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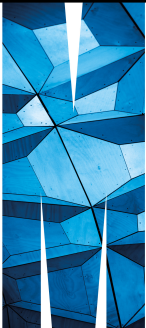
MONASH
BUSINESS
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Emotional intelligence

JUN GU, PHD





Emotional intelligence



- Definition and example
- EQ test
- Affective events theory
- Basic emotions
 - Fear, disgust, sadness, and regret
- Emotional labor
- Emotional management
 - Face acting vs deep acting
- Burnout/emotional exhaustion
- Mindfulness
- The optional experience of flow

Emotional intelligence





"Anyone can become angry. That is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way - that is not easy."

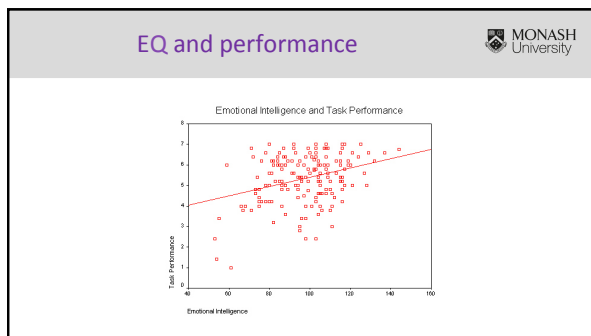
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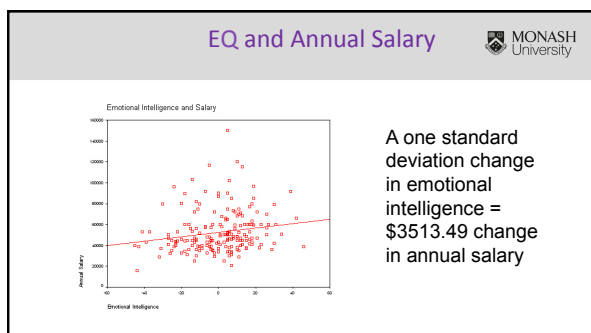
Emotional intelligence

- An individual' ability to:
 - Understand emotions
 - Perceive emotions
 - Manage and use emotions









What Are Emotions?



- **Emotions**
 - Intense feelings that are directed at someone or something.
- **Moods**
 - Feelings that tend to be less intense than emotions and that lack a contextual stimulus.

Affective Events Theory



- Employees react emotionally to things that happen to them at work; these emotional reactions influence their subsequent job performance and satisfaction.



Emotions we experience at work



- Basic emotions across cultures (Ekman, 1992)
 - Happiness
 - Anger
 - Surprise
 - Fear
 - Sadness
 - Disgust



Basic human emotions



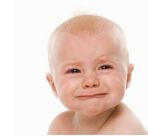
- **Fear**: an unpleasant emotion caused by the threat of danger, pain, or harm

1	Public speaking – Glossophobia	74 %
2	Death – Necrophobia	68 %
3	Spiders – Arachnophobia	30.5 %
4	Darkness – Achluophobia	11 %
5	Heights – Acrophobia	10 %
6	Social situations – Sociophobia	7.9 %
7	Flying – Aerophobia	6.5 %
8	Confined spaces – Claustrophobia	2.5 %
9	Open spaces – Agoraphobia	2.2 %
10	Thunder and lightning – Brontophobia	2 %

Basic human emotions



- **Disgust**: Elicited by appraisals of contamination, impurity, or potential degradation (Rozin et al., 1999)
- **Sadness**: A self-focused emotion associated with a sad event



How do you feel?

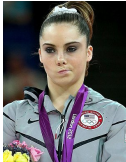


- Imagine that you are at an out-of-town business meeting that runs late. As soon as you can break away, you head to the airport to catch the last flight home. If you miss the flight, which is scheduled to leave at 8:30pm, you will have to stay overnight and miss an important meeting the next day. You run into traffic and do not get to the airport until 8:52 pm. You run to the gate, arriving there at 8:57 pm. When you arrive, either:
 - A. you find that the plane left on schedule at 8:30 pm
 - B. you see the plane depart, having left the gate at 8:55 pm

Regret



- Counterfactual thinking: we tend to mentally create alternatives to life events that already occurred. We compare what actually happened to what would have happened and respond emotionally to the comparison (Medvec et al., 1995)



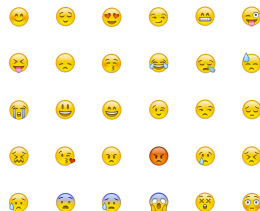
Gender and Emotions



- Compared to men, women
 - Experience emotions more intensely
 - Show greater emotional expression
 - Display more frequent expressions of all emotions, except anger
- Men and women are socialized differently.
Men: tough & brave; Women: nurturing
- Women may have more innate ability to read emotions.
- Women may have stronger need for approval



Perceiving emotions



Use emotions



- What emotions might be helpful to feel
 - When presenting to key clients?
 - When delivering bad news to someone?
 - When meeting in-laws for the first time?
 -

Emotional labor



- An employee expresses organizationally desired emotions during interpersonal interactions.
- Which emotions are desired by organizations?
 - Positive emotions
 - Negative emotions



How to act?



- Employees don't always experience the emotions that they are required to exhibit at work, how should they act to show these emotions?



How to act?



- Face acting
 - Manipulating facial muscles directly without really experiencing the emotion
 - Negative interpersonal consequences
 - Emotional dissonance
- Deep acting
 - Mentally visualizing a situation that will activate the emotion and express it naturally
 - Positive interpersonal consequences

Burnout/Emotional exhaustion



- A process by which individuals experience a gradual increase of distress that is characterised by reduced productivity, alienation from others, and emotional exhaustion (Maslach & Leiter, 1997).



Mindfulness



- Defined as the state of being **attentive** to and **aware** of what is taking place in the **present**.
- Employees who are more mindful tend to
 - Show more self-regulation or autonomy in daily tasks
 - Experience less psychological disturbance when facing adversities (e.g., disease)
 - Experience less negative emotion
 - Experience less anxiety
 - Experience higher self-esteem



The optimal experience of flow



- “Being completely involved in an activity for its own sake. The ego falls away. Time flies. Every action, movement, and thought follows inevitably from the previous one, like playing jazz. Your whole being is involved, and you're using your skills to the utmost.”



Mihály Csíkszentmihályi

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