

EMOTIONAL INTELLIGENCE: A DEMONSTRATION

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ABSTRACT

This demonstration will provide the participants with an opportunity to experience an emotional exercise. Participants, either individually or in teams, will play several experiential roles and will be exposed to the exercise that the authors have successfully used in their business classes. An extensive debriefing will follow the actual exercise.

INTRODUCTION, PURPOSE AND BACKGROUND

Purpose: Peter Salovey and John D. Mayer coined the term "Emotional Intelligence in 1989 to mean "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" (1990). Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions.

Daniel Goleman suggests that EI is an important determinant to managerial success (2004, 1998). The purpose of this exercise is to help the students:

- Understand what EI is;
- Understand one's own EI score;
- How to identify instances of emotional intelligence in the workplace;
- How to handle appropriate and inappropriate uses of EI in the workplace;
- The benefits of knowing and using EI in the workplace;
- How to improve one's own understanding and use of EI.

Time requirement: Our experience is that the exercise can take from 45 to 75 minutes depending on the debriefing period (or if the instructor wants to add a lecture component to the exercise);

Exercise structure: Students will be given a short description of EI and its major components. Then, they will go to the website (http://www.queendom.com/tests/access_page/index.htm?idRegTest=3037) and take a self-administered EI test. Following that, they will be given an EI scoring rubric and be asked to watch a series of 4 short video clips dramatizing various managerial emotional states. After each clip, the stu-

dents will score or rate the EI components shown in the clip.

Pre-prep (students): Instructor may want students to read articles about EI and/or visit Internet sites devoted to EI.

Pre-prep (instructor): Instructor should prepare for EE by reading some articles on main components and benefits of EI. The PP slides accompany this exercise contain that information in brief.

Special materials needed:

1. Four Video clips from the OFFICE (available on YouTube);
2. Scoring rubric for EI to be used in rating the video clips;
3. PP slides

Debriefing suggestions: Debriefing can take several forms: one can debrief each clip separately or debrief all the video clips at once. We have used the following class discussion questions to guide the debriefing.

- How can you improve your emotional intelligence?
- What can you do to prevent a situation like the one in clip three?
- What are the benefits of practicing emotional intelligence? Personal/family/etc.
- Emotional intelligence is not necessary only in the workplace. What other areas of life would this be important? Do you have any personal experiences?
- How can emotional intelligence affect job turnover, absenteeism, job satisfaction and productivity?

Response of students (if any): While we have not formerly measured the student's pre/post knowledge of EI, we have noticed that most students are only causally aware of EI and appreciate knowing the importance EI can have in the workplace as well as its importance to managerial success.

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APPENDIX A: EE IDENTIFICATION WORKSHEET

CHOICES: SELF AWARENESS, MOTIVATION, EMPATHY, SOCIAL SKILL, SELF REGULATION

- CLIP 1: _____ low medium high
- CLIP 2: _____ low medium high
- CLIP 3: _____ low medium high
- CLIP 4: _____ low medium high
- CLIP 5: _____ low medium high

	Definition
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgment— to think before acting
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions
Social Skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport