



STUDY ON HANDLING EMOTIONAL CHALLENGES THAT IMPACT ON ORGANISATIONAL CULTURE

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Pulse of a group to work to get things done,
Sometimes the impossible,
Given all of the differing ideas,
Skills and agendas that sometimes come
together.

ABSTRACT

Emotional Intelligence (EI) is the ability to acquire and apply knowledge from your emotions and the emotions of others. You can use the information about what you're feeling to help you make effective decisions about what to say or do (or not say or do) next. Emotional Intelligence is NOT about being soft! It is a different way of being smart – having the skill to use your emotions to help you make choices in-the-moment and have more effective control over yourself and your impact on others. The study of emotional intelligence is often dated to the early 1990s, when scientific articles suggested that there existed an unrecognized but important human mental ability to reason about emotions and to use emotions to enhance thought. The basics of Emotional Intelligence include knowing your feelings and using them to make life decisions with which you can live. Being able to manage your emotional life without being hijacked by it or allowing yourself to become paralyzed by depression or worry, or worse, swept away by anger, is key in today's volatile and changing workplace. Cultivating Emotional Intelligence can provide the support that you need in the face of setbacks, and a positive channelling of your impulses can be critical to keep you on target and on track as you pursue your goals. An emotionally intelligent person has empathy, not sympathy, for the other person without them having to tell you exactly what they are feeling or going through. In today's work place this skill is critical in light of privacy laws, and issues of work place harassment. A skillful handling of emotion and feelings in the workplace is critical for the diverse personalities and skills that allow all to move in the same goal direction in some form of harmony. Emotional Intelligence allows the unspoken pulse of a group to work to get things done, sometimes the impossible, given all of the differing ideas, skills and agendas that sometimes come together. Generally speaking, emotional intelligence improves an individual's social effectiveness. The higher the emotional intelligence, the better the social relations. Emotional Intelligence is described as a combination of personal competence and social competence.

Wall Street Journal, previous Chairman of GE Jack Welch stated,

"A leader's intelligence has to have a strong emotional component. He has to have high levels of self-awareness, maturity and self-control. He or she must be able to withstand the heat, handle setbacks and when those lucky moments arise, enjoy success with equal parts of joy and humility. No doubt emotional intelligence is more rare than book smarts, but my experience says it is actually more important in the making of a leader. You just can't ignore it."

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INTRODUCTION

What is Emotional Intelligence

Emotional intelligence refers to one's ability to recognize and understand the emotions of oneself as well as those of others. A person who has a high emotional intelligence is aware of the fact that emotions affect every aspect of one's life, be it personal or professional. He has good control over one's emotions and is able to address every problem in a cool and logical way. Not only does he understand his own emotions, but he is also sensitive to others feelings. Such people are sympathetic to those around them, and are able to inspire and influence decisions and performance of those they work with. Hence an emotionally intelligent individual is an asset for a company.

Dimensions of emotional intelligence. 1924 Afr. J. Bus. Manage. Emotion in organizations has tended to be seen as 'uncomfortable knowledge', and has consequently been avoided or ignored. The learning in organizations can be perceived and understood from an approach that includes emotion the content of learning from individuals to collectives, defensive reactions among individuals and groups, and under-developed processes of communication within

organizations. These three concerns are all part of the same issue, in the sense that the tendency to ignore the impact of defensive reactions, and poor communication in organizations, are both products of an individual focus on learning. This arises from a lack of engagement with the emotional dynamics of organizing.

