



Contemporary Frameworks in Management

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UNIT-1
EMOTIONAL
INTELLIGENCE

EMOTIONS

- An **emotion** is defined as a intense feeling resulting from some event. Not everyone reacts to the same situation in the same way
- Emotions are biological states associated with the nervous system brought on by neurophysiological changes variously associated with thoughts, feelings, behavioural responses, and a degree of pleasure or displeasure.
- **Positive emotion** may be considered as any feeling where there is a lack of negativity, such that no pain or discomfort is felt. These **positive emotions** feel good.
- **Negative emotions** can be described as any feeling which causes you to be miserable and sad. These can be difficult, even painful at times.

EMOTIONAL INTELLIGENCE (EI)

- Dr. Goleman described **Emotional intelligence** as a person's ability to manage his feelings so that those feelings are expressed appropriately and effectively. According to Goleman, emotional intelligence is the largest single predictor of success in the workplace.
- Google says it's "the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically."
- What this essentially means is that Emotional intelligence is the ability to recognize your feelings, as well as being able to control them and express them appropriately. It also means that you can empathize with people, and recognize their emotions as well as your own.

BENEFITS OF EI IN THE WORKPLACE

There are many benefits to Emotional intelligence, but here are just a few...

1. It allows for better team work

- Teams with emotionally intelligent members are great at working together. They have good communication, trust each other, and value each other's input. When someone makes a suggestion, they're able to respond in a positive and productive way.

2. You can deal with change

- Not many people like change, but Emotional intelligence gives you the tools you need to deal with any change that comes your way. In the workplace, many people often face change with a negative attitude and crossed arms; but an emotionally intelligent person will be much more positive and can inspire other team members to feel the same way.

BENEFITS OF EI IN THE WORKPLACE

- **You can handle those tough conversations**

- Whether it's an angry customer or an upset employee, difficult conversations can stir up all sorts of emotions. If you have the right skills, you can handle those conversations by emotionally connecting with the other person before finding a resolution.

- **4. It's an essential people skill**

- Emotional intelligence allows you to quickly build trust with people, as well as a rapport. You'll be able to understand their feelings and empathise with them – fantastic for any role that involves working in teams!

- **5. It's a key feature of a strong leader**

- Great leaders understand people; they know how they work, how to influence them, and how to inspire them. Emotional intelligence will help you to achieve this understanding in order to be a brilliant leader and guide your team in the right direction.

SOME MORE OTHER BENEFITS OF EI IN THE WORKPLACE

- Better Team-Work
- Better Office Environment
- Adjustments Can Be Made Easier
- More Self-Awareness
- More Self-Control Compassion
- There's More Motivation
- Leadership Capabilities
- Better Professional Relationships Are Able to Form
- You Are One Step Ahead of Other Companies
- Time's Managed Better

5 DIMENSIONS OF TRAIT EI MODEL

1. Self Awareness

- Self awareness is the ability to evaluate yourself socially, and understand how your behavior is being perceived by others. If you're self aware, you know how you're feeling, how you're acting, and how you appear. You likely have a strong grasp on your own strengths and weaknesses, which means that you know where and how you'll be most useful. This knowledge can make you a great leader, because you have an understanding of what skills you may be missing and therefore where and how you need others to apply their skills.
- Self awareness can also help you train yourself to think about your emotions in a productive way. It requires self reflection and interpretation, so if you're self aware, when you get upset you might start to think about why you feel as you do and find that the feeling is momentary, misplaced, or a catalyst for positive action. Doing this allows you to think of your emotions as part of a larger picture, so you don't become consumed by them. Knowing the reasoning behind your emotions can also give you a greater sense of control over them, improving self-efficacy.

5 DIMENSIONS OF TRAIT EI MODEL

2. Managing Emotions-Self regulation

Self regulation is the ability to remain calm in emotionally trying situations. While many factors influence how you feel and may be beyond your control, if you're highly self regulated, you're good at controlling your reactions. You can make clear-headed decisions even if the world is falling apart around you. Also, if you're highly self-regulated, you can easily adapt, because the discomfort that often comes from change won't make you stumble.

Self-regulation is a necessary skill for people planning to go into jobs that are fast-paced and dangerous. For example, you would want to be self-regulated as a firefighter. If you panicked you could hyperventilate and pass out, endangering yourself and those you were trying to save.

5 DIMENSIONS OF TRAIT EI MODEL

3. Motivation

- Internal motivation is the ability to make yourself work with little to no pressure from others. Some sources of internal motivation include curiosity, a desire to fulfill your potential, and/or a desire to see your vision come to life. If you're highly internally motivated, you might want rewards like money or praise, but they aren't the driving force behind your behavior. This means you have more control over your productivity, because your motivation is self-generated.

