



# Emotional Intelligence in Indian Managers

---

The strong and weak ties of Emotional  
Intelligence in Indian Managers

# ABSTRACT

Emotional intelligence in an organization equips managers and employees with competencies which are critical for effective leadership, professional success and psychological wellbeing. The present study was conducted with the aim of understanding the competencies Indian Managers are good at, and which of the Emotional Social Intelligence (ESI) areas need to be strengthened. ESI was measured using 128 items of Personal Emotional Quotient Meter scale and a comprehensive workbook was administered followed by a full consultation feedback by a specialist consultant. A total of 1483 assessment results were analysed. Results indicate that the top three moderate EI strength areas are **Objectivity, Stress Management and Group Orientation** competencies whereas the three areas which needs strengthening, in moderate concern zone, are **Contentment, Optimism and Self-expression**. Future implications of the study were discussed in detail.

**Keywords:** Emotional Intelligence, Indian Managers, Personal Emotional Quotient Meter

## INTRODUCTION

### *What does it take to excel in your careers?*

You may have come across an extremely talented and intelligent person not doing so well professionally whereas people not necessarily the brightest or most brilliant being highly successful. The key to this difference can be attributed to emotional intelligence (EI)[i] and it is applicable both at individual and group levels. It is a bold statement but is backed by many thought leaders in the domain[ii]. Usually when majority of us think about what it takes to excel in our careers, factors like gaining additional knowledge and skills, networking and going beyond the required emerges as top factors, however developing emotional intelligence can help us take that leap in our careers.

A study by TalentSmart revealed that EI plays the biggest role in performance as compared to 33 other workplace skills and it influences 58% of success across different types of jobs[iii]. EI can help keep the company culture together and helps employees support one another during crisis, stress, and conflict, leading to more empathy and cohesion at the workplace, which are the must have skills in today's dynamic environment. As per the CareerBuilder survey, more than 70% of employers value Emotional quotient over Intelligence quotient [iv].

Cherniss (2010) [v] summarizes the three premises of EI, first emotions play a critical role in our daily lives, second that people may differ in their ability to perceive, understand, use, and manage emotions and third it is these variances that may affect the individual's adaptation in different contexts including the place of work. "The goal of EI is to effectively manage the emotional minefield of the professional environment to benefit your team and clients" [vi]. Hence it is important to understand the EI competencies that we are good at, and the ones which need further strengthening so that we can build effective workplaces. 'Nice To Have' (forbes.com)



## Background: Emotional Intelligence

Emotional Intelligence refers to an individual's ability to recognize, understand and manage their own emotions as well as that of others. According to Bar On (2006) [vii] Emotional Social Intelligence (ESI) is constituted of emotional and social abilities, skills, and facilitators which are interrelated and work together. This ESI model of competencies and skills include

*"the ability to be aware of, to understand, and to express oneself; the ability to be aware of, to understand and relate to others; the ability to deal with strong emotions and control one's impulses; and the ability to adapt to change and to solve problems of a personal or social nature".*

Simply put, it is using emotions intelligently which makes emotionally intelligent people adept at reading people's emotions and accordingly choose an appropriate reaction.

ESI plays a key role in effective leadership [viii], [ix] professional success including job performance [x], team work, conflict management [xi] and psychological wellbeing [xii] among many others. ESI is essentially a person's ability to manage their and others' emotions including the ability to build and maintain relationships with others.



The concept of ESI has been approached differently by different thought leaders. These include the ability model, the trait models and the mixed model[xiii]. Mayer et al (1999)[xiv] approached EI as a cognitive ability and developed a performance ability MSCEIT test. They describe it as an ability to separate and regulate emotions. It consists of four interrelated abilities, the ability to perceive, assimilate, understand, and regulate emotions. This approach recommends using EI for cognitive abilities and problem solving.

Petrides et al. (2007) [xv] approaches EI as a personality trait and defines it as a “Constellation of emotional self-perceptions located at the lower levels of personality hierarchies and measured via the trait EI questionnaires”. This model consists of four components namely wellbeing, sociability, self-control, and emotionality[xvi]. The next major category of EI models is emotional and social intelligence commonly known as mixed-models given by Goleman (1995)[xvii] and Bar-On (1997)[xviii]. Mixed models are assessed by measures that include a combination of items associated with competencies, traits, and skills.

Goleman (1995)[xix] and Boyatzis (2018)[xx] assume that ESI are apparent in individual’s actions and therefore behavioural assessments are appropriate. It attempts to measure how individuals handle various emotions which they have sorted into four

clusters namely self-awareness, self-management, social awareness, and relationship management. Bar-On model is more oriented towards a mixed model of EI[xxi] and integrates the emotional and social intelligence in the measurement of EI, the theory is based on how individuals internally handle emotions. It includes components like interpersonal skills, intrapersonal skills, adaptability, stress management and general mood[xxii]. Bar-On’s model is one of most frequently cited and referenced EI models[xxiii] and hence been used for this study.

ESI is no longer just nice to have skills but is among the world economic forum's top ten skills to thrive in today's era[xxiv]. Considering the significance of ESI, the study was conducted to understand the competencies that Indian Managers are good at, and which of those ESI areas need to be strengthened.

## Measurement Instrument

ESI was measured using 128 items of Personal Emotional Quotient Meter scale (PEQM). PEQM™ is a TMI tool designed to assess and develop people’s Emotional Intelligence. It is an on-line test developed by TMI. Designed by Claus Moller & Reuven Bar-On[xxv], the PEQM is the only tool available that accurately gives a statistically representation of the EQ of an individual.

