Key to Organisational Effectiveness: Social and Emotional Intelligence

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Abstract— *Growth and survival of organizations in the present global environment of competition depends on their ability to intelligently discern the skill sets and capabilities required for success. Emotional intelligence is a set of skills that can be developed. These skills fall into four domains: self-awareness, self-management, social awareness, and relationship management. For companies this as a method to determine what abilities make their star performers so effective. This is important, competitive information. Organizations look at their top performers and average performers and systematically analyze what differentiates the top performers from the average ones. Then, they seek to help their employees develop these competencies and hire and promote people who look like top performers; Leaders who are authentic and are emotionally self-aware and able to speak openly about their emotions. Such leaders who have the social and emotional quotient for success are the leaders of today creating and sustaining organizational effectiveness and growth. This article presents the essence of managerial thoughts and research in this field of exciting study for further research and investigation.*

Keywords— *Organizational survival, discerning skill sets, emotional intelligence, self and social awareness, self and relationship management skills, authentic leaders with emotional quotient.*

I. INTRODUCTION

Emotional intelligence is a set of skills that can be developed. In the model of emotional intelligence those skills fall into four domains: self-awareness, self-management, social awareness, and relationship management. Competence is another way of saying skill. It's learned and learnable. The concept of competence itself has been around for many years. Richard Boyatzis, David McClelland and Daniel Goleman were in on it at the beginning working with professors at Harvard. Companies saw this as a method to determine what abilities made their star performers so effective. This is important, competitive information. Organizations look at their top performers and average performers and systematically analyze what they see in the top people that they don't see in the average. Then, they seek to help their employees develop these competencies and hire and promote people that look like the stars.

Emotional intelligence competencies used by outstanding leaders can be assessed objectively, behaviorally—everyone can see it, you know you're doing it. Those are the ones included in the Emotional and Social Competencies Inventory. The ESCI is a 360-degree assessment, meaning an individual completes a survey as do people above and below that person in an organization. Then, the individual receives the information about their own self-assessment as well as the anonymous ratings done by the others.

Fig. 1. Skill set for emotional intelligence & leadership.

II. OBJECTIVES AND RESEARCH METHODOLOGY

This research project has been taken up to identify various dimensions of Organizational Effectiveness. Leadership being a key factor the emphasis has been on the Leadership qualities and styles which will contribute to organizational effectiveness. One of the research concerns has been to identify the Emotional Intelligence orientation and factors contributing to enhance the emotional quotient of Managers. With this in view following research objectives have been identified for the limited purpose of this paper.

o Is Emotional Intelligence relevant for organizational effectiveness?
o Dimensions of Emotional Intelligence which will improve organizational performance and effectiveness
o Effect of Social Intelligence on Organizational performance
o What Competencies and leadership attitudes will contribute to improving organizational performance?
o Suggestions for improving organizational effectiveness and performance

On a detailed review and literature search it was found that a large volume of research data on related areas are available. So, it was decided to make a detailed and comprehensive review of bibliography and literature on the subject to see if the research objectives are met through desk research. Fortunately, it was possible to get hold of all available literature to arrive at the conclusions at the end of this paper.

III. REVIEW OF LITERATURE

Emotional Self-Awareness is about Leaders who are attuned to their feelings and how they affect their job performance. They use their values to make decisions. Emotionally self-aware leaders are authentic and able to speak openly about their emotions. People with emotional intelligence are skilled at managing their emotions (Emotional

self-control). Leaders with this skill remain calm and clear-thinking in stressful situations and hold on to their emotional balance. Leaders with achievement orientation hold themselves and others to high standards. They work toward challenging and measurable goals. They continuously seek ways to improve their performance and that of their team. These leaders see every situation as an opportunity, even those that may look like a setback to others. They see other people positively and expect them to do their best. They expect the changes in the future to be for the better. Leaders with Adaptability skill handle many demands while staying focused on their goals. Uncertainty is both expected and comfortable for these leaders. They flex in response to new challenges and are quick to adjust to sudden changes.