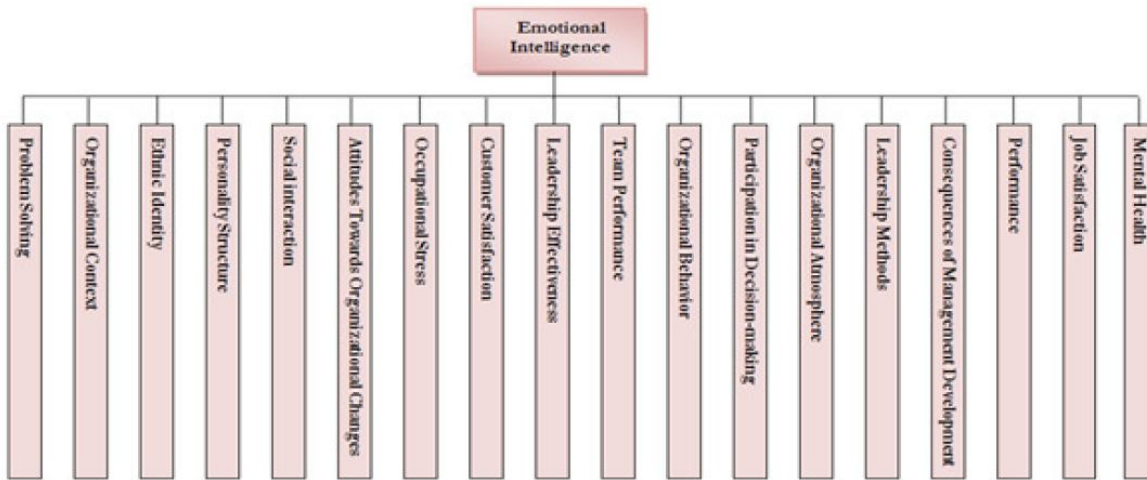
Organizational 'dynamics'

The term organizational learning means and expresses more than the collective effects of individual learning within an organization. Organizations, like groups (Whitaker, 1995), can be said to be more than the sum of their individual parts. To acknowledge this does not mean that an organization is reined or seen as a separate entity, but rather it makes it possible to talk about an organizational 'dynamic' (Miller and Rice 1967), consciously and unconsciously created and re-created through organizing, which has a revive impact on behaviour.

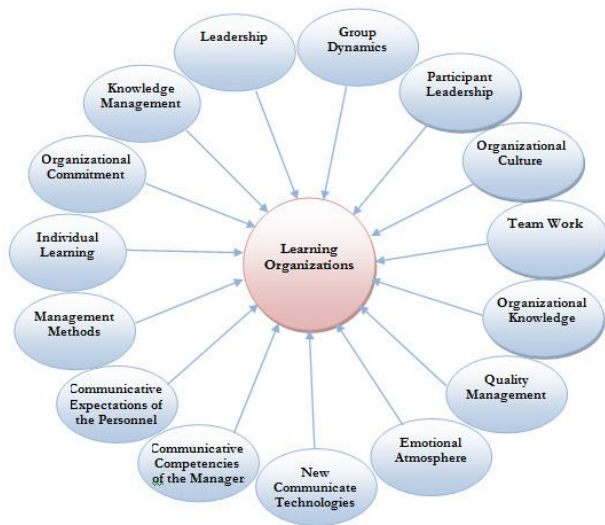
Organizing 'contains' learning

Organizing is a process that 'contains' learning, in the senses both of comprising it and of restraining it. The phrase 'organizational learning' describes 'an explosive force within a restraining framework' (both 'container' and 'contained' (Bion 1985: 131)). Any organization is an 'establishment' that creates rules for restraining the potential for change that inevitably arises from learning. Organizing is

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therefore a process that mobilizes defences against learning, as much as a process within which learning is possible.



