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THE NECESSITY FOR EMOTIONAL INTELLIGENCE

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ABSTRACT

The Stone Age did not end because there were no more stones, it ended because of continuous improvement, innovation, creativity and learning. Emotional intelligence builds our homes, societies and nations. Lack of emotional intelligence is disastrous. It affects relationships, brings stress and even death. Today a person with high emotional intelligence is more likely to be promoted than the one with high IQ but lacks EQ.

KEY WORDS: *emotional intelligence, emotions, moods, intelligence, productivity, performance, stress, relationships, IQ, EQ.*

1. INTRODUCTION

Today one has to run very fast in order to stay in the same place as propounded by Kotler (2005). We are living in the VUCA environment. An environment characterised by volatile, uncertainty, complexity and ambiguity. This environment requires a special soft skill called emotional intelligence in order to adapt and survive in this environment. John D. Mayer and Peter Salovey originally coined the term emotional intelligence and was popularised by Daniel Goleman.

2. EMOTIONAL INTELLIGENCE

Emotional Intelligence is the ability to understand one's moods and emotions and the moods and emotions of others. Kourdi (2015) avers that

emotional intelligence is taking information from your own emotions and the emotions of others and then applying that knowledge in order to be successful. Jones and George (2011:117) propounds that in understanding the effects of managers' and all employees' moods and emotions, it is important to take into account their levels of emotional intelligence. Understanding our feeling will make us able to control our moods, emotions and feelings. This will make us not go to extremes and even affect our performance. It will also enable us to develop empathy, when we understand the moods and emotions of others we will be in a better position to work with them. This will avoid conflict.



Figure 1: A boss shouting at a subordinate

Think of the best boss that you ever heard, what made that boss the best? Think of the worst boss that you ever heard what made that boss the worst? It all points to the presence or absence of emotional intelligence. There is an adage that says be nice to people on your way up because you will meet them on your way down. Good leaders begin with who they are inside and not primarily defined by what

they do. They are not defined by the role they have been assigned but by high emotional intelligence.

3. THE INNER AND THE OUTER CIRCLE

We all face misfortunes in life, it is how we handle those misfortunes that makes a difference. Mutongi and Mazhawidza (2017) came up with the inner and the outer circle model that we can use to boost our emotional intelligence.

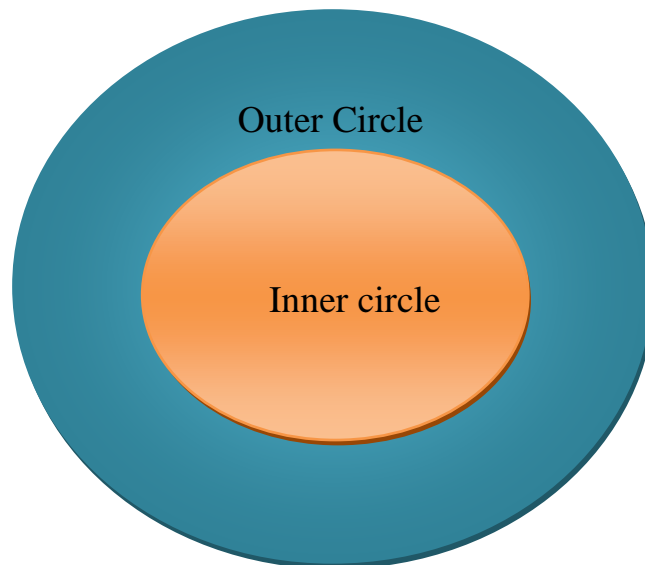


Figure 1: The outer and inner circle model

The inner circle is made up of circumstances that we can control. In that regard we need to work on how we can deal with that circumstance as we have control over them. We need to start take steps on how we can handle the situation. Mutongi and Mazhawidza (2017) aver that in life there are a lot of forces of change and situations that we can experience that we do not have control over and these situations are classified under the outer circle for example death. One just have to accept that the situation cannot be changed. They are not saying one

does not need to grieve when there is a subtraction of one of the family member. One should not allow the grief to lead to stress hence affecting our health and taking away more life.

