

Intelligence for Emotional Competence

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If you research deeply within the wider field of social and organizational sciences you will find fresh conceptual models and empirical measures of emotional competence. There is a considerable agreement among scholars and practitioners regarding the key building blocks of emotional competence, as well as how these developed over time. (**Daniel Goleman, Consortium for Research on Emotional Intelligence in Organizations**).

Management ventures will benefit from considering the larger picture of positive psychology. These recent research developments can contribute a great deal to the profound understanding of emotional intelligence, communication, and team building, which are necessary for managers in their endeavors to develop an effective organization.

Every organization is a collection of individuals, with their unique combination of personal needs and professional backgrounds. Conflict is an inevitable aspect of organizational life. It requires a lot of leadership skills

to bring different individuals together and turn them into a fairly cohesive, productive and high performance organization. The psychological dynamics involved are complex and intricate.

An important part of the positive psychology paradigm is concerned with the management of the organizational internal environment. It recognizes that the psychological dimensions of corporate life are complex and dynamic. To unleash human potential, organizational leaders need to know how to manage the socioemotional economy of organizations.

There is an increasing awareness to move beyond self-interest and the profit motive. The great Peter Drucker identified the exclusive worship of a high profit margin as one of the deadly sins of traditional management in times of change. Of course, profit is important but it has to be the consequence of a job well done. There are more factors than just the bottom line to make a business successful. IN THE AGE OF RIGHTSIZING, ROBOTIZATION AND GLOBALIZATION PEOPLE HAVE TO BE MORE WILLING TO LISTEN TO EACH OTHER AND TO COOPERATE IN ORDER TO INCREASE PRODUCTIVITY.

An organization can develop intelligence for emotional competence by facilitating self-assessment through dialogue; guide the coachee in gathering external assessments; collaborate in forming an integrated picture of the wider structure of individual leadership within the organization; demonstrate links between proposed areas of emotional-competency development and organizational execution; challenge and support people in selecting goals for improvement; and help the entire organization expand its emotional and resiliency advantage.

The knowledge economy demands a culture of teamwork. With the trend of increasing dependence on electronic communications, conferencing and text messaging comes the need for discovering new ways of fostering a sense of community and collaboration. Advances in technology pose great challenges to human dynamics.

Moving organizations toward a culture of reason and collaboration can reduce burnout and workplace conflict and violence, and also elevate morale and productivity.

Transformation is necessary to turn a failing organization into a profitable one, and to make a good organization great, and to really establish the foundations for a built to last operation. Leaders and managers need the profound competence of assessing the internal organizational environment, and knowing how to transform it.

To be successful, cultural transformation has to proceed from the top down, and from the inside out. Superficial changes will not do the job. Unless fundamental changes are made in the values and practices of the organization, there will be no lasting improvement in morale and productivity.

Plotting an organizational environment, for example, around the factors of empowerment, support, openness, trust, unity and professionalism requires formal expertise and applied research.

Leaders and managers, with the help of well educated consultants, can play an important role in restoring positive feelings in the people processes and in the day-to-day workings of an organization. Climate transformation can be

achieved at the organizational level and at the department or unit level, even when the larger organizational setting remains toxic.

Intelligence for emotional competence is about engaging in the following tasks: 1) Model emotional competencies early and often. 2) Be prepared to learn about your strength, weakness and emotional literacy. 3) Show discipline about asking questions that reinforce the emotional competencies framework. 4) Assist people in developing a network or developmental relationships. 5) Offer and/or acquire counseling tools that can be internalized and self-managed. 6) Remind the people that developing emotional competency is an interactive process. 7) Encourage resiliency, optimism and positive-extreme behaviors.

Work environment transformation will require profound education in emotional intelligence, effective communications, effective coping, optimistic thinking, personal meaning, cultural sensitivity, and personal reflection.