This tool is administered in conjunction with a comprehensive workbook and full consultation feedback by a specialist consultant. The PEQM™ helps the individual in understanding his/her personal EQ Profile.

## Intrapersonal Capacity



### Self- awareness

- **Self-appraisal** - Knowing one's inner resources, abilities and limitations
- **Emotional self-awareness** - Recognizing and understanding one's emotions
- **Objectivity** - Validating one's feelings and thoughts
- **Self Expression** - Expressing feelings, beliefs and thoughts in a non destructive way



### Self- Management

- **Stress Management** - Actively coping with adverse events and stressful situations
- **Impulse control** - Controlling disruptive emotions and impulses
- **Self-reliance** - Being independent in one's thinking and behaviour
- **Adaptability** - Being flexible and willing to change
- **Problem Solving** - Generating and implementing potentially effective solutions to daily problems



### Self Motivation

- **Optimism** - Expecting the best outcome. even in face of adversity
- **Achievement Drive** - Striving to realise one's potential
- **Contentment** - Having a positive approach to life and enjoying oneself

## Interpersonal Capacity



### Social Awareness

- **Empathy** - Recognising, understanding and appreciating other's feelings, needs and concerns



### Social Skills

- **Interpersonal relations** - Establishing and maintaining relationships
- **Group Orientation** - Feeling part of a group and being a co-operative and contributing member

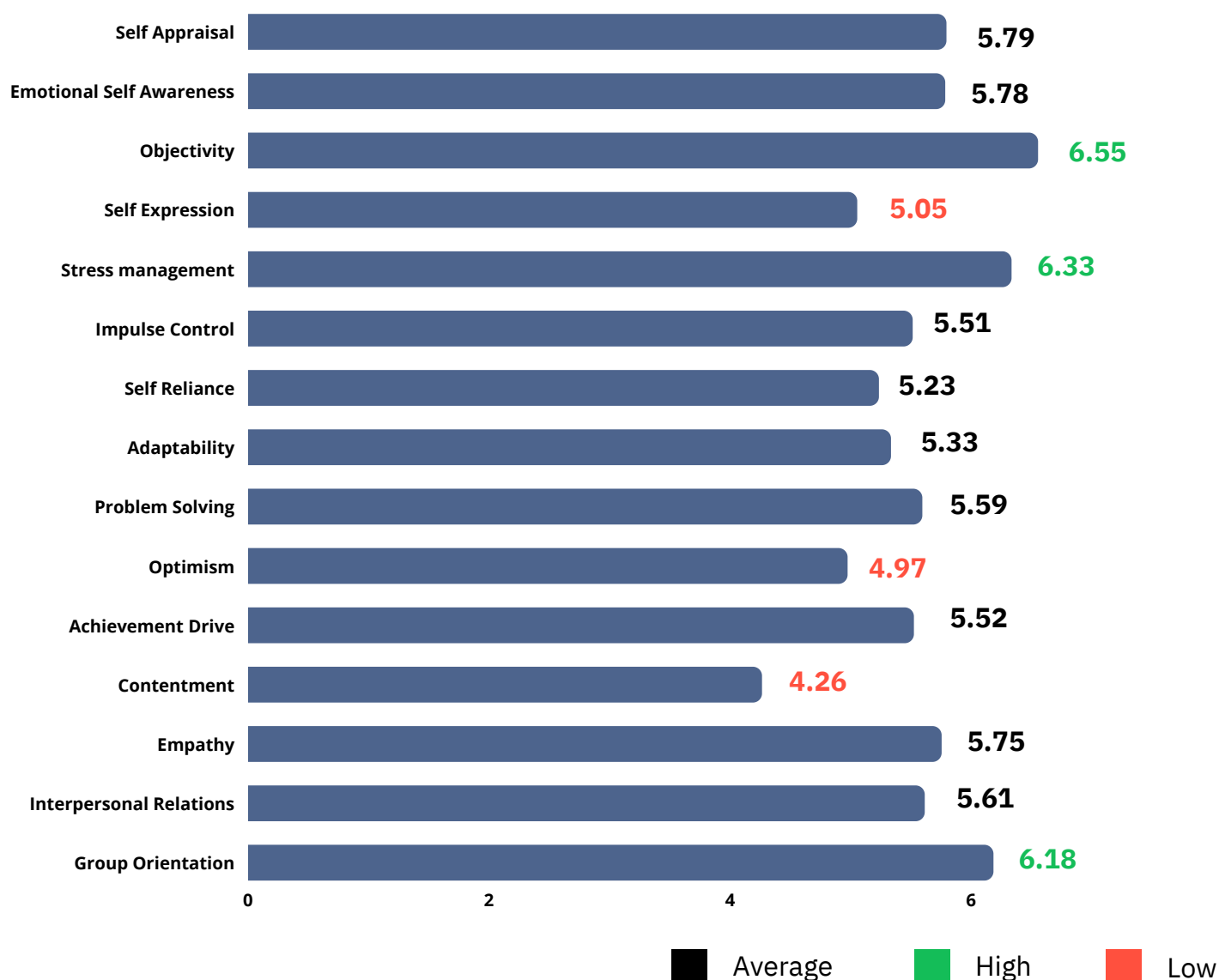
## TMI's Tool Personal EI Concept

Five EI areas and 15 EI components

It captured responses on 15 EI dimensions that includes Self-awareness, Emotional Self-awareness, Objectivity, Self-expression, Stress Management, Impulse Control, Self-Reliance, Adaptability, Problem Solving, Optimism, Achievement Drive, Contentment, Empathy, Interpersonal Relations, and Group Orientation. Four-point rating scale was used for capturing responses where 1 meant disagree completely to 4 agree completely.

The data collection was carried out from 2017 till 2022 of Indian Managers from across industries like banking, insurance, beverages, telecom, gaming, manufacturing, professional services, and e-commerce. Approximately 70% of the participants were from the services sector. The EI assessment was part of their management development journey. A total of 1483 assessment results were analysed.

### Average competency score profile of Indian Middle Manager



## Average (competencies)

Years	Self Appraisal	Emotional Self Awareness	Objectivity	Self Expression	Stress Management	Impulse Control	Self Reliance	Adaptability	Problem Solving	Optimism	Achievement Drive	Contentment	Empathy	Interpersonal Relationships	Group Orientation
2017	4.81	4.87	5.68	4.10	5.37	4.70	4.66	4.07	4.84	4.03	4.37	3.73	5.07	4.97	5.20
2018	4.86	4.93	5.54	4.07	6.00	4.50	4.43	5.16	5.00	4.18	4.29	3.86	4.98	4.93	5.57
2019	5.32	5.48	6.32	4.53	5.79	4.88	5.02	5.23	5.54	4.89	5.25	3.96	5.36	5.29	6.39
2020	6.34	6.21	6.98	5.65	6.82	6.02	5.49	5.86	5.86	5.35	6.08	4.62	6.12	5.99	6.55
2021	5.64	5.77	6.47	4.76	6.10	5.43	5.43	5.14	5.53	4.97	5.35	3.94	5.83	5.39	6.05
2022	5.85	6.00	6.71	5.04	6.59	5.58	5.32	5.43	6.09	5.29	5.86	4.24	5.86	5.76	6.33
Grand Average	5.79	5.78	6.55	5.05	6.33	5.51	5.23	5.33	5.59	4.97	5.52	4.26	5.75	5.61	6.18

## Findings

Interestingly, the analysis reveals that none of the competencies of average Indian Managers are in concern zone i.e., a score of less than 2.5. Similarly, none of the competencies is in the core strength zone either i.e., a score of more than 7.5. Results (see Table above) suggests that YOY our top three moderate strength areas are **Objectivity, Stress Management and Group Orientation competencies** whereas the three areas which needs strengthening, being in moderate concern zone, are **Contentment, Optimism and Self-expression.**

**Objectivity**

**Average score : 6.55**

**Stress Management**

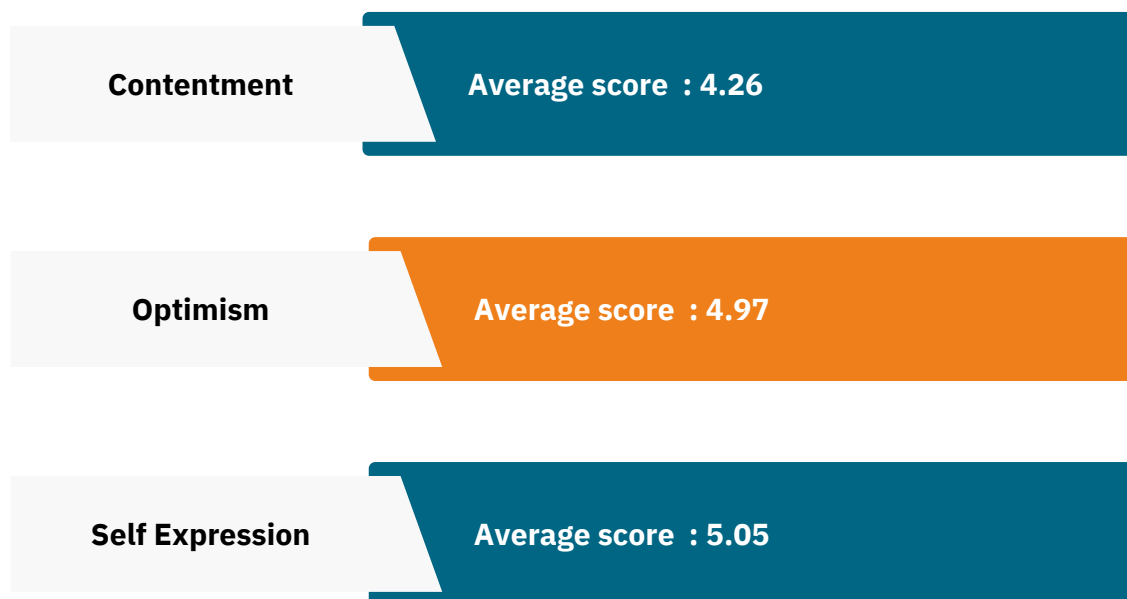
**Average score : 6.33**

**Group Orientation**

**Average score : 6.18**

**Top Three Moderate Strengths of Indian Managers**

## Competencies that need to strengthened in Indian Managers

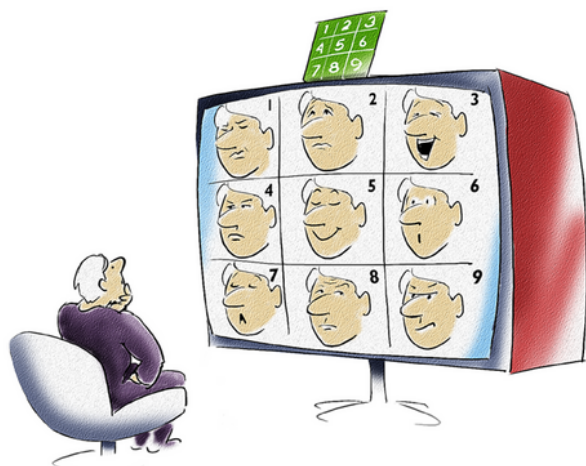


## Discussion & Implications

The objective of this study was identifying the strengths and developmental competencies of the Indian Managers. Data analysis of 1483 Indian managers revealed the average profile of Indian managers does not have any competency which has a score of less than 2.5, hence not a major concern. The strength areas of Indian Managers are Objectivity, Stress Management and Group Orientation.

## Objectivity:

High scores on objectivity reflects the ability of managers to search for objective evidence to validate and confirm feelings, perceptions, and thoughts. It indicates the power to focus and concentrate when examining ways of coping with situations. Strength in this area is critical for good problem solving both in personal and professional life as it is based on accurate determination of the situation at hand and the course of action. This aids in conflict resolution and negotiations which are important managerial competencies. The scores indicate that Indian managers are good at the ability to accurately evaluate the correspondence between what is subjectively experienced and what objectively exists. They actively examine things rather than assume, are realistic and well grounded. They can keep things in right perspective rather than exaggerating and maintain focus.





### Objectivity score: 6.55



Power to focus and concentrate when examining ways of coping with situations.



Aids in conflict resolution and negotiations which are important managerial competencies



Ability to accurately evaluate the correspondence between what is subjectivity experienced and what objectivity exists

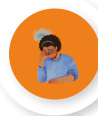
### Stress Management:

High scores in this competency indicate the strength of Indian Managers in dealing with rapid and constant changes. It also demonstrates a sense of confidence they must have to handle difficult situations, ability to know when and how to act than be acted upon. Findings suggest that successful managers and corporate leaders are good at coping with high levels of stress. The high scores indicate that Indian managers know how to deal with upsetting and unpleasant problems and can actively do something to improve the immediate situation and are able to handle tasks which are anxiety provoking, are able to control emotions rather than being controlled by them. The finding is interesting as it is different from generally reported high stress levels among Indians. This calls for a need to differentiate between stress and stress management.

Stress is something that causes physical, psychological, or emotional tension[xxvi] whereas stress management refers to the “set of skills we use to cope with and move through the process of experiencing stress”[xxvii]. Approximately 65% of Indians are hesitant and stressed out on a regular basis [xxviii].

A survey conducted by **Cigna TTK Health Insurance** found that 89% of India population is suffering from stress as compared to a global average of 86%[xxix]. However, the coping mechanisms institutionalized by the organizations are helping them manage stress better. The same survey reveals that almost half of the respondents are participating and receiving support from workplace wellness programs. Adaptive coping strategies are negatively related with perceived stress[xxx]. Hence organizations should keep continuing their wellbeing initiatives and encourage employees to leverage it. Jugaad mindset- the ingenuity that enables Indians to manage large and small challenges of everyday life is also one of the coping mechanisms [xxxi].

### Stress Management score: 6.33



Approximately 65% Indian are hesitant and stressed out on a regular basis



Cigna TTK Health insurance found that 89% of Indian population is suffering from stress as compared to a global average of 86%



Adopting coping strategies are negatively related with perceived stress

## Group Orientation:

The high scores indicate that Indian managers possess the basic interpersonal sensitivity, can accept others, and use their talent for collective good. The aspect of group orientation is about accountability, integrity, trustworthiness, co-operation, and collaboration. People with high scores in this dimension are co-operative, contributing and constructive members of their social groups. They are also responsible, dependable, like helping others and avoid taking advantage of others, respect other feelings and do not like to see people suffer, are committed and loyal to group goals. The high scores are reflective of our collectivist culture, which basically means our preference for belonging to the larger social framework in which individuals are expected to act in accordance with the greater good of one's defined in-groups [xxxii].



**Group Orientation score:**  
**6.18**



People with high scores in this dimension are co-operative, contributing and constructive members of their social groups



Respect others feelings and don't like to see people suffer, are committed and loyal to group goals



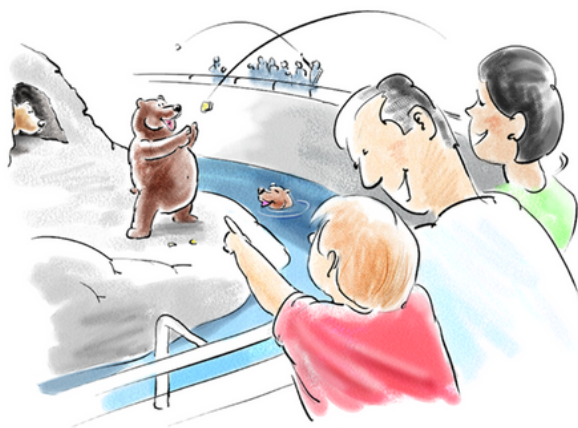
Co-operative, contributing and constructive members of their social groups, are responsible, dependable, like helping others and avoid taking advantage of others



The development areas include contentment, self-expression, and optimism. Contentment, self-expression, and optimism are all part of EI and hence important for our effective emotional and social functioning, consequently our performance at the workplace. Hence, it deserves attention. The good news is that all these three competencies are learnable and hence with right interventions we can bring up the scores and consequently, positively impact our functioning both at personal and professional space.

## Contentment:

Low scores in this area represent the tendency to worry, feel sad and uncertain about future and general lack of energy and drive to do things. People with low scores in this domain are often seen as spoilers and no-sayers, whom others actively seek to avoid. The low scores corroborate with the ranking of our country on the World Happiness Index where we have been ranked at number 136th which is tenth from the bottom[xxxiii]. Culture also has a role to play in our perception of contentment/happiness[xxxiv]. The western-individualistic culture views happiness as individual attributes of progress and wellbeing which is related with high arousal emotions whereas the eastern collectivist culture defines it in terms of low arousal emotions like calm, relaxed and associate values which reflects greater good, harmony, relationships, and collective wellbeing[xxxv]. Western notion of happiness promotes fulfilment of hedonic goals whereas eastern strive for eudemonic goals [xxxvi]



Contentment is essential for good emotional and social functioning. Contentment is related with high performance on the job specially when it involves interaction with internal and external customers. It plays a critical role in building high performing teams; others enjoy the company of people who are easy to get along. One's fitment in the organization and likeness with one's co-workers is an important determinant of employee retention and strongly associated with their health and wellbeing.



### Contentment

**Average score: 4.26**

Contentment is essential for good emotional and social functioning. Contentment is related to high performance on the job specially when it involves interaction with internal and external customers. It plays a critical role in building high performing teams; others enjoy the company of people who are easy to get along

## Optimism

Optimism is about maintaining positive attitude even in adverse situations. Studies suggest that being optimistic in a relationship leads to a longer and more fulfilling relationship[xxxvii]. Low scores in this domain indicate difficulty in establishing meaningful interpersonal relationships both in personal and professional life. It adversely impacts interaction and performance in teams and organizations. Research suggests that non-western countries show less self enhancement bias and unrealistic optimism. India is a paradigmatic example of cultures which has an interdependent construal of self and related characteristics that play a role in lack of optimistic bias [xxxviii]. The law of Karma allows us to accept with obedience and grit the vicissitudes of life [xxxix]. Empirical research on response to adversities like chronic disease, suggests that the connection between positive adjustment, perceived control and causal reasoning often demonstrated in western sample is not found in Indian patients [xl].

Optimism is a measure of hope in one's life and is strongly linked with one's ability to cope with problems and reach goals. Optimistic people bounce back quicker and learn from their mistakes. We are in an environment wherein organizations are craving for building resilience both in individuals and organization which makes optimism an important competency to have.

People high on this competency have the drive and motivation to persevere despite setbacks. It is an important ability in dealing with changes, uncertainty and risk taking. In today's dynamic environment it's a prerequisite for persevering and flourishing. Active commitment to self-improvement is one of the features of highly optimistic individuals and people wanting to increase their optimism level should view adversity and setbacks as part of manageable circumstances than personal shortcoming.



### Optimism

**Average score: 4.97**

Optimism is a measure of hope in one's life and is strongly linked with one's ability to cope with problems and reach goals. Optimistic people bounce back quicker and learn from their mistakes.



Low optimism and contentment jointly reflect low self-motivation which is the force that drives us to do things. Achievement drive and optimism are important components of self-motivation[xli]. The average Indian Manager has moderate scores in achievement drive competency i.e. the ability to set and achieve goals, to have a sense of direction in life and to strive to realise their potential. This indicates that they have the fire in the belly and want to advance towards their goal however low contentment and optimism acts as potential hinderances to achievement. The need and drive to achieve is one of the strongest factors that distinguishes stars from average performers and hence this has huge implications for organizations and calls for interventions to bring up the contentment and optimism.

Awareness that we are low on Contentment is the first and most important step towards improving our contentment. Undergoing psychometric assessments may help in identifying areas of attention. Becoming aware of it and working towards improving the contentment level is half the battle won. Simple acts like counting your blessings, spending time on activities and with people you enjoy may raise contentment levels. In more extreme cases coaching by certified EI coaches may prove beneficial.

Small but significant practices like expecting the best instead of fearing the worst, being aware of pessimistic thoughts and intentionally reframing them may help in bringing the optimism levels up.

In addition to this working on our Goal Setting process, planning and execution could help bring up the optimism levels higher. Creating appropriate balance of achievable yet stretched goals is the key. Having plans for different levels of outcomes will help alleviate fear and bring up the hope of success. Taking calculated risk and celebrating your small wins could make all the difference.

We have the elementary competencies empathy, interpersonal relationships and group orientations in place that can aid in the enhancement of self-motivation. Social Support and connections with others are critical for feeling motivated along with a belief in oneself and the power to achieve [xlii]. To enable this, organizations may foster socialization further through teamwork and team activities.

**Self-expression:** People with low scores in self-expression typically have a feeling of incompetence, self-doubt, helplessness, and vulnerability. Research suggests that due to the high-power distance culture self-expression is usually low among Indians. “A boss, a father, and a teacher are not to be questioned and their authority is not to be challenged”[xliii]. Subordinates and juniors in the organization put in extra effort to demonstrate their submissive and loyal behaviour to superiors. They do not question or retort even when superiors are wrong, or undermine their authority [xliv]. Large number of employees are apprehensive of speaking up about work

problems or possible improvements due the fear of adverse repercussions (Ryan & Oestreich, 1998) [xlv]. [xlv]. Employees prefer to keep quiet about issues and concerns [xlvii] and only about 51% of employees within Fortune 100 organizations feel safe to voice most of the time [xlviii].