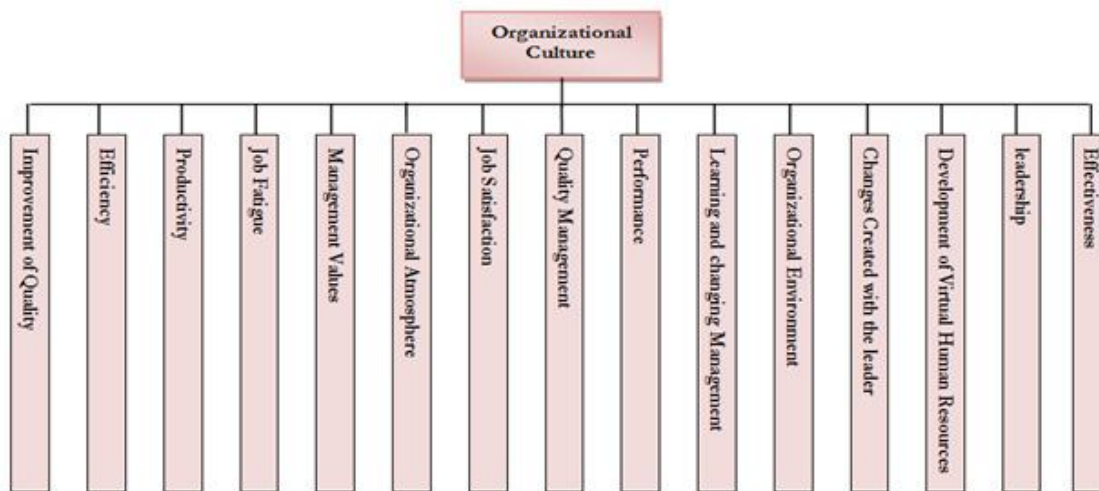
A map of Learning Organisations

Organizational culture

The issue of organizational culture has been entered the literature of management in 1980s. Organizational culture plays an important and main role in an organization, and many scholars believe that culture is not only a concept to explain many organizational phenomena but also a concept used by the managers of an organization to create an effective organization. Deil and Candi (1982) believed that culture is the most important influence factor in success and failure of an organization. Schein (1985) defines organizational culture as a set of values, norms and beliefs, which are common among the members of an organization and determine their behavioural rules. O'Reilly et al. (1991) describes organizational culture as those values determining acceptable social behaviors and those institutionalized normative beliefs directing behaviors in an organization. Dimensions of organizational culture

Emotions in organizations

Where systemic dynamics are expressed, acted out, reinforced or challenged through individual and collective behaviour. Another way of thinking about this is that all organizational members carry with them an 'organization-in-the-mind' (Armstrong 1991; Bazalgette et al. 1997) which both influences and normalizes action. The organization-in-the-mind is an expression of emotional states that link the individual, his or her role in the organization, with the dynamics that are characteristic of the organization itself.



Dimensions of organizational culture

An analysis of organizational learning that takes emotion into account can develop. The dynamics that are created from the very process of organizing both build and restrain opportunities for learning. Emotion therefore (alongside power) is seen as a key component of organizational learning. There has been a considerable challenge to rational approaches to managing and organizing within the human relations tradition. However, even here, emotions have often been 'narrowly perceived' (Hosking and Fineman 1990) and people within organizations have been presented as 'emotionally anorexic' (Fineman 1993) – having dissatisfactions, stresses, preferences, attitudes and interests rather than expressing envy, hate, shame, love, fear and joy.

Improving Emotional Intelligence Skills

As the competition heats up and the pace of change accelerates, we can't continue doing "business as usual." needs a new approach that transcends linear thinking and cuts through barriers. And needs advanced skills that will enhance your career potential, improve work/life balance, increase job satisfaction, improve productivity, and help you manage demanding clients and staff.

Enhance career and success potential

Emotional Intelligence, as a determinant of high performance, is twice as important as technical and cognitive skills combined. In addition, Emotional Intelligence is more than 85% of what enables "star performers" to develop into great leaders.

Improve Productivity

Improve ability to think under pressure and minimize the time wasted by feelings of anxiety, frustration, fear and panic. Increasing ability to consider all of the relevant factors quickly and accurately will minimize the time and Improving the interaction with staff will save time and instill confidence.

Increase Job Satisfaction

Developing Emotional Intelligence skills allows more of the authentic self to be present in every interaction. The passion, courage, and visionary thinking will be more clearly evident to those who are around too People are more creative, will work longer, and cooperate more effectively when they work for a leader with high Emotional Intelligence skills.

Manage Demanding Clients

Friction, confusion and argumentative behavior comes more from a lack of Emotional Intelligence skills than it does from a lack of clear direction or appropriate information. Developing the Emotional Intelligence skills increases the coherence between the individual and others which minimizes time wasted arguing and defending turf positions. Meetings are more organized and individuals feel free to express diverging opinions.

Improve Work/Life Balance

Improving individual personal productivity, getting better performance from the staff, and working easily with demanding clients and team members means that can leave work at a reasonable time with confidence. Having the energy and time to do the things individual can enjoy outside of works makes for a better life and better leader.

Managers / Supervisors

Managers' and Supervisors' behavior and treatment of their people determine turnover and retention. They interact daily with individuals who have distinct needs, wants and expectations.

