

# Emotional Capability and Emotional Intelligence Of Teams: The Hidden Driver Of Excellence At Work Place

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## ABSTRACT

A multilevel theory of emotion and change is presented in this article, focusing on attributes of emotional intelligence at the individual level and of emotional capability at the organizational level. Emotional intelligence facilitates individual adaptation and change. Emotional capability increases the likelihood for organizations to realize radical change. A meso-level framework relating emotion-attending behaviors to three dynamics of change—receptivity, mobilization, and learning—is presented. These behaviors are called emotional dynamics and constitute the organization's emotional capability. This paper dealt with how different groups may have different emotional responses, needs, or coping mechanisms that need to be diagnosed and attended to according to the demands of the specific situation. An emotionally capable organization understands the relationships between emotion and change. With the help of emotional capability organizations can manage the emotional intelligence of team members which leads to higher productivity, greater sense of achievement and participation of a team.

The origination of emotional intelligence or emotional quotient (EQ) was started in 1930's by Edward Thorndike who describes the concept of social intelligence as the ability to get along with other people. In 1950's, the most famous humanistic psychologists Abraham Maslow describe how people can build emotional strength. Then the concept of emotional intelligence introduced by Howar Gardner in 1975 in his book "The Shattered Mind". Later on the concept was highly popularized after publication of psychologist and New York Times science writer Daniel Goleman's book emotional intelligence: why it can matter more than IQ.

As this concept popularized in 1990's among the managers, the basic message conveyed to them that it was something that people knew about among them but that never had been so coherent. The biggest problem is that emotional intelligence has been viewed only as an individual competency but the reality is different in the sense that most of the organizations work with collaboration of teams. The most pressing need of the managers today is to find solutions to make the teams better.

This research paper proposes a link between emotional intelligence at individual levels and emotional capability at organizational levels. It will facilitate how various attributes of "emotional intelligence" (Goleman, 1995; Salovey

and Mayer, 1990) can facilitate change in members of team at the individual level and how attributes of “emotional capability” can support positive change at the organizational level.

Before making a relationship we must know about emotional intelligence and emotional capability. It has been discussed below:

### **WHAT IS EMOTIONAL INTELLIGENCE?**

According to Salovey and Mayer (1990) emotional intelligence as "the subset 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 information to guide one's thinking and actions." an emotionally intelligent individual is able to recognize and use his or her own and others' emotional states to solve problems and regulate behavior. In other words it refers to the ability to perceive, control and evaluate emotions.

### **The Four Branches of Emotional Intelligence**

Salovey and Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability reason using emotions, the ability to understand emotion and the ability to manage emotions.

**Perceiving Emotions:** The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.

**Reasoning with Emotions:** The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what

we pay attention and react to; we respond emotionally to things that garner our attention.

**Understanding Emotions:** The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean.

**Managing Emotions:** The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspect of emotional management.

### **HOW TO MEASURE EMOTIONAL INTELLIGENCE?**

#### **Reuven Bar-On's EQ-i:**

A self-report test designed to measure competencies including awareness, stress tolerance, problem solving, and happiness. According to Bar-On, “Emotional intelligence is an array of noncognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures.”

#### **Multifactor Emotional Intelligence Scale (MEIS)**

An ability-based test in which test-takers perform tasks designed to assess their ability to perceive, identify, understand, and utilize emotions.

#### **Seligman Attributional Style Questionnaire (SASQ)**

Originally designed as a screening test for the life insurance company Metropolitan Life, the SASQ measures optimism and pessimism.

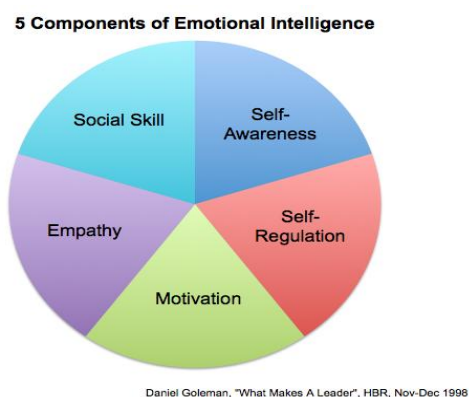
### Emotional Competence Inventory (ECI)

Based on an older instrument known as the Self-Assessment Questionnaire, the ECI involves having people who know the individual offer ratings of that person's abilities on a number of different emotional competencies

### THE EMOTIONAL COMPETENCE FRAMEWORK

In 1998 Goleman's developed a framework which defines five groups of competencies with inclusion of 25 items.

Figure 1.



This profile places emphasis on the linkages of emotional intelligence to performance rather than on inherent preferences. Since its introduction, this instrument has proved useful at all levels of an organization and as a part of induction programs.