Fear is not a bad or negative emotion. It has several advantages like heightened awareness, focus and concentration, preparation and planning and many more when used appropriately. However, when used in excess it may have adverse repercussions ranging from thwarted innovation to loss of human life; NASA's challenger mission is the befitting example of the disaster this can bring, we lost seven astronauts due to lack of self-expression and psychologically unsafe environment [xlix]. We often do not express due to various apprehensions like fear of looking ignorant, incompetent, being called disruptive, being labelled negatively, damaging work relationship or our culture which discourages taking a stand in front of an authority figure. Worse, many people managers still believe and use the power of fear as a motivating tool. They operate on the assumption that people who are afraid will work hard to avoid unpleasant consequences and demonstrate high performance. In an era wherein every organization is craving for collaboration, fear is not an effective motivator as it inhibits learning and cooperation [xlx].

***"Your greatest fear as a CEO is that people aren't telling you the truth." —Mark Costa***

In today's knowledge-intensive workplaces people need to use their creativity, good processes, and passion to achieve challenging goals and all of it requires one to express themselves and take a stand.

Self-expression or being assertive involves three abilities. The ability to express feelings, the ability to express beliefs and thoughts and the ability to stand up for one's rights. Hence intervention is needed at two levels first, having a point of view and second communicating assertively your feelings, thoughts, and beliefs. Developing a point of view or critical thinking requires one to work on a variety of competences like gathering intelligence, generating ideas and ability to evaluate alternatives. These competencies involve extensive thinking, understanding ideas and linkages, and coming up with options and alternatives. Assertive communication requires nurturing of influencing abilities, commanding attention, and interest of stakeholders, and building confidence among them. These abilities help in effective communication and making sound decisions despite uncertainties and pressures.

## Self Expression

Average score : 5.05

Self Expression or being assertive involves three abilities. The ability to express feelings, the ability to express beliefs and thoughts and the ability to stand up for one's rights.

## CONCLUSION

Low contentment, low optimism along with low self-expression is an important insight for us as individuals and organizations. It means we are low on happiness and hopefulness and find it hard to express our feelings and thoughts about situations. Simply put "silent sufferers". Low self-expression along with moderately high scores on interpersonal dimensions like empathy and interpersonal skills and high score in group orientations indicates our preference to go with groups view and be a "silent spectator". Taking stand, expressing difference of opinion constructively is important for improvement and innovation. This calls for building a psychologically safe culture where people can voice their opinion, express themselves and build a culture of hope and optimism. Moderately high score in self appraisal is indicative of our ability to evaluate and accept our strength and weaknesses. They are open to constructive criticism, new perspectives, and self-development.

EI is valuable for both, the employees, and financial returns for the organization. Studies suggest that EI increases employee retention by 400%, productivity by 40% and that ROI of EI interventions is nearly 1500% [li]. Despite the benefits of EI in the workplace, HBR survey found consistent gaps between how much employees value EI associated traits and how much has the organization embraced it, which are much lower. *"These are reminders that companies need to focus on EI more seriously"*[lii].



# AUTHOR'S PROFILE

## Dr. Shweta Jaiswal Thakur

Dr. Shweta Jaiswal Thakur is a consultant, and facilitator, with over one and half decade of experience in people development. She has successfully led learning and organization development initiatives with organizations across industry. She brings with her strong client , project management, content design, development and delivery experience. She holds a doctoral degree in the human resource and behavioral science from MDI, Gurgaon. She is also trained in psychometric tests development, quantitative and qualitative research. She has won several international awards from The Richard Ivey Canada, The Case Centre UK, and HBR for her contribution in the field. Shweta's experience in the field is unique as she has exposure to Corporate, Consulting and Research domains of Human Resources. With Aon she worked extensively on managerial coaching for improved performance. She led the management and executive development vertical at a business school which is mentored by IIM-A. As a facilitator she has designed, developed and delivered multiple leadership development programs for middle to senior level executives She is a certified HR Analytics Professional . Also holds certification in Case Writing and Research – Richard Ivey, Canada Trainers, Training with Cases – IIM-A, Psychometric Test Development – MDI Gurgaon. Certified Emotional Intelligence Professional. She has published research papers and book reviews on various HR topics like HR Analytics, Talent Retention, HRM and Innovation, Change management among many others in international and national journals of repute. Currently she is a Senior Consultant - Leadership Practice at InspireOne.

## Sumit Sahni

An alumnus of University of London, Sumit has experience in cross section of areas including strategy development, change management, leadership development and organization development.

An expert facilitator, Sumit has trained close to 8000 people in workshops that he has conducted in India, U.S, Sri Lanka, South Africa, Singapore, Manila, Thailand, Middle East and China. He has conducted senior leadership programs on topics like Strategic Thinking, Strategy Execution, Innovation, Digital Transformation, Change Management, Building a Customer Centric Organization, and Sales Leadership. Over the last few years, he has been helping leaders to develop and implement strategy in complex and uncertain business environment. Sumit also works with clients to develop and implement their organization development strategy and in the last few years has led several award-winning initiatives

## Neeta Mohla

Neeta has 3 decades of experience, out of which almost 16 years has been in the area of designing, developing and delivering learning solutions for clients across industries. In her early career, she worked in the hotel industry where she held several operational roles. Later this was combined with experience of counselling and experience in human behaviour and change.