They significantly influence the attitudes, performance, and satisfaction of employees within their department and other departments. The stress of trying to lead and satisfy so many people's changing needs and expectations can be overwhelming, to say nothing of the demands from upper management. Being both firm and caring at the same time causes many to feel inadequate for the role. Forty percent of turnover is reportedly due to an inadequate relationship between the employee and their direct supervisor. Where trust is lacking, performance suffers. Enhancing EI skills enables Supervisors and Managers to regulate their emotions and motivate themselves more effectively – allowing them to manage their own emotional turmoil effectively and demonstrate compassion and empathy for their employees. IT also provides them with the courage to push against the system to make necessary changes for their people. All employees want a supportive, caring Supervisor or Manager who has their best interests at heart – knowing this, the employee will be more likely to turn down offers from other companies to work for such a person.

Team Leaders / Product Managers

Team Leaders and Project Managers are held accountable for setting and maintaining a positive environment where very diverse, non-local individuals can work together to achieve success in shorter and shorter time periods on projects of greater magnitude and importance. They must eliminate roadblocks and internal and external or organizational barriers so their teams can achieve success. Working in the political environment of organizations can cause a lot of frustration, anxiety, suspicion, and resentment as the maze of organizational change is deciphered. Teams and projects fall behind schedule. Members leave the team, causing further delays. Enhancing EI skills of Team Leaders and Project Managers enables them to maintain a positive attitude as they eliminate impediments to team success. By improving their own internal motivation and persistence, they motivate their team to high sustained levels of performance and achievement. Major projects of significant importance to the organization are achieved on time and on budget. Critical talented staff are developed and retained.

Teams

Teams are shouldering more and more responsibility for major organizational initiatives. They are under pressure to work smoothly with people they may never see face-to-face both inside and outside their organization. Deadlines are tight, resources are scarce, technology is rapidly advancing, and team members are constantly changing. It's easy to be dejected, overwhelmed and confused as things change about you. It's normal to feel angry when a team member doesn't deliver, disgusted when resources are taken away, and angry when you are still expected to meet tight deadlines. Team cohesion and effectiveness breakdown and progress slows to a creep. Product introductions are missed and market share can be lost to competitors. Teams with enhanced EI skills can dramatically shorten the storming phase of team formation. Team members deal effectively and efficiently with their own and other member's emotional turmoil, using it as a source for developing team cohesion and trust. Esprit de corps is developed with a can-do attitude. Major projects of significant importance to the organization are achieved on time and on budget. The organization gains a reputation as a great place to work and grow.

Conflict Management

Running a business involves the efforts of a large number of people working together. Most of these people come from different social and economic backgrounds. Hence, each has a different way of approaching a problem at the workplace. This often creates conflicts, even among those individuals who are working in the same team. In such a scenario, if one of the individuals has a high emotional intelligence, he will be in a better position to handle the conflicting views of his colleague. Since such people have control over their emotions, they are able to stay calm and think clearly. Due to their

sympathetic demeanor, their detractors tend to become calmer and make efforts to find solutions to the problem in an amicable way. The net result is that not only does the conflict at hand get resolved peacefully, but due to improved relations between the employees, the probability of a future problem spiraling out of control also gets minimized.

Decision-making Abilities

Businesses carry inherent risks, and all successful businessmen will agree that it is only the ability to take the right decision during times of crisis that can save the day. A person with high emotional intelligence is more stable and can maintain a balanced disposition when under pressure. He is in a better position to listen and understand the opinions of the different members of the team, and take the right decision.

Improved Managerial Skills

Emotional intelligence is specially useful for managers in organizations, as they have to deal with a workforce that comes from varied backgrounds and ethics. Managers who possess high levels of emotional intelligence know the importance of lending a patient ear to every individual in his company and of treating them with respect. Such managers are held in high regard by the employees and hence are more successful in resolving conflicts among employees than those professionals who treat their staff in an authoritarian way. It should be remembered that in the world of business, no one is entitled to become a leader by birth or by virtue of being in a position of power. The right to lead is bestowed upon an individual by people who work with him, because of his understanding attitude coupled with the ability to take right decisions. It has been observed that individuals with high emotional intelligence, who have all the qualities to be good leaders, are successful managers, and are usually the ones that get promoted to higher executive positions.