**A) Self-Awareness:** Emotional Awareness, Accurate Self-assessment, and Self-Confidence;

**B) Self-Regulation:** Self-Control, Trustworthiness, Conscientiousness, Adaptability, and Innovation;

**C) Motivation:** Achievement Drive, Commitment, Initiative, and Optimism;

**D) Empathy:** Understanding others, Developing Others, Service Orientation, Leveraging Diversity and Political Awareness.

**E) Social Skills:** Influence, Communication, Conflict Management, Leadership, Change Catalyst, Building Bonds, Collaboration and Cooperation, and Team Capabilities.

### WHAT IS EMOTIONAL CAPABILITY?

Emotional capability refers to an organization's ability to acknowledge, recognize, monitor, discriminate, and attend to its members' emotions. Emotional capability is manifest in the organization's norms and routines related to feeling (Schein, 1992). These routines reflect organizational behaviors that either express or evoke certain specific emotional states, and these behaviors will be called emotional dynamics.

Unlike emotional intelligence it can be developed over time. It does not mandatory require a large number of emotionally intelligent individuals in influential positions. It is argued that emotional capability represents a necessary condition for institutions or organizations to realize radical change. Radical change is necessary for all the members of the organizations especially which are working as teams.

### HOW EMOTIONAL CAPABILITY AFFECTS THE ORGANISATION?

Emotional capability helps in bringing change to the attitudes of members working in the organization as a team. Following advantages has been derived after assessing the emotional capability at the organizational level:-

Transforming the leaders into consistent and powerful role models especially at the time of rapid organizational change.

Enable teams to work together more effectively.

Helps in building intra- as well as inter-personal skills among team members.

Understand the cause and effect relationship among team members whenever good performer behaves inappropriately.

Helps in rewarding excellent performance of group members.

### WHY SHOULD TEAMS BUILD THEIR EMOTIONAL INTELLIGENCE?

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Following are the three conditions which are very much important for a team's effectiveness:

TRUST AMONG MEMBERS

A SENSE OF TEAM IDENTITY

A SENSE OF TEAM EFFICACY

Above three conditions requires ability to perceive, control and evaluate emotions. To be most effective teams need to be emotional intelligent norms that regulate the attitude and behavior of team members which automatically support them to build trust, team identity and team efficacy.

The final outcome will be excellence in performance of team members.

### EMOTIONAL CAPABILITY: WORKING WITH INDIVIDUAL'S EMOTIONS

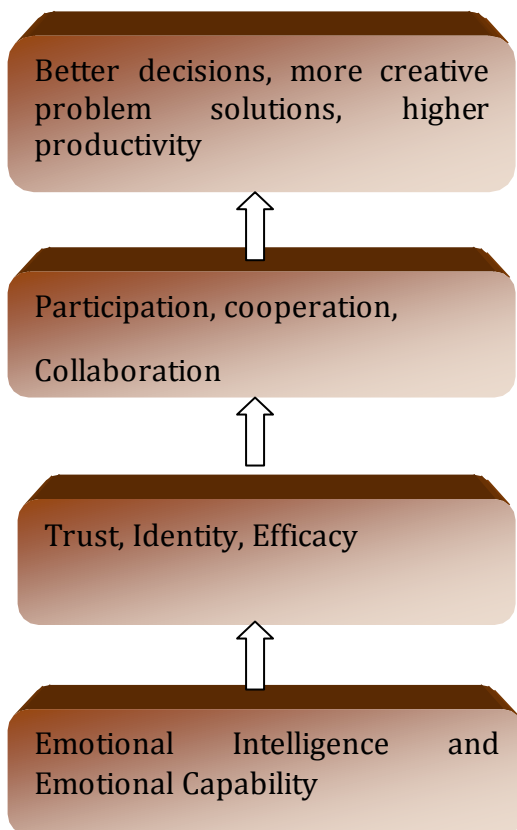
A more effective approach for an organization is to ensure the team members see one another making the joint efforts to deal with the problems confronted while working. Following things can be carried out for possible positive outcomes from the teams at the organizational level:

- Organizations must consider problems from an individual perspective.
- Creative tasks must be given to team members to enhance their positive attitude.
- Regular training programmes should be provided to teams regarding their overall development.
- Periodically informal talks among team members should be encouraged to know their attitude and thinking towards the organization.
- Psychological games can be introduced for teams like Poster making competition which reveal their ideas and emotions.
- Sense of participation should be a key ingredient to enhance their capabilities.
- Reward and performance evaluation with appreciation create a better sense to motivate team members.

### A MODEL OF TEAM EFFECTIVENESS

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Figure 2.



The heart of this model of team effectiveness is emotions. When emotions are well handled then team members are more effective through emotional intelligence. In the same sense it is possible only by the emotional capability of organizations. Emotions are deliberately brought to the surface to understand the effects of emotions over the performance of the team members. It helps in building the relationship of both team members and organization inside and outside that make team members so competent to face challenges.

