Outline

I.  What is emotional intelligence?

II. What is YOUR emotional intelligence?
   A. A short 10 item questionnaire

III. Why is it important to know about emotional intelligence

IV. Four Clusters of Emotional Intelligence

V. How does EI help us at home and at work

VI. Conclusions

VII. Questions?

Dr. Sandhya Tiwari, Director, CELT-Palamuru University
Emotional intelligence (EI) is the capacity for understanding our own feelings and the feelings of others, for self motivation, and for managing our emotions effectively in our relationships.

“People Smarts”

Generally not included in intelligence evaluation of IQ

Emotional intelligence is a set of competencies
1. You are on an airplane that suddenly hits extremely bad turbulence and begins rocking from side to side. What do you do?

2. You are in a meeting when a colleague takes credit for work that you have done. What do you do?

3. You are a customer service representative and have just gotten an extremely angry client on the phone. What do you do?

4. You are a college student who had hoped to get an A in a course that was important for your future career aspirations. You have just found out you got a C- on the midterm. What do you do?

5. You are a manager in an organization that is trying to encourage respect for racial and ethnic diversity. You overhear someone telling a racist joke. What do you do?

6. You are an insurance salesman calling on prospective clients. You have left the last 15 clients empty-handed. What do you do?

7. You are trying to calm down a colleague who has worked herself into a fury because the driver of another car has cut dangerously close in front of her. What do you do?

8. A discussion between you and your partner has escalated into a shouting match. You are both upset and in the heat of the argument, start making personal attacks which neither of you really mean. What is the best thing to do?

9. You have been given the task of managing a team that has been unable to come up with a creative solution to a work problem. What is the first thing that you do?

10. You have recently been assigned a young manager in your team, and have noticed that he appears to be unable to make the simplest of decisions without seeking advice from you. What do you do?
Write down the number of points you get for the answer you wrote down, then add them all up.

The turbulent airplane:

Anything but D - that answer reflects a lack of awareness of your habitual responses under stress. Actively acknowledging your stress and finding ways to calm yourself (i.e. engage in a book or read the emergency card) are healthier responses.

[A] 10 Points - Continue to read your book or magazine, or watch the movie, trying to pay little attention to the turbulence.

[B] 10 Points - Become vigilant for an emergency, carefully monitoring the stewardesses and reading the emergency instructions card.

[C] 10 Points - A little of both A and B.

[D] 0 Points - Not sure - never noticed.

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2. The credit stealing colleague:

The most emotionally intelligent answer is D. By demonstrating an awareness of work-place dynamics, and an ability to control your emotional responses, publicly recognizing your own accomplishments in a non-threatening manner will disarm your colleague as well as puts you in a better light with your manager and peers. Public confrontations can be ineffective, are likely to cause your colleague to become defensive, and may look like poor sportsmanship on your part. Although less threatening, private confrontations are also less effective in that they will not help your personal reputation.

[A] 0 Points - Immediately and publicly confront the colleague over the ownership of your work.
[B] 5 Points - After the meeting, take the colleague aside and tell her that you would appreciate in the future that she credits you when speaking about your work.
[C] 0 Points - Nothing, it's not a good idea to embarrass colleagues in public.
[D] 10 Points - After the colleague speaks, publicly thank her for referencing your work and give the group more specific detail about what you were trying to accomplish.
3. The angry client:

The most emotionally intelligent answer is D. Empathizing with the customer will help calm him down and focusing back on a solution will ultimately help the customer attain his needs. Confronting a customer or becoming defensive tends to anger the customer even more.

[A] 0 Points - Hang-up. It doesn't pay to take abuse from anyone.

[B] 5 Points - Listen to the client and rephrase what you gather he is feeling.

[C] 0 Points - Explain to the client that he is being unfair, that you are only trying to do your job, and you would appreciate it if he wouldn't get in the way of this.

[D] 10 Points - Tell the client you understand how frustrating this must be for him, and offer a specific thing you can do to help him get his problem resolved.
4. The 'C' Midterm:

The most emotionally intelligent answer is A. A key indicator of self-motivation, also known as achievement motivation, is your ability to form a plan for overcoming obstacles to achieve long-term goals. While focusing efforts on classes where you have a better opportunity may sometimes be productive, if the goal was to learn the content of the course to help your long-term career objectives, you are unlikely to achieve.