Retaining the Workforce

One of the mantras of running a successful business is hiring and retaining a qualified and efficient work force. With the baby boomer population entering retirement age, labor shortage will become one of the pressing problems of businesses. Moreover, competition for hiring the best professionals is becoming stiffer day by day. Qualified individuals have an array of jobs to choose from. In such a scenario, only those companies that make their employees feel that they are valued in the organization, can attract efficient professionals and retain their experienced workforce. Businesses can't be carried out from boardrooms, discussing excel sheets that project the annual growth of a company. It is important to understand that the minds that actually execute all the policies of a company, can work best only when they are completely satisfied at the workplace. Hence, if a company wants to run successfully, it has to appreciate the role of emotional intelligence in business.

What are the Competencies of Emotional Intelligence?

There are five basic competencies that comprise the field of Emotional Intelligence.

The first three are Intra-personal, that is they are invisible to others and occur inside of us. The last two are inter-personal, that is they occur between us and other people and are observable in our behavior. The better developed your intra-personal skills, the easier it is to demonstrate your inter-personal skills.

Emotional Self-Awareness – Having the skills to focus your attention on your emotional state. Being aware, in-the-moment, of what you're feeling. Are you happy, excited, worried, angry? Given that information about your emotional state, what should (or shouldn't) you do or say next? Use that information to help you make effective decisions to achieve better outcomes for yourself and others.

Emotional Self-Regulation: Having the skill to be able to choose the emotions you want to experience, rather than being the victim of whatever emotions occur. Not letting others "push your buttons." Possessing the ability to manage your emotional state. Do not confuse this with "burying " or "stuffing" your feelings. The skill to choose the emotions you want – typically to be able to transform negative draining emotional states into positive productive ones.

Emotional Self-Motivation: The ability to use your emotions to cause yourself to take positive action, to continue to persistently pursue goals even in the face of significant adversity or difficulty. This is about using your emotions to be positive, optimistic, confident, and persistent rather than negative, pessimistic and second guessing yourself and your decisions.

Empathy: Not to be confused with sympathy. Possessing the ability to listen effectively and accurately enough to put yourself in the other person's shoes. Not to necessarily agree with them, but to truly understand the situation from their point of view in order to improve communication, problem-solving, and trust.

Nurturing Relationships: The ability to demonstrate sincere care (as contrasted with "required courtesy") for others. Through word and deed, demonstrate appreciation for people's efforts and contribution. Setting a positive tone of cooperation no matter how difficult the situation or conversation. Having other's best interests in mind while focusing on achieving goals to create win-win outcomes.

Managing emotions at the work place

Emotions are without a doubt, a part of our daily life. Handling emotions in our personal life is probably just as complicated as managing it in our workplace. The only difference is – we may not have as much personal connections with our work colleagues as much as we have with family and friends, right? So, how do you handle emotions at the work place?, it is important to understand and have several strategies to manage emotions at the workplace.

In order to understand the importance of emotions at the workplace, One has to understand what emotions is all about, what could be the possible causes of emotions at the workplace and consequences arises from emotional issues.

Focus was more on how this is related to leadership in an organization because leaders usually have more difficulties handling emotions coming from people they have to lead. As Lee (2002) points out, leaders are realizing that their organizational success or failure largely depends on "how well" they are able to manage and sustain positive emotional states in their employees "Leadership deals primarily with two areas: task management and people leadership. Of the two, the Emotions at the work place can also be managed and possibly used for generating productive results if leaders could give more "systemic attention to emotions in organizations and how it is handled"(Frost 2003:225). . Managing emotions at the workplace is not an easy task. There are many models, theories and process of emotion management In book "managing emotions at the workplace" they proposed the following tools: providing trainings and development to foster emotional display recognition and Management skills in managers and employees; teach leaders how to set norms that create positive emotional atmosphere in teams and cultures; teach employees how to diagnose emotional display; teach managers and employees what events are likely to evoke emotional display; develop emotional intelligence among managers and employees.