5 DIMENSIONS OF TRAIT EI MODEL

4. Empathy

- Empathy is the ability to understand how others feel and put yourself “in someone else’s shoes.” While no one can completely know for sure if they’re feeling what someone else is, if you’re highly empathetic, you’re good at intuiting what their feelings might be. If you’re highly empathetic, you’re also likely to feel pain when you see others in pain and pleasure when you perceive others’ pleasure, allowing you to connect with others emotionally.

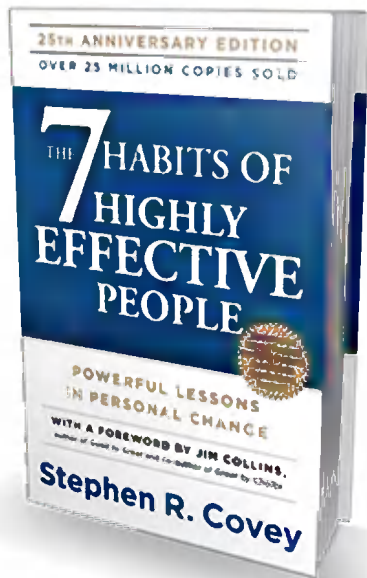
5 DIMENSIONS OF TRAIT EI MODEL

5. Social Skills

Goleman explains, your social skills affect everything . Social competence takes many forms—it's more than just being chatty. These abilities range from being able to tune into another person's feelings and understand how they think about things, to being a great collaborator and team player, to expertise at negotiation. All these skills are learned in life. We can improve on any of them we care about, but it takes time, effort, and perseverance. It helps to have a model, someone who embodies the skill we want to improve. But we also need to practice whenever a naturally occurring opportunity arises

Unit-2

The 7 Habits of Highly Effective People



Dr Stephan Covey

Prof. Nadeem Kazi

HABIT 1. BE PROACTIVE: PRINCIPLES OF PERSONAL VISION

- Self-awareness, or the ability to think about one's thought process, is uniquely human.
- People are affected by three separate "social maps" that define them as individuals: genetics, experience, and environment.
- Because they have imagination, conscience, and independent will, humans can choose to change their social maps. Animals, however, respond to stimuli on the basis of instinct or training.
- The first habit of success is proactivity. Covey defines the term as taking responsibility for one's own life. Proactive people make value-based choices that result in contentment and/or success. They choose to be happy.

HABIT 1. BE PROACTIVE: PRINCIPLES OF PERSONAL VISION

- The opposite of proactivity is reactivity. Reactive people allow their happiness and success to be determined by outside influences.
- Part of being proactive is taking initiative or taking action without being asked to do so. People who take initiative are less likely to be acted upon by others and therefore less likely to be emotionally reactive to negative situations.
- Language plays an important role in how people view their ability to handle a situation. Reactive language, such as "There's nothing I can do," turns into a self-fulfilling prophecy. People who say this eventually believe they can't do anything to change the situation. On the other hand, proactive people would say, "Let's look at our alternatives."
- Reactive people are "driven by feelings," thereby abdicating responsibility for their actions. "Proactive people subordinate feelings to values."
- The things people care about fall within their Circle of Concern. Inside the Circle of Concern is a smaller circle, the Circle of Influence. Proactive people worry only about their Circle of Influence, or the things they can control. Doing this makes their Circle of Influence expand.

HABIT 2. BEGIN WITH THE END IN MIND: PRINCIPLES OF PERSONAL LEADERSHIP

- People should always act in accordance with the image of themselves they wish to leave at the end of their lives. This goal helps ensure day-to-day actions do not violate people's most important values.
- Covey says "all things are created twice," first as a mental image, then as a reality. The first creation is one's blueprint, or plan for the future. The first creation can be established through outside forces—outside the Circle of Influence, like other people's opinions—or it can be established by the individual. Effective people do the latter.
- Covey explains further, "Habit 1 says, 'You are the creator.' Habit 2 is the first creation."
- Habit 2 is all about leadership. A leader asks, "What are the things I want to accomplish?"
- Leadership is the precursor to management. Without leadership, managers cannot succeed. This quotation explains the difference: "Management is doing things right; leadership is doing the right things."
- Becoming self-aware means getting rid of the old "scripts," or paradigms, and using "imagination and creativity to write new ones that are more effective" and in line with one's values.
- Writing a personal mission statement is a good way to record a person's values and what that person wishes to do in life. Mission statements can vary widely depending on the individuals, their values, and their goals. A mission statement springs from the center of a person's Circle of Influence, which encompasses the most important values.
- Core values, forming the center of a person's life, affect one's security, or identity, and personal strength; guidance, or direction in life; wisdom; and power, or ability to accomplish things. Security, guidance, wisdom, and power are interdependent. As one element grows stronger, so do the others.