[A] 10 Points - Sketch out a specific plan for ways to improve your grade and resolve to follow through.

[B] 0 Points - Decide you do not have what it takes to make it in that career.

[C] 5 Points - Tell yourself it really doesn't matter how much you do in the course, concentrate instead on other classes where your grades are higher.

[D] 0 Points - Go see the professor and try to talk her into giving you a better grade.
5. The racist joke:

The most emotionally intelligent answer is C. The most effective way to create an atmosphere that welcomes diversity is to make clear in public that the social norms of your organization do not tolerate such expressions. Confronting the behavior privately lets the individual know the behavior is unacceptable, but does not communicate it to the team. Instead of trying to change prejudices (a much harder task), keep people from acting on them.

[A] 0 Points - Ignore it - the best way to deal with these things is not to react.

[B] 5 Points - Call the person into your office and explain that their behavior is inappropriate and is grounds for disciplinary action if repeated.

[C] 10 Points - Speak up on the spot, saying that such jokes are inappropriate and will not be tolerated in your organization.

[D] 5 Points - Suggest to the person telling the joke he go through a diversity training program.
6. The setback of a salesman:

   The most emotionally intelligent answer is B. Optimism and taking the initiative, both indicators of emotional intelligence, lead people to see setbacks as challenges they can learn from, and to persist, trying out new approaches rather than giving up, blaming themselves or getting demoralized.

   [A] 0 Points - Call it a day and go home early to miss rush-hour traffic.

   [B] 10 Points - Try something new in the next call, and keep plugging away.

   [C] 5 Points - List your strengths and weaknesses to identify what may be undermining your ability to sell.

   [D] 0 Points - Sharpen up your resume.

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The most emotionally intelligent answer is D. All research shows that anger and rage seriously affect one's ability to perform effectively. Your ability to avoid or control this emotional reaction in yourself and others is a key indicator of emotional intelligence.

[A] 0 Points - Tell her to forget about it-she's OK now and it is no big deal.

[B] 0 Points - Put on one of her favorite tapes and try to distract her.

[C] 5 Points - Join her in criticizing the other driver.

[D] 10 Points - Tell her about a time something like this happened to you, and how angry you felt, until you saw the other driver was on the way to the hospital.
8. The shouting match:

The most emotionally intelligent answer is A. In these circumstances, the most appropriate behavior is to take a 20-minute break. As the argument has intensified, so have the physiological responses in your nervous system, to the point at which it will take at least 20 minutes to clear your body of these emotions of anger and arousal. Any other course of action is likely merely to aggravate an already tense and uncontrolled situation.

[A] 10 Points - Agree to take a 20-minute break before continuing the discussion.

[B] 0 Points - Go silent, regardless of what your partner says.

[C] 0 Points - Say you are sorry, and ask your partner to apologize too.

[D] 0 Points - Stop for a moment, collect your thoughts, then restate your side of the case as precisely as possible.
9. The uninspired team:

The most emotionally intelligent answer is B. As a leader of a group of individuals charged with developing a creative solution, your success will depend on the climate that you can create in your project team. Creativity is likely to be stifled by structure and formality; instead, creative groups perform at their peaks when rapport, harmony and comfort levels are most high. In these circumstances, people are most likely to make the most positive contributions to the success of the project.

[A] 0 Points - Draw up an agenda, call a meeting and allot a specific period of time to discuss each item.

[B] 10 Points - Organize an off-site meeting aimed specifically at encouraging the team to get to know each other better.

[C] 0 Points - Begin by asking each person individually for ideas about how to solve the problem.

[D] 5 Points - Start out with a brainstorming session, encouraging each person to say whatever comes to mind, no matter how wild.
10. The indecisive young manager:

The most emotionally intelligent answer is D. Managing others requires high levels of emotional intelligence, particularly if you are going to be successful in maximizing the performance of your team. Often, this means that you need to tailor your approach to meets the specific needs of the individual, and provide them with support and feedback to help them grow in confidence and capability.

[A] 0 Points - Accept that he 'does not have what it take to succeed around here' and find others in your team to take on his tasks.

[B] 5 Points - Get an HR manager to talk to him about where he sees his future in the organization.

[C] 0 Points - Purposely give him lots of complex decisions to make so that he will become more confident in the role.

