

Managing people – emotional intelligence



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The branches are Emotional Facilitation, Identifying Emotions, understanding Emotions and Management Emotions. In the test on question " How confident am I in my abilities to succeed? ", my score is 38 and the score range is 17 to 85. It shows I'm weak in achieving my goals. On the test " How good am I building and leading the team? " my score is 83. This score is able to tell I have a potential to be a team leader. I'm belonging to type " ESP.." from " What's My Jungian 16-Type Personality? " test. The possible best careers for me are social worker, optometrist, childcare worker or nun.

One of my dreams is being a charity volunteer when I was retired. After identifying my emotional intelligence and I had made improvements on my weaknesses to make myself more confident to achieve my goal. I also improve myself in building and leading the team so that I am able to manage the team more effectively. The other is I had been able to grow myself to be a global manager by opening my mind to accept different culture people. Table of Content: 1.

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2. Introduction. In 1995 when Daniel Goleman's published his first book, Emotional Intelligence (E') becomes a hot topic in corporate of American.

When Harvard Business Review published an article in 1998, the article achieved the highest readership in past 40 years. That was unbelievable! The EI had created new pages on the history. Let us study a little bit of the EI history which may give us some pictures. In early year 1940, David Heckler defined intelligence as “ the aggregate or global capacity of the individual to act purposefully, to think rationally, and to deal effectively with his environment”. He actually is referring to the “ non-intellective” and “ intellective” elements which meant affective, personal and social factors.

In 1983, Howard Gardner wrote “ multiple intelligence” which touched about ‘ interpersonal’ and ‘ intrapersonal’ intelligence and measured by IQ and related tests. In 1990, Salovey and Mayer introduced the name emotional intelligence. They described it as “ a form of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this knowledge to guide one’s thinking and behavior” (Salovey and Sluyter, 1997). Daniel Coleman started alert about Salovey and Mayer’s work and this had led him to produce his book, Emotional Intelligence. (Cary Cherries, Ph. D. Article “ Emotional Intelligence: What it is and Why it Matters”, 2000) 2. Coleman Model The Coleman EI model is more emphasized on working with emotional intelligence. It related to skills of self-awareness, self-management, social awareness and relationship management. Emotional competence is defined as “ a learned capability based on emotional intelligence that results in outstanding performance at work” (Coleman, Bibb). In the customer service, handling conflict and relationship building, EI is a very important base to support us to understand ourselves and perform better. Figure 1 shows the current version of Daniel Coleman’s framework. Twenty competencies are located in four clusters of general EI abilities.

Figure 1 : A FRAMEWORK OF EMOTIONAL COMPETENCIES self Personal

Competence Other Social competence Recognition Self-Awareness -

Emotional self-awareness Accurate self-assessment - Self-confidence Social

Awareness - Empathy - Service orientation - Organizational awareness

Regulation Self-Management ; Self-control ; Trustworthiness ;

Conscientiousness ; Adaptability ; Achievement drive ; Initiative Relationship

Management ; Developing others ; Communication ; Conflict management ;

Leadership ; Change catalyst ; Building bonds ; Teamwork & collaboration

This latest model is improved from model use by Coleman in year 1998. The

earlier framework has 5 dimensions of emotional intelligence and twenty-five

competences. The five dimensions can spread to the first three dimensions,

self-awareness, self- regulation and motivation. These three dimensions is

talk about personal competences to manage emotions by ourselves. Another

two dimensions are Empathy and Social Skills which describe about the

social competences- manage other people emotions.

This latest model collapsing the twenty-five competences into twenty and

the other five domains into four dimensions Self-Awareness, Self-

Management, Social Awareness and Relationship management (Botanists,

Coleman, & Rhea, 2000). The first component we will discuss is Emotional

Self-Awareness, knowing our feels. It's reflects the important of knowing own

feeling and how does it able to effect our performance in daily life and

organization. The career path need this awareness mostly is financial

planner (Coleman, Bibb). This because they need to handle difficult question

and many type of people. Self-Awareness apparently helps them to handle

the clients and own emotional reactions better.

Self-Awareness is the key to realizing one's own strengths and weaknesses. Second, Self- Management cluster is to emphasize Managing Internal States, Impulses, and Resources. Self-Management has six competences: Self-control, Trustworthiness, Conscientiousness, Adaptability, Achievement drive, Initiative. These competences are the ability to regulate distressing affects like anxiety and anger and to control emotional impulsively. Third, Social-Awareness is encompasses the competency of Empathy. Social-Awareness have three competences; Empathy, Service orientation, Organizational awareness. These competences will help to understand and active in the community.

Fourth, Relation-Management is the competences to influence other feeling. It will be a tool to maintain the complex relationship and help in communication skills. Relation-Management included; Developing others, Influence, Communication, Conflict management, Leadership, Change catalyst, Building bonds, Teamwork & collaboration. 2. 2 Salvoes & Mayer Model . Emotional intelligence involves the “ abilities to perceive, appraise, and express emotion; to access and/or generate feelings when they facilitate thought to understand emotion and emotional knowledge; and to regulate emotions to promote emotional and intellectual growth” (Mayer & Salvoes, 1997, p. 10).

Mayer and Salvoes define the four abilities or skills as a ' branches'. The first branch ability calls Identifying Emotions. The competence of this branch is able to make differentiation on the inner feeling, emotions and expressions. The second branch call Emotional matters or swap our mood and emotion to make decisions. The example is shift our emotion to happy mood so that we

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able to be more creative or productive. Cohn D. Mayer, Peter Salvoes, David R. Caruso, 2002) The third branch is Understanding Emotions. This ability use to understand complex emotions chain. At the same time the ability able to detect the root cause of the emotion changed. The fourth branch ability model is Managing Emotions.

Managing Emotion ability is included on aware own emotion at that moment, able to analysis it and turn negative to positive thinking. (Mayer, Caruso, & Salvoes, 1999; see also Roberts, Giddier, & Matthews, 2001) The Emotional Intelligence can be measure by MESS through test (MESS Multiracial Emotional Intelligence Scale). Branch 1, Identifying Emotions has 4 subtest; Faces, Music, Designs, Stories. Branch 2, Emotional Facilitation has 2 subtest; Synthesis, Biases. Branch 3, Understanding Emotions has 4 subtest, Blends, Progressions, Transitions, and Perspectives. Branch 4, Managing Emotions as 2 subtest; other and self. 3. My Personal Emotional Intelligence By go through Self-Assessment Library 3. 0, edited by Stephen P.

Robbins, it help to understand myself more and also act as a third party to see myself. 3. 1 Analysis: How Confident Am I In My Abilities To Succeed? Let us look at analysis no. 1 5. " How confident am I in my abilities to succeed"? My score is 38. The score range is 17 to 85. The score definition is the higher I score, the higher my level of self- efficacy. If the score is below 45, it indicates I will be my own worst enemy. Base on the explanation I agree and accept it. I sometime can see myself have the intention to do a task but after consider and reconsider, after a while the task will be put at a side. The example I able to see myself in this dilemma is my own business.

I do believe I have a lot of ideas to run business and with creative mind. At the beginning I will very happy to share and invite the partner for the business. When the thing almost wants to start, I will start worry about my capability and ability to complete the task. It's like I'm blocking myself. The feeling surround me and make me uncomfortable is I intend to succeed in my life especially in the career path but the name time I have a lot of worries and may lost confident if I think for too long. This is one of the reasons why I still can't achieve a good result in my career. I may need the Self-Management competences to drive myself to breakthrough this weakness. 3. Analysis: How Good Am I Building And Leading A Team? My score in this test is 83. The score range is from 18 - 108. Base on this analysis data, I was drop in score 72 - 94 = in the second quartile. During the primary school until to university, I would like to Joint the associations. Now when I recall from my memories, I normally will be a team leader or president of the association. For example, I was a president in Electronics Club (university), president in Chinese normal they will seek for my advice and normally I'm the one who organize the holiday trip. I feel very enjoyable to serve and indirect or direct to lead a team to achieve the team objectives.