4. CHARACTERISTICS OF EMOTIONAL INTELLIGENCE

Goleman (2006) presents the following characteristics that can be used in boosting emotional intelligence:

Self-awareness

For one to achieve emotional intelligence, one has to have self-awareness. Emotionally self-aware leaders can be candid, authentic and able to speak openly about their emotions or with conviction about their guiding vision (Goleman, Boyatzis and Mckee, 2002) Self-awareness is the ability to have a deeper understanding of yourself. You need to read, peruse, evaluate and scrutinise that book called you. There is need to identify your gaps, strengths and weaknesses. Focus on your strengths and work on your weaknesses.

Self-regulation

Self-regulation is the ability to control emotions and impulses. One should not make impulsive and careless decisions. Fallen (2008) argues that “you do not have to accept the invitation to get angry. Instead practice forgiveness, empathy and encouragement”. One should not make decisions whilst angry and emotional. For the things that you cannot do, have the ability to say no.

Motivation

When it comes to motivation, a person will be achievement driven, strives to improve and excel. One will be highly productive, committed and

optimistic. Motivated people are highly effective and initiative.

Empathy

There is need to put yourself in someone’s shoes. Imagine living the same life that person would have lived, probably you were going to do the worst things. Empathy makes us understand each other better. Avoid stereotyping, prejudice and judging others too quickly. One should not judge a book by its cover, there is need to read the contents. At a certain work place someone was marked absent yet that person had been involved in a fatal accident while coming to work and died.

Social Skills

One has to be friendly, easy to talk to and easy to talk to others. Be an excellent communicator and a master at building and maintain relationships. One will be in a position to effectively manage disputes.

5. BENEFITS OF EMOTIONAL INTELLIGENCE

There are some benefits associated with emotional intelligence which include:

Relationship management	Increased productivity
Conducive working environment	Conflict management
Sound decisions	Self-introspection
Effective leadership	Team player
Customer Relationship Management	Increased performance

6. SHORTCOMINGS OF LACK OF EMOTIONAL INTELLIGENCE

The following are the shortcomings of emotional intelligence:

Stress	Lack of performance
Illness- High Blood Pressure, Sugar diabetes and migraine headaches	Conflicts- A house divided against each other cannot stand.
Kills creativity and innovation	Unmotivated
High turnover	Divorce
Loose of relationships	Unconducive working environment

7. CONCLUSION

It is of paramount importance that we all exercise emotional intelligence as it leads to increased performance, morale, creativity, and informed decision making. People with emotional intelligence are called for in our work places, society and homes. A person with emotional intelligence is the next candidate to be promoted.

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BIO-DATA

Dr. Chipo Mutongi: A Part Time Lecturer at the Zimbabwe Open University (ZOU) and at Midlands State University with more than eleven years lecturing experience; PhD/DPhil research thesis Part Time Supervisor (ZOU). PhD/DPhil research thesis supervisor/ under study (2014-2016-ZOU), Research Supervisor for all levels of education; member of the International Board of Reviewers for the International Journal of Doctoral Studies (IJDS); Journal Reviewer-Journal of Information and Knowledge Management (JIKM); published over forty three articles in International Journals; DCIZ board member (2016), Member of Institute of People Management of Zimbabwe (IPMZ) and member of Zimbabwe Library Association (ZIMLA), published more than ten modules with Zimbabwe Open University (ZOU); is in the process of authoring books on Knowledge Management and Information Policy. A Talent Development Officer in the City of Harare, worked as a Librarian at the City of Harare with more than twelve years experience in information and knowledge management; attained the highest and most prestigious degree of Doctor of Philosophy in Information and Knowledge Management (ZOU); Master of Science in Library and Information Science (NUST); the more professional degree of Master of Business Administration (ZOU); Media Studies Degree (ZOU); Higher National



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