Neeta has successfully leveraged her extensive expertise in Emotional Intelligence and its impact on unleashing leadership potential in her work with leaders across industries and levels. She is one of the few people in India who has done significant work on Emotional Intelligence; including writing research papers, training globally on this subject and being the master trainer for TMI Global and is a certified Emotional Intelligence coach and facilitator.



## Human Drama Inc.

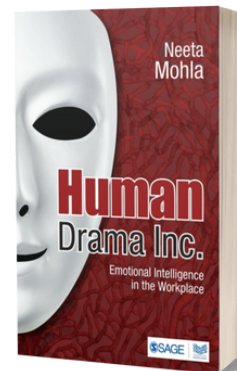
By Neeta Mohla

"Success at work is not just achieved with educational qualifications, emotional intelligence is also an equal factor."

Written in an anecdotal style with real-life examples, Neeta Mohla shares the script for succeeding at work. The book's practical approach is based on the author's rich experience of working with business leaders and senior executives, including the C-suite of leading organizations. Unique features of the book:

- Explains EI at the workplace through real-life cases and examples, rather than focusing on the concept

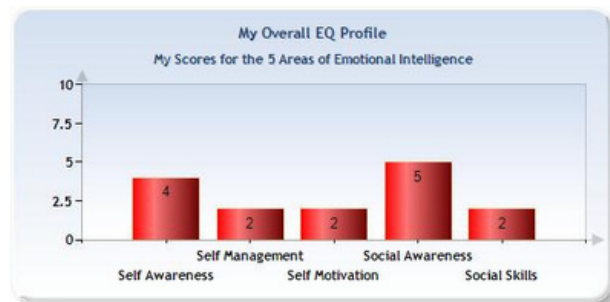
- Explores the application of EI specifically in the Indian context
- Engaging, conversational read with drama as the central theme
- Pull-out boxes, quotes and research



## Personal Emotional Quotient Meter™

The PEQM™ is an online assessment designed by Claus Moller and Reuven Bar-on to assess a personal Emotional Quotient (EQ). It measures 15 critical components of Emotional Intelligence within 5 main areas: Self Awareness, Self-Management, Self-Motivation, Social Awareness, and Social Skills.

This tool is administered in conjunction with a comprehensive workbook and full consultation feedback by a specialist consultant. The PEQM™ helps the individual in understanding their personal EQ Profile and is linked to InspireOne's flagship program on Building Human Capital.



## Application

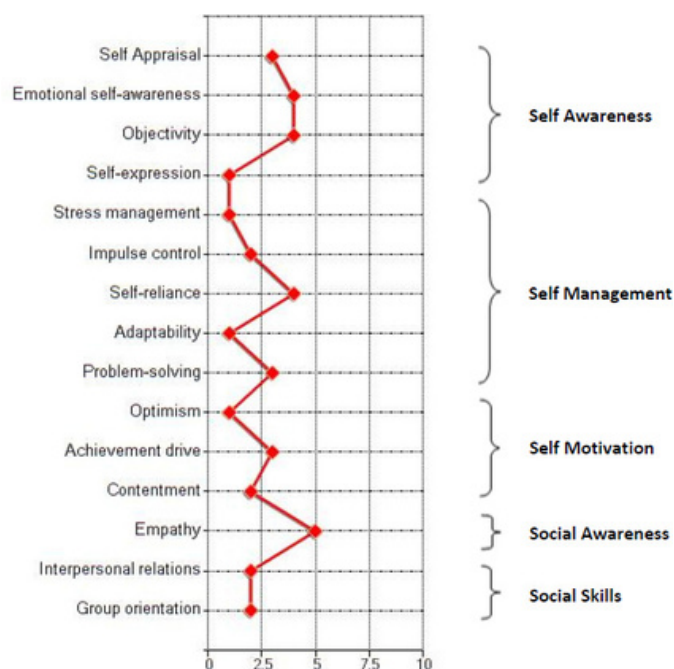
High Potential Identification, Leadership Development, Managerial Effectiveness, Employee Engagement, Coaching

## Level

Suitable across all levels – from a junior executive to a global CEO

## Benefits

- Detailed report on your overall Emotional Quotient profile including insights on all 15 parameters.
- Detailed individual or group feedback from a certified consultant.
- Have the right people in the right role.
- Create a development culture across the entire workforce by developing your leaders.
- Manage employees better by creating an inclusive culture.