IV.   LEADERSHIP WITH EMOTIONAL INTELLIGENCE

Leaders who can comprehend an individual or group's unspoken emotions are endowed with the quality of Empathy. They listen well and easily grasp other's perspectives. Empathetic leaders explain their ideas in ways other people understand and work well with people from diverse cultures and backgrounds. Leaders who understands all aspects of an organization: where formal and informal power is held, relationships that provide opportunities for networking, conflicts, unspoken norms, and guiding values have the quality of Organizational Awareness

V.   RELATIONSHIP MANAGEMENT

Leaders, who influence, are skilled at appealing to others and developing mutual trust from key players in a situation. They are engaging and persuasive with individuals and groups. As coach and mentor Leaders who take interest in assisting others know the individuals with whom they work, including their strengths and goals. They give constructive feedback to coworkers and help others focus on growth opportunities. These leaders make an effort to recognize different perspectives and manage conflicting situations. They focus on helping everyone find the common ground upon which they can agree. They allow everyone's opinion and direct efforts toward finding an agreeable resolution and diffuse conflict. A leader who inspires can move people. Their articulation of a shared mission causes others to join them. They show others the purpose behind their day-to-day work. These leaders build an atmosphere of cooperation, helpfulness, and respect. They help others commit to the group's effort. They help a team develop an identity, positive relationships, and spirit.

VI.   SOCIAL INTELLIGENCE

It is primarily a learned skill, although some people may take to it more easily than others. A person with high social intelligence understands subtle etiquette and knows how to listen to people. This person can typically motivate others to cooperate, and people generally enjoy being around her/him. Socially intelligent people know how to present themselves well while still being genuine and authentic. Social intelligence is often linked with emotional intelligence, although they are two separate concepts. Emotional intelligence is a person's ability to analyze his thoughts and feelings, as well as control those reactions. Low emotional intelligence can affect a person's social intelligence, however. Social intelligence requires self-control and an ability to understand what other people are feeling, and people with low emotional intelligence are often unable to do that. Social intelligence is not an inherent part of a person's personality. While many think of an outgoing, energetic person as someone with high social intelligence, that level of energy is not essential. People can be quiet, calm and introverted while still being socially intelligent, while someone who is outgoing but too loud or rude has low social intelligence.

VII.   THE KEY ELEMENTS OF SOCIAL INTELLIGENCE

1. Verbal Fluency and Conversational Skills. You can easily spot someone with lots of SI at a party or social gathering because he or she knows how to "work the room." The highly socially intelligent person can carry on conversations with a wide variety of people, and is tactful and appropriate in what is said. Combined, these represent what are called "social expressiveness skills."

2. Knowledge of Social Roles, Rules, and Scripts. Socially intelligent individuals learn how to play various social roles. They are also well versed in the informal rules, or "norms," that govern social interaction. In other words, they "know how to play the game" of social interaction. As a result, they come off as socially sophisticated and wise.

3. Effective Listening Skills. Socially intelligent persons are great listeners. As a result, others come away from an interaction with an SI person feeling as if they had a good "connection" with him or her.

4. Understanding What Makes Other People Tick. Great people watchers, individuals high in social intelligence attune themselves to what others are saying, and how they are behaving, in order to try to "read" what the other person is thinking or feeling.

Understanding emotions is part of Emotional Intelligence, and Social Intelligence and Emotional Intelligence are correlated – people who are especially skilled are high on both.

5. Role Playing and Social Self-Efficacy. The socially intelligent person knows how to play different social roles – allowing him or her to feel comfortable with all types of people. As a result, the SI individual feels socially self-confident and effective – what psychologists call "social self-efficacy". A

6. Impression Management Skills. Persons with SI are concerned with the impression they are making on others. They engage in what I call the "Dangerous Art of Impression Management," which is a delicate balance between managing and controlling the image you portray to others and being reasonably "authentic" and letting others see the true self. This is perhaps the most complex element of social intelligence.

VIII.   HOW CAN YOU DEVELOP SOCIAL INTELLIGENCE?

It takes effort and hard work. Begin by paying more attention to the social world around you. Work on becoming a better speaker or conversationalist. Networking organizations,

or speaking groups, such as Toastmasters, are good at helping develop basic communication skills. Work on becoming a more effective listener, through what is called "active listening" where you reflect back what you believe the speaker said in order to ensure clear understanding. Most importantly, study social situations and your own behavior. Learn from your social successes and failures.

IX. THE RELATIONSHIP BETWEEN SOCIAL INTELLIGENCE AND EMOTIONAL INTELLIGENCE

Emotional intelligence has for many years now been accepted as one of the critical determining factors influencing leadership success. We are talking about leadership in the widest context; our ability to lead ourselves, lead our life, lead our business and lead our people. "Emotional Intelligence" is defined by Daniel Goleman as the "The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships."