## A LINK BETWEEN THE INDIVIDUAL AND THE ORGANISATIONAL LEVELS: A MESO FRAMEWORK

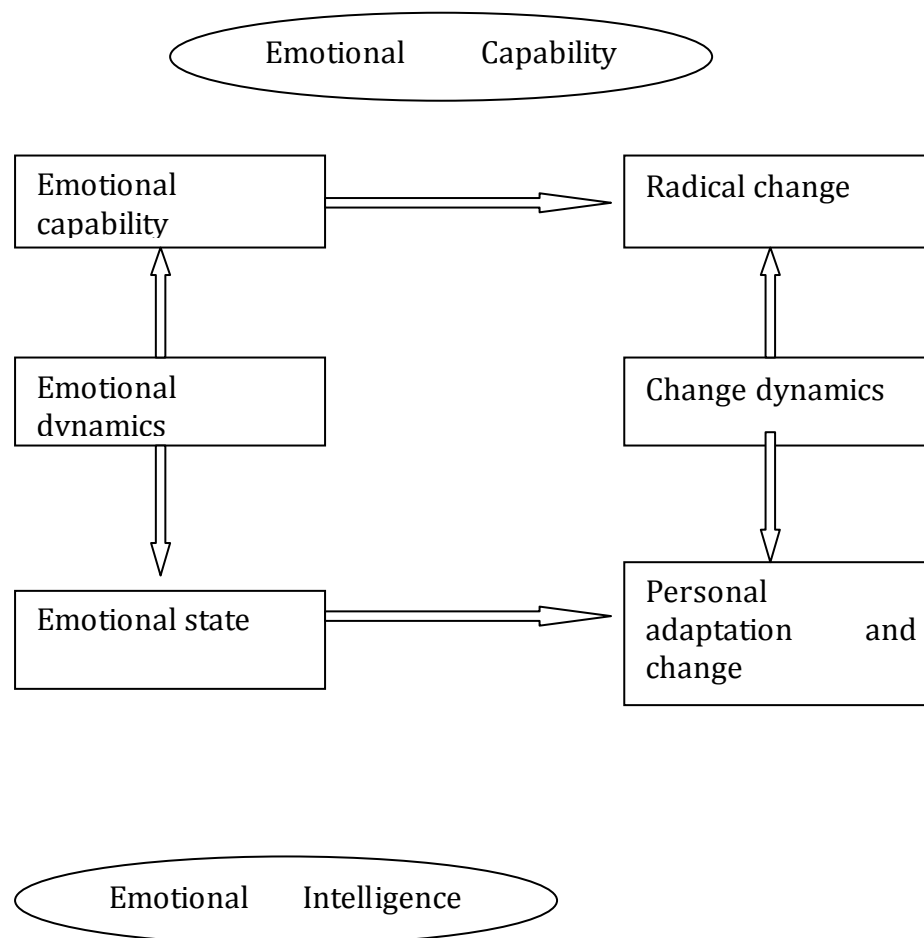
An emotionally capable organization does not necessarily require that most of its members be emotionally intelligent, not even the individuals in influential positions.

A meso framework involves at least two levels of analysis, one relates to the individual level and other relates to organizational level. These two levels are linked through some assumptions. At the individual level, the model suggests that an individual's emotional intelligence is positively related to the individual's ability to change and adapt personally. At the organizational level, the model suggests that an organization's emotional capability is positively related to its ability to change. The more emotionally capable an organization, the more successful will be its change efforts.

According to this framework, figure (3) shows that by linking the organizational level and individual level, there are two meso construct:

- **Emotional dynamics** e.g. reconciliation that expresses sympathy, encouragement that evokes hope.
- **Change dynamics** i.e. receptivity, mobilization and learning.

Figure 3.



Change dynamics leads to “emotionally intelligent” individuals which at the same time shapes the change dynamics that influence the outcome of radical change as the organizational level.

In this context two conditions are essential for effective enactment of emotional dynamics and change dynamics at collective level

- Appropriateness
- Harmonious integration

### Conclusion

This article presents a multilevel theory of emotion and change. At the individual level, emotional intelligence has been found to facilitate social adaptation and learning. At the organizational level, an analogous concept defined as emotional capability is proposed. Drawing on the insights of a wide variety of literatures, the article attempts to fill part of the gap in our Understanding of large-scale strategic change by

explaining why radical changes are arduous and how such challenges might be addressed by theorists and practitioners. Organizations that are emotionally capable are more likely to realize deep changes. Different groups may have different emotional responses, needs, or coping mechanisms that need to be diagnosed and attended to according to the demands of the specific situation. An emotionally capable organization understands the relationships between emotion and change. With the help of emotional capability organizations can manage the emotional intelligence of team members which leads to higher productivity, greater sense of achievement and participation of a team.

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