Leaders should recognize that they have a key role to play in the work environment. One way which they can help create a good climate in the work place is by setting principles, norms and values which would create a positive atmosphere at the work place such that employees feel very happy to wake up every day in anticipation for going to work. A healthy climate at the work place motivates and makes the

worker feel like a part of the organization. Businesses have evolved a long way from being perceived as a mechanical setup, where a group of individuals used their knowledge about market and finances to earn profits. Today, the role of an individual's emotional state on his professional success is being widely recognized. Studies have revealed that it is not just a high intelligence quotient that is required to be a successful businessman. Rather, individuals who have high emotional intelligence are found to make better leaders and decision makers, and hence, the most successful professionals.

Causes of emotions at the workplace

There can be many causes of emotions at the workplace. Some causes are related to conflicts arising from work in a diverse/multicultural team, ambiguity in job descriptions, power struggle between two or more individuals, petit quarrels and even structural. The difficulties and pressures arising from work such as, excessive work-loads, meeting deadlines, finishing task and so on also contributed to this emotional breakdown.

"Sporadic burst of emotions at the office usually come from cultural differences, our personality differences and issues related to our tasks..."

This occasional burst of emotions came in the form of anger, frustration, fear, and sometimes quarrels. A work environment consisting of people from different cultural background is very likely to witness emotions caused by cultural differences.

Effects of emotions at the workplace

Hareli, Shomrat and Biger (2005) points out that in an environment where employees feel threatened and afraid there is likely going to be a big challenge for the leaders to generate a positive outcome out of a negative emotional situation such as guilt. We cannot isolate an individual's emotion state and his/her performance or even the performance of the people who he/she works with. As Lee (2002) highlights, emotions directly affect the five major sources of an organizations competitive advantage which are: productivity, customer service, intellectual capital, organizational responsiveness, and employee attraction, retention and development

Emotional Intelligence is needed in Leadership

Emotional Intelligence does not fit the classic historical models of leadership. The latter are usually associated with great figures of military history and conjure up charismatic and sometimes despotic images. However, people often use the same language for leadership today - bold, brave and tough with a strong sense of purpose and resolve. However, this does not fit today's needs, because today's workforce does not accept the autocratic style often adopted by leaders following historical models of leadership.

- Leadership has had to evolve to match a growing sense of democracy and independence in the workforce
- Employees now have far more options and choices than the foot soldiers of yesterday
- The new demands leaders have to meet

Leaders now need to manage and lead an "empowered" workforce and go beyond the consultative, co-operative and democratic styles of today. These new demands include: consultation and involvement - but leaders still get criticized for not having and communicating a compelling vision and purpose

- Autonomy and freedom - but leaders are still expected to take full responsibility when things go wrong
- Opportunities for growth, challenge and glory - but leaders must be on hand to coach and mentor us so that we develop our potential

- Inclusion and team spirit - but we still want our leaders to give us individual recognition and acknowledgement.

Beneficiaries from Emotional Skill Enhancement

The Development of Emotional Intelligence skills can benefit a broad range of people within an organization.

Executives

Executives must make decisions daily that may make or break their companies. They must rely on more people than ever to achieve results they, personally, are held accountable for by the board. They must quickly and flexibly lead system-wide organizational change, while inspiring and energizing their followers. This constant, burdensome pressure can create feelings of anxiety, fear, caution, and even guilt and depression. The wrong decision, an untimely decision or no decision may cause "The Street" to undervalue the company, hampering its ability to meet its goals and stockholder expectations. Enhancing leaders' EI skills enables them to lead with courage, demonstrate their passion, grow and retain talented leaders, and empathize with people while humanely challenging them to meet demanding business goals. The resilient, flexible, strong organizational culture that is created by such a leader attracts talented people, ensures organizational success (through thick and thin), and creates a lasting legacy.

Why Improve Your Emotional Intelligence Skills?

As the competition heats up and the pace of change accelerates, doing "business as usual." Cannot be continued. New approach that transcends linear thinking and cuts through barriers. Need advanced skills that will increase individual mental clarity, elicit higher productivity from your staff, magnetize talented people, and inspire people while experiencing less chaos and confusion.

Mental Clarity

Every leader needs maximum personal energy and mental clarity to lead his/her organization into the future. Developing your Emotional Intelligence (EI) skills to the fullest minimizes physical, mental, and emotional energy drains while allowing you to think more clearly in pressure situations that you face every minute of every day.

Higher Productivity

The ability to improve organization-wide productivity is largely dependent on increasing each individual's personal motivation to do excellent work. By developing your Emotional Intelligence skills, you will positively impact every person you come in contact with throughout each business day. As the role model of behavior and performance for the company, Individual enhanced skills will have a dramatic impact on every person's productivity.

Magnetize Talent

The best most effective executives and leaders are like magnets. People love to work for them. The most talented people seek out leaders and executives that bring out the best in them and challenge them to perform. Leaders with high Emotional Intelligence skills have been shown to be the best bosses people have ever worked for.

Inspire People

Developing your Emotional Intelligence skills allows more of your authentic self to be present in every interaction. Your passion, courage, and visionary thinking will be more clearly evident to those around you. People are more creative, will work longer, and cooperate more effectively when they work for a leader with high Emotional Intelligence skills.

Less Chaos

Friction, confusion and argumentative behavior comes more from a lack of Emotional Intelligence skills than it does from a lack of clear direction. As the coherence between you and others increases, less time is wasted arguing and defending turf positions. Meetings are more organized and individuals feel free to express diverging opinions without being attacked. This allows for a full exploration of possibilities and problems in an efficient and effective manner.

High Potential People

High potential people take on demanding multiple projects and leadership roles. Unforeseen events occur that delay or derail critical business initiatives under their responsibility. They have daily contact with customers, suppliers and even competitors who are often irate and threatening. Hundreds of emails demand immediate attention. These situations can cause the person to feel anxious, fearful and overwhelmed. They may feel frustrated that things are not moving faster and may worry that problems are hurting their career. Negative emotions lead to poor decisions and multi-million dollar flubs. Products flop and marketing campaigns go awry as critical details fall through the cracks. A shallow talent pool can keep the company from developing new products and services, crippling its chances in its industry. Research has shown that high EI skills are the distinguishing characteristic that separate star performers from average ones. The earlier these skills are developed and ingrained, the more likely High Potentials and the company are to experience success. Ensuring that high potential people develop their EI skills to the fullest ensures a cadre of competent global leaders available to introduce new products, start new businesses, and lead the integration of new acquisitions.

Challenges

Leadership and the New Workplace:

Leadership has been one of the most popular research topics as a means to understand the determinants of success at the workplace and in politics. While leadership has many definitions, the most common one is about the influence relationship between a leader and follower within the organizational hierarchy. Today's workplace has new rules, new organizational forms and new employees, all posing different and sometimes contradictory demands and constraints on the leaders. The uncertainty and complexity in the environment require organizations to be smaller, flatter and agile, and employees to be more creative and independent.

The contemporary leadership theories, by proposing charisma, morality or authenticity as basis of leadership, tried to explain what makes a person a leader and a relationship a leadership relationship. Though one of these theories, such as authentic leadership theory, is quite recently developed, the others were introduced about 30 years ago contemporary leadership theories to label a shift within positivist leadership literature that coincided with the changes in the business environment and the workplace. Authentic leadership theory (Avolio and Gardner, 2005) is proposed as the umbrella construct of leadership that authentic leaders should challenge expectations and demands of the environment, being true to themselves and acting in moral ways as their aim is to transform the followers.

In order to motivate and inspire the followers, these theories imply the need for the leaders to connect with the employees in a deeper and more personal way than exchange-based relationships that could work in a more stable and less demanding environment. A leader tends to have a huge influence on the thoughts and motivation of people. He/she has the capacity to enthuse optimism and confidence in the followers and lead them to constructive endeavors which is called resonance and on the other hand they can negatively influence them to destruct, e.g. of such leaders being Hitler and Osama Bin Laden which is opposite to resonance called desonance. Leaders are closely

observed in terms of their body language, facial expressions etc. So, it is important for a leader to consider the non-verbal form of expressions as well, which may positively or negatively influence followers. Therefore, if a leader is talking about ethics in business with a slightly unconvinced and bemused look on his face, the followers make a note of it and the message is not received by them. A leader has to act as a role model too, supporting his statements, ideologies and values with appropriate actions. As a leader one also has to be aware of one's own capabilities and weaknesses, it is difficult to accept guidance from a leader who is not self aware. As managers, leaders have to empathize as well with the situations, emotions, aspirations and motivations of the subordinates. A decreasing performance of a team member might be because of a number of reasons, a disruptive worker might be facing motivation issues and a subordinate who uses abusive language with others might be lacking confidence in his own abilities. A leader needs to discern facts and try and reach to deeper levels and understand things beyond obvious.