American psychologists Mayer & Salovey in the 1980s first defined the phase Emotional Intelligence and Daniel Goleman built on their work in the 1990s and in 2002 produced the classic EI framework. The emotional intelligence quadrant defines the four key competencies that enable a person to perform at their optimum in any given situation.

	What I see	What I do
Personal competence	**Self Awareness** Understanding yourself	**Self Management** Managing your behaviour
Social competence	**Social Awareness** Understanding other people	**Relationship Management** Managing intercommunications

Source Goleman, Boyzatis & McKee (2002) Primal Leadership

Fig. 2. Emotional intelligence quadrant.

Social intelligence comes from our ability to be socially aware and to manage our relationships intelligently: the ability to pick up on emotions in other people and to work out what's really going on with them; to appreciate another person's perspective; to understand and appreciate the impact of your communication on others; to cultivate rapport and be attuned with a broad diversity of people; to manage interactions effectively; to engage with others for mutual benefit.

In their article 'Social Intelligence and the Biology of Leadership', Goleman and Boyatzis propose that *"leading effectively is less about mastering situations-or even mastering social skill sets, than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need."* They go on to define social intelligence as *"a set of interpersonal competencies built on specific neural circuits (and related endocrine systems) that inspire others to be effective."* What is new about their definition of social intelligence is its biological underpinning, by which they explain how to translate newly acquired knowledge about mirror neurons, spindle cells, and oscillators into practical, socially intelligent behaviors that can reinforce the neural links between you and your followers.

However, and whenever, we are communicating we each have the opportunity to *communicate with emotional and social intelligence*. We can consider the intention for the communication and decide on our outcome; we can pay attention to the impact of that communication on others and then flex our delivery; we can seek feedback and monitor the response. By developing a heightened awareness and sensitivity to our communication strategies we can develop and sustain fulfilling relationships in all manner of contexts. Whether we are communicating face to face, over the telephone, via email or using one of the social media platforms communicating with social intelligence will impact on our success.

X. PERFORMANCE MANAGEMENT

Key performance indicators – What performance measures can be used as a part of a model of organizational success? Typically, key performance measures are not financial, they encourage appropriate action, they are predictive in nature, they indicate what action should be taken; they are acted upon by top management - British Airlines. Critical success factors– identify what is important to organizational success. What processes and activities are critical to the success of the organization. How does the organization add value??Examples: Walmart – supply chain management system, IT. FedEx – own planes in a spoke & hub network, IT, empowered employees. What are Critical success factors for your library? Collection? Wayfinding? Services?

Most organizations collect a plethora of measures. Few organizations use performance measures to better manage the organization. Should be a balance of financial and non-financial measures. Most measures report past performance – driving with a rear-view mirror. Performance measures are an imperfect indicator of an uncertain future A measure should be able to discriminate between good and bad performance. Most measures are not linked to a model of organizational performance. Measures not linked to how an organization adds value Good measures: Direct behavior, make performance visible, Focus attention, clarifies expectations, Increase objectivity, and improve execution. Objectives must be Specific, Measureable, Actionable, Realistic and Timely.

Some of the developments that have shaped Performance Management in recent years are the differentiation of employees or talent management, management by objectives and constant monitoring and review. Its development was accelerated by the following factors:

- The introduction of human resource management as a strategic driver and integrated approach to the management and development of employees; and
- The understanding that the process of Performance Management is something that's completed by line managers throughout the year - it is not a once off annual event coordinated by the personnel department.

Performance Management shifts the focus away from just an annual event to an on-going process. Figure3 is a process diagram that provides a graphical view of the major differences between the two processes.
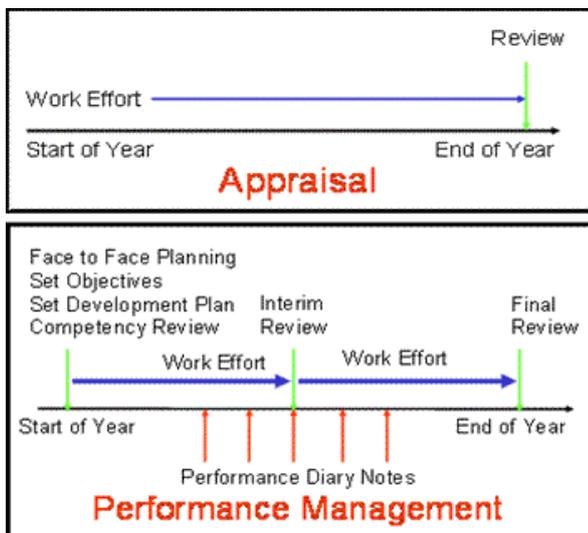

Fig. 3. Process diagram of the difference between performance appraisal and management (www.peoplestreme.com).

