



Newsletter_3_Piyush_Kamal_Ex-IRS

How will you apply emotional intelligence in administrative practices?

Applying Emotional Intelligence at Workplace

In its most refined form, emotional intelligence provides the empathy necessary to fully understand another's perspective even when it contradicts one's own.

People with better emotional intelligence tend to have a more **collaborative and inclusive leadership** style than others. Emotional intelligence has much to offer the modern workplace and stakeholders across all functions:

- It helps leaders motivate and inspire good work by understanding others' motivations.
- It brings more individuals to the table and helps avoid the many pitfalls of groupthink.
- It empowers the leader to recognize and act on opportunities others may be unaware of.
- It assists in the recognition and resolution of the conflict in a fair and even-handed way.
- It can produce higher morale and assist others in tapping their professional potential.

Like rational intelligence, emotional intelligence can be cultivated through dedicated effort and study.

The first step to developing greater emotional intelligence is often to strengthen one's **powers of introspection**. Recognizing your own thought processes, emotions, and biases can help you make more well-rounded decisions.

Exercising emotional intelligence often requires one to act with confidence, rise above worries about status, and question knee-jerk reactions.

Using emotional intelligence to be a great employee

Being a good employee is mainly a matter of doing what you were hired for a while, retaining your own integrity. And if you're like most of us, it's also a matter of well-planned career progression. Here are some ways to do that:

- **Know what you want from the job.** If you don't know what you want, you can't ask for it. What's most important to you at this point in your life, and how do you expect this job to fulfill those needs?
- **Know how well you're performing.** If you're keeping your mental powers sharp and know that your job is enhancing your well-being, you're probably performing well and doing what's right for you.
- **When there's a problem, speak up.** It would be great if we all had high-EQ bosses, but even the most empathetic boss doesn't have time to figure out or guess your feelings. Strong, physical pangs that won't go away will tell you when you shouldn't stay silent.
- **Know what your boss feels is important.** This isn't always what they say is important. Attune to everything that expresses feelings –what the boss does vs. says, where the boss's own fears seem to lie, how the boss treats other people—to get an idea of fulfilling the boss's needs on the job. With empathy, you'll feel an echo of your boss's emotions as long as you're paying attention.

Using emotional intelligence to be a great coworker

Being a good coworker is largely a matter of contributing to workplace morale and team spirit. Unfortunately, cultivating good relationships with your fellow employees can be a challenge. Not everyone will view you as a comrade, and in turn, you won't feel like trusting everyone you work with. Your intuition about people is crucial in such cases. Here are a few ways to use it to your advantage:

- **Don't make assumptions about those you work with.** It's so easy to project your prejudices and biases on to your workplace. You may not have to get to

know your coworkers as well as your boss or employees, but you'll never learn anything about them if you begin by assuming stereotypes like MBA grads are always arrogant, or people close to fifty are inefficient; that women can be manipulated by emotions and men by data. Allow your emotions to show you what's unique about everyone.

- **Don't expect anyone to communicate with 100 percent honesty.** Some people seem incapable of plain speaking at work. They're afraid, they're too polite, they're cautious, and they rarely say what they mean or mean what they say. Trust your intuition about people. Be particularly alert with people who may view you as a competitor.
- **Offer help; don't wait for people to ask.** Not only will your generosity contribute to the camaraderie and morale in the office, but your sensitivity to the needs of others will gain you their future support and loyalty.
- **Be prepared to draw the line.** There's a limit to how close you'll want to be with a coworker, but that doesn't mean you won't or shouldn't form friendships at work. If you share the values and goals of the organization and its other employees, there's a good chance that you'll find friends there. Stay attuned to your own feelings.
- **Don't take it personally.** Remember that everyone has an agenda, a personal life, and a unique style of interaction. You don't have to take anyone's behavior personally. Let coworker's behavior bring out your empathy, not your sympathy. You can understand how they might be feeling without being consumed by emotional drama.

Using emotional intelligence to be a great boss

If your job involves managing other people, they'll view you as their fearless leader. That means that even if they've been raising their EQs, they'll look to you to initiate action, elicit communication, and set the style and pace of daily operations. Here's how you can meet their expectations to get them to meet yours:

- **Anticipate people's problems.** Use your empathy to know your coworkers and how they interrelate. Will your department's performance will suffer now that a mentor has retired? Will a reorganization remove critical support systems? Will turning a project over to a consultant be a relief or an affront to your staff? The more you know about how your coworkers feel, the less often your own actions will inadvertently create havoc or resentments.

- **Be the first to speak.** Even if you've created a safe and open atmosphere for communication, some people will always be intimidated by the boss and won't bring up a problem before it's blown disproportionately. That's why it's so important to be quick to talk honestly with your staff about potential problems or changes and invite comments. If you sense discontent from one or more employees, try to broach the subject in a way that relieves their insecurities.
- **Make it known that you're always available.** We energize our world of work by looking for strengths in others. Working people have hidden talents that can be used for the benefit of all. Nothing builds morale better than noting the value of others. Let your employees know that you're open to their reaching.
- **Walk your talk.** Don't invite comments if you don't intend to listen wholeheartedly. Never hold out the promise of rewards if you can't deliver. Don't hold brainstorming sessions and tell your staff how brilliant their ideas are if you never intend to put any of them to use. People recognize lip service when they hear it and don't work very hard for those they don't trust.
- **Model flexibility and adaptability.** If you want your coworkers to be creative self-starters who work up to their potential, show them that proactive problem-solving is more important than sticking to rigid plans and rules. Can you toss out a game plan that isn't working without worrying about how it makes you look? Can you react quickly to reports of problems with your employees? Can you regroup and re-strategize without acting put out?
- **Cultivate long-term relationships with your coworkers.** Despite what some senior bureaucrat might prefer to believe, you can listen to your subordinates and show concern for their feelings without babysitting them. Remember, empathy is different from sympathy, and you must stay attuned to your own feelings while attempting to understand theirs. With a high EQ, you'll be able to praise people for a job well done without fearing that it will result in a relaxed work effort. You'll balance your employees' need to be valued with your need to achieve goals. Your emotional acceptance will keep you from being manipulated by someone else's distress.