generally, HR Manager needs to perform the functions of: (a) Manpower planning, (b) Recruitment and selection of employees, (c) Employee motivation, (d) Employee evaluation, (e) Organizational relations building, (f) Provision for employees' welfare service, and (g) Employee education, training and development. Moreover, the current business and legal climate have changed both the function and the status of the HR Manager. Employers also worry about frequent or expensive legal claims by employees, particularly in relation to discrimination and downsizing.

At the same time, hiring, training, and keeping skilled employees has become a priority for businesses concern about their competitiveness. As a result, the professional expertise required for the human resources function has increased. HR Managers face a host of responsibilities every day. However, none is as important as interacting in effective and meaningful ways with both direct reports and executives. HR Managers attain their position by virtue of their exceptional “hard” skills, but some have stronger emotional intelligence “soft” skills than others. What happens over the long term when managers communicate poorly or fail to resolve conflict? What are the implications for the organization as a whole? Emotional Intelligence skills are one of the greatest strengths for a successful HR Manager. Evidences suggest the following:

- Bosses could improve emotional intelligence skills to impact individual performance.
- Many employees have been terminated due to their poor emotional intelligence skills.
- Many employees have not been promoted due to poor emotional intelligence skills.
- Most of the executives agree that emotional intelligence skills become increasingly important for progress through managerial ranks.
- Managing team conflict more effectively, emotional intelligence skills have a beneficial impact. So, from the above discussion, it is evident to creating more effective HR Managers through Emotional Intelligence Skills Training

2. Emotional Intelligence (EI) Skill: The Key to Successful HR

EI skills are important element for managerial success and competencies. EI is an ability that enables a person to recognize his / her own and other peoples’ emotions. It is the ability to use ones’ awareness and sensitivity to discern the feeling underlying interpersonal communication. Evidences suggest that the higher the level of EI, the better is the (a) Participative management, (b) Putting people at ease, (c) Self-awareness, (d) Balance between personal life and work, (e) Straightforwardness and composure, (f) Building and mending relationships, (g) Doing whatever it takes, (h) Decisiveness, (i) Confronting problem employees, and (j) Change management. EI is the capacity to require as well as apply information of an emotional nature and to feel and to respond emotionally. These skills contain five main domains include:: self-awareness, managing emotions, motivating oneself, empathy, and handling relations. Individuals who are emotionally competent are at an advantage in every area of life, whether family and relations, education, community, and organizational pursuits, and are more likely to lead happy and productive lives.

2.1 Can Emotional Intelligence (EI) Skills Be Increased?

As with any other intelligence skills, it may be extremely difficult to raise one's EI skills. Many practitioners claim that EI skills can be increased. According to their notion, pessimists can become optimists’ through workshop / training. Pessimists’ can learn to examine their thinking style and at times, alter their style. However, it is necessary to deal and proceed with great care and caution. So, it reveals that through it is very difficult to change EI skills of a person, may be developed and learnt at any time or any age, one of the main gaps in this area is the lack of effective training programs. For example, we can teach people about:

- What are emotion and its related views?

- What causes emotions
- What are the categories of emotions
- What are the mechanisms to manage abnormal emotional reactions

2.2 Studies on Emotional Intelligence Skill Training and its Efficacy

Emotions, feelings, and moods are essential ingredients of social as well as organizational life. Past studies evidence that helping employees to acquire EI Skills have a curative effect on employees' experience of occupational stress. EI Skills protect people from stress and lead to better adaptation (Ciarrochi, Chan, and Caput, 2000). It has been found that EI Skills also impact on psychological health- particularly occupational stress (Ciarrochi, Chan, and Bajgar, 2001). The effective use of EI Skills is a key to a successful manager (Goleman, Boyatzis, and McKee, 2002). There is also mounting evidence that demonstrating EI Skills is essential for those managers who are responsible for organizational change and development (Barbutto and Burbuck, 2006).

3. Theories of Emotions

Emotion is a product of the interaction between physiological arousal and cognition. All human behavior strives for achieving a goal either to derive pleasure or to avoid pain. Emotions are aroused by an innate affect program, the expression of which may be modified by culture-constant learning. Emotions are identified either by behavioral observation or by adaptive functions.

3.1 Categories of Emotion

Happiness

is most often expressed facially in the mouth-cheek region and in the lower eyelid with high frequency and elevated speech. Happiness is equated to pleasure acquired by self doing moral activities.

Sadness

People's experience during loss is termed as sadness. This type of emotion varies in intensity. With low intensity, it is termed as pensiveness, while with high intensity, it is termed as grief.

Fear

is a negatively aroused emotion that is linked with the survival mechanism of human being. The experience of fear is induced due to threat of certain kinds and because of its link with survival; the human being develops preparedness to avoid such situation.

Anger

Conflicting motives lead to tension. If tension is not reduced due to lack of satisfaction of motives, frustration is generated which produces aggression or anger.

Surprise

is often blended with either “happiness” or “fear.” Surprise is an expression of mind at the sight of unseen, strange, or extraordinary objects.

Disgust

may be experienced due to smell or sight of an object that is aversive, violation of social norm in a social situation, inability to achieve a goal due to obstacles, etc.

3.2 Emotional Intelligence Training

EI is a psychological capacity for making sense of and using emotional information. As individuals, we all have different capacities for doing this -- some of us may be fair or average, while others of us may be expert. According to Mayer, part of this capacity is innate, while other part is learnt from experience in life. So, we may improve upon these skills through effort, practice, and experience. Salovey believes that EI is a set of skills and competencies that can be both taught and learned, such that a person could become better educated emotionally. So, EI skills can be enhanced through psychotherapy, counseling and coaching / training. EI Skills Training programs should focus on creating immediate, significant and sustainable results through a comprehensive approach. The benefits, individuals, teams and organization experience include: (a) Increased personal productivity, (b) Reduced absenteeism, (c) Faster, better decisions, (d) Increased customer satisfaction, (e) Conflicts resolved constructively, (f) Increased employee commitment, (g) Reduced stress, (h) Reduced “silo mentality”, (i) Improved group / team interaction, (j) reduced recruiting cost, (k) Improved leadership competencies, (l) Increased change effectiveness. The training program need to be flexible and tailored to accommodate the requirement through the process of continuous improvement.

3.3 Steps to be taken for Training

According to the requirement, the components of the steps may vary. However, following are the major steps to be taken: Identifying Needs of Individual, Group / Team or Organization-wide Program, Issues & Challenges, Requirements & Constraints, Culture, Values & Goals and Internal Measures

3.4 Targeted Training Topics

Assertiveness Training

Key techniques to deal with Discrimination, Confrontations and Difficult People.

Business Networking Skills

Learn how to be easier in the networking arena and build the relationships that will develop your organization and take the sting out of events.

Communication Skill Training

In order to be successful Manager, one needs to communicate effectively with colleagues and customers. Managers must have the ability to delivering difficult messages, and handling conflict. To deal with situation it is pertinent to learn techniques by polishing their skills to become more effective communicators.

Conflict Management Training

Many managers avoid conflict. But good managers should aim for its resolution.

Interview Skills Training

Getting a right career is a key to a successful life. Having some sound interview techniques and skills can make all the difference between your desired job and what you have got.

Personal Impact Training

Many of us are not very adept at understanding the personal impact we make on others. But, it is very important to know what makes an impact and how you can make the impression you want without compromising who you are.

Stress Management Training

If you are able to manage people under stress, then you can create a balanced and effective life style.

Work Life Balance

Learn to strike the right balance between Work and Home.

3.5 Implement Training

Table 1: Implement Training

1. Assessments (pre / post measures)
2. Select Personal Goals
3. Train
4. Implement Personal Action Plan
5. Coach
6. Reinforce

3.6 Evaluation and Reports Results

Table 2: Evaluation and Reports Results

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|---|
| <ol style="list-style-type: none">1. Analyze Data2. Present Report (observations, conclusions, recommendations)3. Market Results & Organizational Benefits Internally |
|---|

In order to evaluate the effects of an Emotional Intelligence Skills Training Program, a study can be made. For the purpose of the study, the information may be obtained from the participants of the Training program through a questionnaire.

3.7 The Emotional Intelligence Test

The Test will evaluate several aspects of your emotional intelligence and will suggest ways to improve it. Please, be honest and answer according to what you really do, feel or think rather than what you think is considered right in this test. Nobody is there to judge you, just yourself, and besides, there are many trick questions. Read every statement carefully and indicate which option applies best to you. There may be some questions describing situations that do not apply to you. In such cases, select an answer which would be most likely if you ever found yourself in such a situation.

4. Appendix -A (Questionnaire)

1. When you feel crappy, you don't know what or who is upsetting you.
Most of the time
Often
Sometimes
Rarely
Almost never
2. Everybody has some problems, but there are so many things wrong with you that you simply cannot like yourself.
Most of the time
Often
Sometimes
Rarely
Almost never
3. Some people make you feel bad about yourself, no matter what you do
Strongly agree
Agree
Partially agree / disagree
Disagree
Strongly disagree
4. When you mess up, you say self-depreciating things, such as "You are such a loser, "Stupid, stupid, stupid" or "You can't do anything right."
Most of the time

Often
Sometimes
Rarely
Almost never

5. You feel uneasy in situations where you are expected to display affection.
Most of the time
Often
Sometimes
Rarely
Almost never
6. You get into a mode where you feel strong, capable and competent
Regularly
Often
Sometimes
Rarely
Almost never
7. When you resolve to achieve something, you run into obstacles that keep me from reaching my goals.
Regularly
Often
Sometimes
Rarely
Almost never
8. You cannot stop thinking about your problems.
Most of the time
Often
Sometimes
Rarely
Almost never
9. It is better to remain cold and neutral until you really get to know a person
Strongly agree
Agree
Partially agree / disagree
Disagree
Strongly disagree
10. You have difficulty saying things like “You love me,” even when you really feel me.
Most of the time
Often
Sometimes
Rarely

Almost never

11. You are bored
 - Most of the time
 - Often
 - Sometimes
 - Rarely
 - Almost never

12. You worry about things that other people don't even think about
 - Most of the time
 - Often
 - Sometimes
 - Rarely
 - Almost never

13. You need someone's push in order to get going
 - Most of the time
 - Often
 - Sometimes
 - Rarely
 - Almost never

14. Your life is full of dead ends
 - Very true
 - Mostly true
 - Somewhat true
 - Mostly not true
 - Not true at all

15. You are not satisfied with your work unless someone else praises it.
 - Very true
 - Mostly true
 - Somewhat true
 - Mostly not true
 - Not true at all

16. People tell you that you overreact to minor problems
 - Regularly
 - Often
 - Sometimes
 - Rarely
 - Almost never

17. You are unhappy for reason that you can't understand.
 - Very true

Mostly true
Somewhat true
Mostly not true
Not true at all

5. References

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