Performance management systems form part of the ultimate Human Capital Management in an organization. There are several systems and software available in the market for cloud based performance appraisals

Synergita is a cloud-based, continuous Employee Performance Management Software. It is an extremely simple and easy to use software with rich ability to influence performance management culture within the organization.

People Goal is a cloud-based employee performance management service which can be customized. The solution allows business owners to align individual goals to those of the business, in real time and in the cloud. This would drive higher engagement in the performance management process and use this data to produce key insights into how your teams and people work together.

ORACLE Oracle Taleo Cloud Service: Oracle taleo enterprise gets your core talent management processes up and running fast and puts you in a position to grow your solutions as your talent management needs evolve. you also get a competitive edge with our guided implementation methodology and toolkit that deliver the packaged best practices content and expertise you need to be successful.

And we have many more software available on the web suitable for performance management system. The future of human capital management system will look somewhat similar to what has been depicted below:

Fig. 4. Ref: 'The ultimate HCM Buyer's guide'

XI. FINDINGS AND CONCLUSION

One of the research questions was whether Emotional intelligence is relevant in the organizational context today. It has been found to be one of the most relevant managerial quality in demand today. In the challenging and diversified global environment today where the environment itself is not static, the only quality that would help managers appreciate the value of other human beings in the organization is their emotional intelligence. Self-awareness, self-management, social awareness, and relationship management which form the core qualities underlying emotional intelligence are the very qualities which the management of companies seek in their managers and managers themselves try to inculcate such qualities in their co-workers for the fulfillment of organization goals. This makes the organization effective in fulfilling the purpose for which it was created in the first place!

There are several dimensions to emotional intelligence. However, the following are the key components which have an impact in improving organizational performance (See Figure 2).

- Self Awareness
- Self Management
- Social Awareness And
- Relationship Management

The challenge of the management of organizations is the identification of critical success factors through the collective emotional intelligence of its managers and workers. Examples of organizations which have identified such factors and successfully used them to improve their operational results have been quoted in the data analysis part of the review of Literature. Example: We have seen that Wal-Mart with supply chain management system, IT and FedEx with their dedicated distribution strategy – own planes in a spoke & hub network, IT, empowered employees. Thus it can be concluded that identification of key performance areas and strategic performance improvement actions ensure results.

Social intelligence is part of the emotional intelligence and has a great bearing on the performance of organizations. Through training and retraining, organizations impart the following qualities of social skills which help in managing performance. Verbal Fluency and Conversational Skills, Knowledge of Social Roles, Rules, and Scripts; Effective Listening Skills; Understanding What Makes Other People

Tick; Role Playing and Social Self-Efficacy; Persons with Social Intelligence are concerned with the impression they are making on others. Social intelligent people show others the purpose behind their day-to-day work. These leaders build an atmosphere of cooperation, helpfulness, and respect and help others commit to the group's effort. They help a team develop an identity, positive relationships, and spirit.

Leaders of organizations inculcate qualities of cooperation, mutual trust and team work among their team members. Such attitudes enable team members to successfully imbibe the competencies through organizational training for successful operation in their chosen roles and lead the company towards it stated objectives. An effective Performance Management process establishes through leaders the groundwork for excellence by:

- Linking individual employee objectives with the organization's mission and strategic plans. The employee has a clear concept on how they contribute to the achievement the overall business objective,
- Focusing on setting clear performance objectives and expectations through the use of results, actions and behaviors,
- Defining clear development plans as part of the process, and
- Conducting regular discussions throughout the performance cycle which include such things as coaching, mentoring, feedback and assessment.

Suggestions for improvement starts with the understanding and application of the emotional intelligence and social intelligence skills by management and employees as outlined above. The future is Human Capital Management (HCM) as the management functions of emotional and social intelligence further develop and evolve to encompass 360-degree appraisal, Continuous GAP analysis and extensive use of software like Synergita, People god and Oracle Taleo Cloud Service etc. Effective Leadership, as we have seen earlier is less about mastering situations-or even mastering social skill sets, than about developing a genuine interest for fostering positive feelings in the people whose cooperation and support are essential for achieving the corporate goals!

The new millennium will open opportunities for software developers and companies to implement further cloud and other platforms based software for employee performance enhancement!

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