In my work, even my previous position Just an engineer but among the engineers I'm the one who like organize, give ideas and put them in a team. I believe I'm good in building and leading a team but not ordering the teams. At current corporate working environment, ordering is more than leading and building which is not the healthy culture. By understand myself having this ability I will do my best to lead when I in manager position. I able to see myself enjoy working in the team because I wouldn't feel lonely and I will

have fun. The other value point in the team is I able to share my feeling and exchange ideas and knowledge's. 3. 3 What's My Jungian 16-Type Personality? Base on the test, I'm belonging to type " ESP..".

The explanation for the ESP.: Mimi are gracious, have good interpersonal skills, and are eager to please. The possible best career for me is social worker, optometrist, childcare worker or nun. " Basically base on the " how charismatic am I? Question, I score quit high mark, the average mark is 15. I am a strong believer in religion. I would like elaborate myself in this segment. When I was small I had very interested in the religion and always ask many questions about life? I curious about where we go after died? Why I come here? What is my mission in my life? Who am I? And so on. I read many books about spiritual and try to find out the answer for myself.

I read a lot of books from Buddhism and I still in progress to search for my answers. I like to be a volunteer worker for charity organization, for example Txt Chi Foundation and other. I with a group of friend every month will visit the orphan's house and old folk home to provide them daily need and loves. I felt very warm when saw the smile on their face. I also like animals especially dog. Animal will not put on their mask, when they like you; they will direct show it out - truly reaction. 10 years ago, I was being a temporary monk or nun before for 10 days. The purpose is to have a peace of the mind. I learnt meditation and other practices hope able to achieve emotional management and control.

I have a dream, if one day I had achieved financial freedom, I would like to spend the rest of y time to be charity and social volunteer. Helping other and

enlighten the people will make me feel my life is wonderful and meaningful.

The test result reflects who I am. The result is quite true. I accepted it. 4. 1

Case one: Self-confident To Succeed After the test, I found out myself is lacking of self confidence with the score 38. When I was able to detect it, I had come out some formulas to overcome it. First, I found out by taking too long time to consider and reconsider will cause me stuck at half way. Once the mindset is fixed and analysis had done, I need to act fast and don't change gain the decision. The current example is tender resignation letter.

I had considered too much at the beginning and cause me hang in between. After I know this is my better offer from other company with better package. By doing this, I had taken a big step to accept the manager level position. I had made myself at the front line to challenge all the circumstances. The faster way to build confidence is doing the thing that you are scared. It will make you breakthrough it immediately. I had improved myself in the self confidence level. I dare to face the internal emotion resistances and make my own decision. This will help me as well in managerial performance because what you had gone through is a good lecture to your subordinate.

I will be able to give guidance in the emotional intelligence how to handle the emotional problem and guide them to breakthrough all the problems in the manufacturing and their goals. I had used the Adaptability & Self-control competences to overcome my problem. 4. 2 Case Two: Building and Leading the Team. How good am I building and leading the team? This test had provided a clear feedback to me that I have the potential in leading the team. I had tried to implement it to my department. In the organization and in the corporate the leading methods and formula will be different. I had read <https://assignbuster.com/managing-people-emotional-intelligence/>

few managerial books like “ The discipline of Getting Things Done” by Larry Bossily & Ram Charka, 2003, “ The Servant – A simple story about the true essence of leadership” by James C. Hunter, 2001 and others.

This is because I need to link out the leadership and management to leading the team. This is the improvement area I need to look into it. Understand the human need and serve their need is important to keep the team united. After I had understand my team members need and using my building team competences, now my team able to elk by heart to heart. I able to ready understand every team member problem and what they want. I create the sharing section and each of us having the environment and chance to share their happy and unhappiness. Every month we will have the team gathering at each member home by rotating per month. It will help me to manage more smooth and sincere. I’m very happy with this team spirit and united.

Now I able to see the results after 2 months effort had been carried up. 4. 3 Case Three: Am I well suited for a career as a global manager? In the test I get 69 marks and the highest marks are 98. The higher mark you score the higher potential in a global management position. After the test and I can see myself is able to suite to the global culture but not so fast and comfortable. By understanding other country culture through website will give me clearer picture. With the open mindset will help me more easily to adapt the new culture, system and environment. Direct make friends with foreign people actually is giving more real practical sharing to me.