[D] 10 Points - Engineer an ongoing series of challenging but manageable experiences for him, and make yourself available to act as his mentor.
Scoring your Answers

Now add up your scores and use the scale below to compare your score.

100 -- Maximum Score
75
50 -- Average Score
25
0 -- Minimum Score
Emotional intelligence is essential in effective leadership and has a direct impact on work performance.

“A leader with a positive mood and attitude tends to interact with others in a way that results in a positive, helpful, and cooperative workgroup, thereby increasing workplace efficiency.”

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## Two Models

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<tr>
<th>Bradberry &amp; Greaves</th>
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<td><strong>Personal Competence:</strong></td>
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<td>Self Awareness</td>
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Four Clusters of Emotional Intelligence

Emotional intelligence is made up of four core skills.
Four Clusters of Emotional Intelligence

- Self–Awareness
- Self-Management
- Social Awareness
- Social Skills
Self-Awareness

- **Ability** to accurately sense and identify personal feelings, along with the ability to understand and evaluate them.

- Concerned with knowing about your own internal states, preferences, resources, and perceptions.

- Helpful in accurate self-appraisals.

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Three Competencies within Self-Awareness

The Self-Awareness cluster contains three basic competencies or subcategories:

- Emotional self-awareness
- Accurate self-assessment
  - Self-confidence

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Emotional Self-Awareness

- Emotional self-awareness is the ability to recognize one’s own emotions and their effects.

- Individuals in whom this competency is highly developed:
  - Are aware of their feelings
  - Understand the connection between their own feelings and what they think, do, and say
  - Know why certain feelings occur in themselves
  - Recognize how their feelings affect their performance
  - Understand the implications of their actions
  - Are aware of how they are guided by their values and goals
How to Improve Self-Awareness

- Requires serious thought and effort
- Develop Objective outlook
- Inculcate courage to be self critical
- Identify key intentions and pay close attention to your actions
Accurate Self-Assessment

- Process of identifying one’s inner resources, abilities, strengths, and acknowledging and accepting your limits

- Depends on desire to receive feedback and new perspectives about oneself and is motivated by the desire for continuous learning and self-development.

- Individuals in which this competency is highly developed:
  - Have a sense of humor about themselves
  - Are knowledgeable of their own strengths and weaknesses
  - Have the ability to be reflective to learn from experience
  - Are receptive to candid feedback, new perspectives, continuous learning, and self-development

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Self-Confidence

- Self-confidence is your own belief in your capability to accomplish a task. Self-confidence includes acknowledging and affirming that you are the best person for the job that you are doing. It is also about conveying your ideas and opinions in a confident manner and having a positive impacted on others.

- Individuals in which this competence is highly developed:
  - The belief that they are the most capable person for the job
  - The ability to present themselves in an assured, unhesitating manner
  - The courage to voice views that may be unpopular and to go out on a limb when following their convictions
  - The ability to be decisive and to make sound decisions despite uncertainties and pressures

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Tips for Developing Self-Awareness

**Emotional Self-Awareness**
- Pay attention to the physical reactions aroused in your body during stressful situations.
- Keep a journal where you write down your behaviors and inner feelings when faced with stressful situations on a daily basis.

**Accurate Self-Assessment**
- When interacting with people with whom you feel comfortable, ask for their constructive feedback about your actions and behaviors.
- Make a list of what you believe to be your strengths as well as any areas where development is needed, and then compare your own list and a similar list prepared by someone else.

**Self-Confidence**
- Adjust your thinking and behaviors so that they closely match those of someone whose models that trait of self-confidence—with that model in mind, act decisively, instead of self-consciously watching your every move.
- Find someone you trust who would be willing to help you to objectively analyze your abilities.

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Self-Management

- *Self-Management* is the ability to understand your emotions and then use that understanding to turn situations to your benefit.

- Self-management is also the ability to use your feelings to reason well and act intentionally.
Self-management is important because when people are able to better managing their emotions, they do better in life.

The more people allow emotions to control and direct their behavior, the worse they do in life.

People who are good managers of their emotions are open to change, effective in mood management, consistent in stress management, they are intentional, productive, and behave in a reasonable and rational way.
Six Competencies within Self-Management

Self-Management cluster contains six basic competencies or subcategories:

- Emotional self-control
- Initiative
- Trustworthiness
- Optimism
- Consciousness
- Adaptability

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Emotional Self-Control

- Emotional self-control is the ability to keep impulsive feelings and emotions under control. It is being able to restrain negative actions when provoked, when faced with opposition or hostility from other people, or when working under pressure.