Apart from the above reasons, Emotional Intelligence is also important because the followers or subordinate expect it from their leaders. A subordinate working closely with the manager would expect the manager to understand his situation and priorities. And not surprisingly, whether manager does so or not, affects his level of commitment and performance at work. A leader has to suitably know and understand when he/she needs to be directive and when he needs to delegate. He/she needs to be aware, when the team members are acting as one unit and when there are differences. It is sometimes awkward to address emotional aspects of transactions between people but leaders need to understand the importance and relevance of it as it has a huge impact on the performance outcomes. While conducting reviews and development dialogues, the feedback has to be delivered in a manner which is acceptable. The leader needs to be sensitive to the insecurities and apprehensions of the subordinates which sometimes might be expressed and sometimes kept undisclosed. At the senior level it is all the more important as the senior executives find it hard to clearly outline their anxieties and differences and the leader has to anticipate some of them. So, to be able to attract and retain talented subordinates and keep them motivated, a leader needs to brush up on his people skills and emotional intelligence, as all of them are not born with the charisma to hold people. Fortunately, emotional intelligence with practice and carefully directed efforts can be increased.

Emotions at the Workplace:

1980s is the period that, like leadership theories beginning to focus on values and emotions when the traditional rational leadership approach proved inadequate to explain the leadership phenomena, emotions research started to gain momentum within management research especially as purely rational theories no longer explained the employees and their experience at the workplace. One stream of research within workplace emotions studies is about emotion regulation which is the study of how individuals influence emotions, when they have emotions and how they express them. In the modern society, emotions experienced and expressed impulsively leading to a violation of emotion display rules will cost these uninhibited, free-spirits in various forms. Emotion regulation facilitates skillful social functioning as it is defined in management literature as strategies or processes that are used to manage emotional arousal so that successful interpersonal functioning is possible (Garber and Dodge, 1991). Gross (2001, cited in Elfenbein, 2007) proposes a 4-stages model suggesting that there are different emotion regulation strategies for each stage. According to this model, the last stage of emotion regulation is about regulation of expression of emotions. Emotional display rules have been studied in relation with emotional labour mostly (Hochschild, 1979), focusing on deep and surface acting as emotion regulation strategies. Surface acting is about displaying emotions that are not felt but expected at the workplace or by customers while deep acting is about changing the emotions themselves to be able to display the right

emotions expected at the workplace or by customers. In addition to these strategies about expressing “correct” emotions, research suggests a third way, expression of genuine emotions which is about expressing emotions felt without changing or regulating them (Gardner et al, 2009). The re-conceptualization of emotional labour led to leadership becoming part of emotional display and emotional labour studies that a recent study (Ladkin and Taylor, 2009) drew attention to the need for leaders to balance what is expected from them as “leaderly” or appropriate and authentic. Genuine expression of emotions by leaders can be perceived negatively when not aligned with emotional display rules (Gardner et al, 2009) or as one study reported leaders with negative facial expressions were rated as credible, honest and trustworthy (Bucy, 2000) while results of another study showed that negative emotional expressions of leaders led to them being rated as less effective leaders (Lewis, 2000). when leaders fake desirable positive emotions, potential problems arise such as emotional dissonance and exhaustion on the leaders’ side and trust and authenticity issues on the followers’ side. But on the other hand, when leaders express genuine but negative emotions as opposed to the desirable and appropriate positive emotions are displayed, there is the problem of being rated negatively as a leader though some studies suggest that being able to demonstrate negative emotions can also signal authenticity to followers.

To conclude

Many people live out a large portion of their lives at work and invest a great deal of bottom-line results. When people with a gift for noticing and dealing well with others’ emotional distress are supported, encouraged and recognized by their institutions, they make a sustained contribution to helping the organization run well and to keeping its embers intellectually and emotionally resilient and productive. When managers and their organizations rise to the challenge to protect and enhance the health and wellbeing of their people, and when they are willing to offer compassion to those who are suffering—they are involved in a venture that is distinctly humane, enlightened and wise.

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