HABIT 3. PUT FIRST THINGS FIRST: PRINCIPLES OF PERSONAL MANAGEMENT, PUBLIC VICTORY. PARADIGMS OF INTERDEPENDENCE

- Effective interdependence can exist only "on a foundation of true independence." This means one needs to practice Habits 1, 2, and 3 successfully before moving to Habits 4, 5, and 6.
- Every relationship has what Covey calls an "Emotional Bank Account," or an accumulation of goodwill. Positive interactions, whether lending a helping hand or just listening, make deposits in the account. Withdrawals stem from negative interactions, such as overreactions and disrespect.
- Relationships with more withdrawals than deposits lack trust, intimacy, and understanding; these types of relationships soon disappear from one's Circle of Influence.
- Deposits can be made in six ways: understanding the individual, being mindful of "little kindnesses and courtesies," keeping commitments, clarifying expectations, showing personal integrity, and apologizing for withdrawals.
- Deposits of unconditional love—love that expects nothing in return—help people feel secure and validate their worth, identity, and integrity.
- Every problem is an opportunity to build a relationship.

HABIT 4. THINK WIN/WIN: PRINCIPLES OF INTERPERSONAL LEADERSHIP

- There are six paradigms of human interaction: Win/Lose, Lose/Win, Lose/Lose, Win, Win/Win, and Win/Win or No Deal.
- With Win/Lose one party succeeds at the expense of another; it is an authoritarian approach. As Covey says, people who advocate Win/Lose methods of leadership are saying, "I get my way; you don't get yours."
- Lose/Win is the style of the peacemaker. One party is willing to "be the nice guy" and give up their desires so someone else can be successful. This method can lead to resentment on the part of the "loser." Over time resentment can lead to emotional and physical health problems, not to mention strained relationships.
- With Lose/Lose two Win/Lose parties butt heads. Focused on harming one another, they forget their initial goal. Covey says this "is the philosophy of adversarial conflict, the philosophy of war." Lose/Lose is also the mindset of "the highly dependent person without inner direction who is miserable" and wants everyone else to feel the same way.
- Win may be the most common form of negotiation: what happens to the other party is unimportant.
- Win/Win is the goal of effective leaders. Based on the cooperative desire for everyone to succeed, it ensures both parties come to a mutually beneficial agreement. In this scenario everyone wins, though the outcome may not look exactly like the initial goals

HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD: PRINCIPLES OF EMPATHETIC COMMUNICATION

- Covey says communication is "the most important skill in life," but most people don't know how to do it well, particularly when it comes to listening. Listening is the first skill in Habit 5.
- Good listeners are empathic, meaning they vicariously experience the thoughts and feelings of someone else. They are doing more than simply waiting for their turn to speak; they want to understand what the other person is saying and feeling.
- Many people fall into the habit of projecting their own experiences onto the other person. This isn't helpful because it makes the speaker feel misunderstood.
- Empathic listening is one of the best ways to make deposits in one's Emotional Bank Account. It gives the speaker what Covey refers to as "psychological air," which is the understanding and acceptance that are key to psychological survival.

HABIT 5: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD: PRINCIPLES OF EMPATHETIC COMMUNICATION

- An empathic listener reiterates the other person's point of view aloud to make sure the listener understands. Only then does the listener offer suggestions or advice, but in many cases, it won't be necessary. Hearing one's views restated by another party can help clarify an idea and help the person figure out what to do.
- The second skill in Habit 5 is to "be understood." According to Covey "seeking to understand requires consideration; seeking to be understood takes courage."
- Being understood is all about one's presentation of ethos, pathos, and logos, in that order. Ethos is one's "personal credibility," which determines how much trust the other party has in the presenter. Pathos is the "alignment with the emotional thrust of another person's communication." Logos is logic and reasoning.
- Covey argues it is impossible to make an effective presentation if one party mistrusts the integrity and intentions of the other. This is why character and openness are so important. Showing vulnerability is the part of being understood that requires courage.

HABIT 6. SYNERGIZE: PRINCIPLES OF CREATIVE COOPERATION, RENEWAL

- Covey defines *synergy* as the whole being greater "than the sum of its parts." It means "one plus one equals three or more."
- In practice synergy is creative cooperation between two or more parties to come to a mutually beneficial arrangement and is the "essence of principle-centered leadership."
- Synergistic relationships embrace and build on different ideas and viewpoints.
- Trust and cooperation are necessary for synergy to occur.
- When levels of trust and cooperation between two parties are low, such as in Win/Lose or Lose/Win situations, the relationship is defensive. Each party is worried only about its own interests.
- When levels of trust and cooperation are at a respectful, middling level, compromise occurs. Compromise may be acceptable, but it's not the best solution; it's a low-level Win/Win. The hallmark of a higher Win/Win mindset is high levels of trust and cooperation.
- Successful synergistic relationships start with two or more conflicting goals in mind. Parties work together to find the "third alternative," which is "a solution that is mutually beneficial and is better than what either [party] originally proposed" and is more of a transformation than a transaction.