- Individuals in which this competency is highly developed:
  - Deal calmly with stress
  - Display impulse control and restraint
  - Stay posed and positive, even in trying moments
  - Think clearly and stay focused under pressure
Trustworthiness

- Trustworthiness is maintaining standards of honesty and integrity. It includes communicating intentions, ideas, and feelings openly, and welcoming openness and honesty in others.

- Individuals in which this competency is highly developed:
  - Act ethically and are above criticism
  - Build trust through reliability and authenticity
  - Are authentic - what you see is what you get
  - Have a tough stance, even if they are unpopular
  - Confront unethical action in others

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Conscientiousness is about taking responsibility for personal performance. It reflects an underlying drive for being reliable and delivering quality work.

Individuals in which this competency is highly developed:

- Follow through on commitments and keep promises
- Hold themselves accountable for meeting their objectives
- Are organized and careful in their work
- Pay attention to detail

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Adaptability is the ability to be flexible and work effectively within a variety of changing situations and with various individuals and groups.

Individuals in which this competency is highly developed:

- Can smoothly handle multiple demands, shifting priorities, and rapid change
- Are flexible in how they see events
- Adapt plans, behavior, or approaches to fit major changes in situations

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Optimism

- Optimism is about seeing the world as a glass that is “half-full” rather than “half-empty”. It is the ability to see good in others and in the situations at hand. Threats are viewed merely as opportunities that can be acted upon and taken advantage of to achieve optimal outcomes.

- Individuals in which this competency is highly developed:
  - See opportunities rather than threats
  - Have mainly positive expectations about others
  - Have hopes that the future will be better than the past
Initiative is the ability to identify a problem, obstacle, or opportunity and take action on it. People with initiative are consistently striving to do better, to experience new challenges, and to be held accountable for their actions and ideas.

Individuals in which this competency is highly developed:

- Seek out fresh ideas from a wide variety of sources
- Act rather than wait
- Entertain original solutions to problems, and generate new ideas
- Take fresh perspectives and risks in their thinking

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Tips for Improving Self-Management

*Emotional Self-Control*

- Make a list of all the things that trigger you to lose control. Create a strategy to prevent these triggers from causing you to lose your composure and your self-control.
- Reduce your stress through physical activity, or other types of relaxation.

*Trustworthiness*

- Spend some time exploring the values and principals that you feel most strongly about and write down the important ones. Next to each one examine whether your behavior is consistent with these values, and ask yourself what you would need to do differently in order to be more genuine and be true to your beliefs.
- Consider the issues on which you are willing to act against all opposition. Clarify for yourself what is and is not worth fighting for.
Tips for Improving Self-Management

Conscientiousness

- Keep a detailed filling system for all monthly bills, telephone, rent, heat, etc.
- Build routine checks into your calendar to ensure devotion to deadlines, policies, and standards. In the event that you find something that does not reach the desired standard or that will take much longer than the time frame given, work though your plan to give the task at hand more time and effort.

Adaptability

- Periodically review the processes you or your department has in place. What are the strengths and weaknesses of each? Is there a better, more efficient way of approaching things?
- When current strategies are not working, stop what you are doing, acknowledge that it is not working and make the necessary changes to your plans, activities, objectives, or behavior.

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Tips for Improving Self-Management

**Optimism**

- For two or three days, make a list of all the difficulty you encountered, and write down the consequences next to each one. Note that when your feelings are pessimistic in nature, positive activity is shortened, but when your feelings are optimistic in nature, positive energy flows.
- Try to change your thoughts from negative to positive.

**Initiative**

- Volunteer to be a leader of a service organization that markets its information to the community and solicit funds for support.
- Make a list of all the external factors that affect your department and of all the internal factors affecting the department. Then map out the steps needed to capitalize on those opportunities and take actions to prevent significant problems.

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Social Awareness

- **Social awareness** refers to how people handle relationships and awareness of others’ feelings, needs, and concerns.

- It is the ability to recognize and appropriately respond to the emotions and feelings of others.
Three Competencies within Social Awareness

The Social Awareness cluster contains three basic competencies or subcategories:

- Empathy
- Organizational awareness
- Service orientation
Empathy

- Empathy is about understanding other people. It is the ability to hear and understand accurately unspoken or partly expressed thoughts, feelings, and concerns of others. People with empathy are able to constantly pick up on emotional cues, and they can appreciate not only what people are saying but also why they are saying it.

- Individuals in which this competency is highly developed:
  - Are attentive to emotional cues and listen well
  - Accurately read people’s moods or nonverbal cues
  - Respect and relate well to people of diverse backgrounds
  - Shows sensitivity and understand of others’ perspectives
  - Help out based on understanding other people’s needs and feelings

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Organizational Awareness

Organizational Awareness is the ability to understand the power relationships in one’s group or organization. This includes the ability to identify the real decision makers and who can influence them. It is also about recognizing the values and cultures of organizations and how they affect the way people act and behave.

Individuals in which this competency is highly developed:

- Understand the political forces at work in the organization
- Accurately read key power relations in groups or organizations
- Understand values and culture of groups or organizations
Service Orientation

- Service orientation is anticipating, recognizing, and meeting other people’s needs. It means focusing ones efforts on others, and reaction to the requests of others.

- Individuals in which this competency is highly developed:

  - Are attuned to providing satisfaction to others
  - Match their services to meet others’ needs
  - Gladly offer appropriate assistance
  - Makes themselves available to others
Why is Having Social Awareness Important?

- Social awareness is very important for creating and maintaining good working relationships with other people.
- People high in social awareness can feel what other people are feeling and can put themselves in their shoes.
- People who are high in social awareness are able to read non-verbal cues, read messages conveyed by facial gestures, posture, eye movement, and body language.
Tips for Improving Social-Awareness

**Empathy**
- Pay attention to critical interactions with others
- Turn off the sound on the television and watch it to see if you can identify moods and nonverbal cues of the actors without hearing anything

**Organizational Awareness**
- Identify key people inside and outside the organization who exert influence over policies and activities. Create an influence chart for your organization or department and compare it to the formal organization chart
- In your discussions with others, try to get their perspective on how to get things done within the department. Try to provide information about unspoken organizational constraints that may prevent certain things from happening at certain times.

**Service Orientation**
- Set a measurable goal to improve the level of service you provide to others. Include a needs analysis, an analysis of your service, and an analysis of the concerns and needs of others.
- Start a reading file of articles about the needs of others in your department or organization.
- Take action to change or modify some procedures in your department that others have complained about.

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Social Skills

- *Social Skills* refers to a proficiency at suggesting desirable responses in others.

- People with good social skills are good business leaders, leaders in society, and effective parents who understand that personal success and group or family success are inseparable.

- They lead by example, encouraging others in positive ways, validating them and creating trust within them.
Eight Competencies within Social Skills

The Social Skills cluster contains eight basic competencies or subcategories:

- Developing others
  - Inspirational leadership
    - Influence
    - Communication
    - Change catalyst
  - Conflict management
    - Building bonds
- Teamwork and collaboration
Developing Others

- Developing others is the ability to promote the long-term learning or development of others. Its focus is on the developmental intent and effect rather than on the formal role of teaching or training. Those who do this well spend time to help people find their own way to excellence through specific feedback on current performance.

- Individuals in which this competency is highly developed:
  - Acknowledge and reward people’s strengths, accomplishments, and development
  - Offer useful feedback and identify people’s needs for development
  - Act as a mentor by giving timely coaching, and offering assignments that challenge and grow a person’s skills.

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Inspirational Leadership

Inspirational leadership is the ability to take on the role as leader of a team or group. Inspirational leaders work to bring people together to get the job done, they build a strong sense of belonging within the group leading others to feel they are part of something larger than themselves.

Individuals in which this competency is highly developed:

- Inspire others by articulating and arousing enthusiasm for a shared vision and mission
- Step forward to lead as needed, regardless of position
- Guide the performance of others while holding them accountable
- Can make activities or projects engaging
- Lead by example

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Influence

- Influence is the ability to persuade, convince, or impact others to get them to go along with or support your agenda. Influence is about grabbing someone’s attention and passing on something they want to hear.

- Individuals in which this competency is highly developed:
  - Are skilled at persuasion
  - Can fine-tune presentations to appeal to the listener
  - Use complex strategies like indirect influence to build consensus and support
  - Anticipate how people will respond to an argument and adapt their approach accordingly
Communication

Communication is the ability to send clear and convincing messages to an audience in open and effective way. People high in communication make their presentations engaging and are open to dialogue with the audience.

Individuals in which this competency is highly developed:

- Use nonverbal cues, like tone of voice, to express feelings that reinforce messages in presentations
- Deal with difficult issues easily
- Listen well, seek mutual understanding, and welcome sharing of information
- Promote open communication and stays receptive to bad news as well as good
Change Catalyst

- Change catalyst is having the ability to alert, energize and lead groups to bring about specific changes in the way things are done.

- This competency is about recognizing the need for change and taking ownership of change initiatives in order to move the group or department forward.

- Individuals in which this competency is highly developed:
  - Recognize the need for change and removes barriers
  - Challenge the status quo to acknowledge the need for change
  - Champion the change and enlist others in its pursuit
Conflict Management

- Conflict management is the ability to handle difficult individuals, groups of people, or tense situations with discretion. This involves coming face to face with the conflict rather than trying to avoid it. This competency entails focusing on the issues rather than the people and working to de-escalate bad feelings.

- Individuals in which this competency is highly developed:
  - Encourage debates and open discussion
  - Orchestrate win-win solutions
  - Communicate the positions of those involved in a conflict to all concerned

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Building Bonds

- Building bonds is about working to build or maintain friendly, reciprocal, and warm relationships or networks with people.
- Building bonds means developing and maintaining good relationships with a variety of people.
- Individuals in which this competency is highly developed:
  - Develops and maintains an extensive informal network
  - Nurtures relationships related to activities or projects
  - Makes and maintains personal friendships among work associates

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Teamwork and Collaboration is about working cooperatively with others, being part of a team and working together as opposed to working separately or competitively. Teamwork and collaboration is enjoying shared responsibility and rewards for accomplishments. It is actively participating and enjoying building the capability of the team.

Individuals in which this competency is highly developed:

- Collaborates, and shares plans, information, and resources
- Promotes a friendly, cooperative climate in groups
- Draws all members into active and enthusiastic participation
- Builds team identity and commitment
Social skills are the basic skills everyone needs to have in order to be effective at anything they do. Not having the basic social skills can severely limit the quality of work that you produce.
Developing Others

- Regularly take time to talk to individuals about their aspirations, the things they want to do better, and the things they would like to try out.

Inspirational Leadership

- When launching significant new projects or initiatives, consider spending time with the team, create a vision for the work to be done, and build commitment to moving forward.

- Interview or shadow a leader whom you find inspirational. Ask yourself why you find this individual inspirational, analyze their style, and ask how they view their roles.
Tips to Improve and Develop Social Skills

Influence

- Form a study group among colleagues to talk about successful experiences and reality-test future strategies.
- Take part in a task force or committee on an important and timely organizational or cross-departmental problem.

Communication

- Identify and observe others who have an engaging style while presenting, pay attention to their nonverbal cues, and the visual aids they use to get their meanings across.
- When delivering information to people, encourage them to ask questions and encourage them to summarize your key points to ensure they have understood you.

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Change Catalyst

- Think about the worst possible change that might happen to you and your team or department. Write a list of possible benefits from that change and think about how you would sell those benefits to the team or department if you had to.

- When preparing to tell others about change, think about each person, how will the change impact this person? How has he or she responded to change in the past? What questions or comments might he or she have? Use your answers to prepare for a discussion with this person about the upcoming change.

Conflict Management

- If you are sensing trouble brewing with an individual, take steps to bring the disagreement or grievance into the open before it turns into a conflict situation.

- When in a heated discussion, focus on the issues at hand and leave personal matters aside. Ask yourself “Is what I am saying or doing productive in trying to resolve this situation?”
Building Bonds

- Take part in professional associations or appropriate social events to build your network and strengthen your relationships.

- Identify organizational dynamics. Practice thinking in terms of these dynamics rather than simply about individuals or roles. What are the general relationships of people and groups within the organization?

Teamwork and Collaboration

- Create a symbol for a group or team to rally around, or hold a get-together to celebrate the team’s success.

- Avoid taking control of the agenda or being the first to make suggestions, share the different roles being played in a group.
1. Self Awareness

Who am I and what are my potential areas of development?