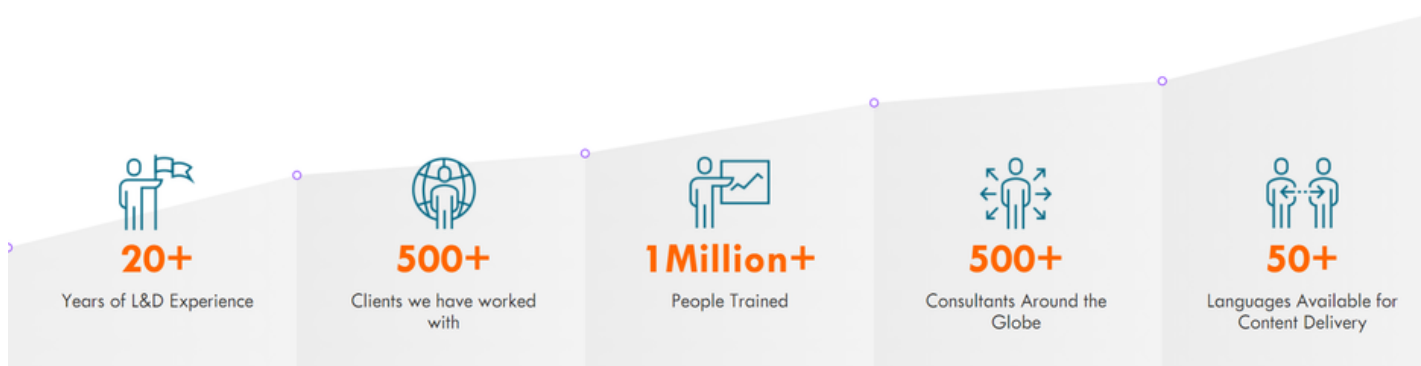
# ABOUT INSPIREONE

InspireOne is India's leading consulting firm offering organizational and leadership development solutions. With nearly two decades of experience in the consulting domain, we help organizations convert their people and organizational capabilities into corporate value.

Our solutions are developed on the global and researched know-how of our partners - Tack TMI and IBM Smarter Workforce. We deliver solutions globally and in different languages.



We are the recipient of the Brandon Hall Excellence in Human Capital Award in 2022 - **GOLD IN BEST USE OF BLENDED LEARNING** and in 2021 - **SILVER EXCELLENCE IN LEADERSHIP DEVELOPMENT**



## Our Solutions

### Strategic Leadership Development

- High Potential Development
- Succession Planning
- C-suite Executive Team Development
- Diversity and Inclusion

### Leadership Development Journeys for High Performing Leaders

- First Time Managers
- Mid-Level Managers
- Senior Leaders

### Leadership Assessments

- Psychometric & Leadership Assessments
- Leadership Capability – Assessment and Development Centres
- Emotional Intelligence for Leaders
- 360 Degree and Behaviors Event Interviews

### Executive Leadership Coaching

- Executive Coaching for Leadership

For Details, Reach Out -



info@inspireone.in



+91-9953627404



www.inspireone.in

# REFERENCES

- [i] [The Little-Known Relationship Between Emotional Intelligence And Success \(forbes.com\)](#)
- [ii] [Without Emotional Intelligence, Organizations Are Doomed To Fail \(forbes.com\)](#)
- [iii] [About Emotional Intelligence | TalentSmartEQ](#)
- [iv] [Without Emotional Intelligence, Organizations Are Doomed To Fail \(forbes.com\)](#)
- [v] [Cherniss, C. \(2010b\), "Emotional intelligence: toward clarification of a concept", Industrial and Organizational Psychology, Vol. 3 No. 2, pp. 110-126](#)
- [vi] [Adopting Emotional Intelligence In The Workplace Is More Than A 'Nice To Have' \(forbes.com\)](#)
- [vii] [Bar-On, R. \(2006\). The Bar-On model of emotional-social intelligence \(ESI\) 1. Psicothema, 18\(Suplemento\), 13-25.](#)
- [viii] [Rosete, D., & Ciarrochi, J. \(2005\). Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness. Leadership & Organization Development Journal.](#)
- [ix] [Côté, S., & Miners, C. T. \(2006\). Emotional intelligence, cognitive intelligence, and job performance. Administrative science quarterly, 51\(1\), 1-28.](#)
- [x] [Côté, S., Gyurak, A., & Levenson, R. W. \(2010\). The ability to regulate emotion is associated with greater well-being, income, and socioeconomic status. Emotion, 10\(6\), 923.](#)
- [xi] [Clarke, N. \(2010\). The impact of a training program designed to target the emotional intelligence abilities of project managers. International Journal of Project Management, 28\(5\), 461-468. doi:10.1016/j.jiproman.2009.08.004](#)
- [xii] [Mascia ML, Agus M and Penna MP \(2020\) Emotional Intelligence, Self-Regulation, Smartphone Addiction: Which Relationship With Student Well-Being and Quality of Life? Front. Psychol. 11:375. doi: 10.3389/fpsyg.2020.00375](#)
- [xiii] [Boyatzis, R. E. \(2018\). The behavioral level of emotional intelligence and its measurement. Frontiers in psychology, 9, 1438.](#)
- [xiv] [Mayer, J. D., Roberts, R. D., & Barsade, S. G. \(2008\). Human abilities: Emotional intelligence. Annual review of Psychology, 59\(1\), 507-536.](#)
- [xv] [Petrides, K. V. \(2010\). Trait emotional intelligence theory. Industrial and organizational psychology, 3\(2\), 136-139.](#)
- [xvi] [Petrides, K. V., Siegling, A. B., & Saklofske, D. H. \(2016\). Theory and measurement of trait emotional intelligence. The Wiley handbook of personality assessment, 90\(103\), 522-532.](#)
- [xvii] [Boyatzis, R. E., Goleman, D., & Rhee, K. \(2000\). Clustering competence in emotional intelligence: Insights from the Emotional Competence Inventory \(ECI\). Handbook of emotional intelligence, 99\(6\), 343-362.](#)
- [xviii] [Bar-On, R. \(1997\). Emotional intelligence. International Journal of Sociology and Social Policy, 29, 164-175.](#)
- [xix] [Goleman, D. \(2011\). The brain and emotional intelligence: New insights. Regional Business, 94-95.](#)
- [xx] [Boyatzis, R. E. \(2018\). The behavioral level of emotional intelligence and its measurement. Frontiers in psychology, 9, 1438.](#)

- [xx] Boyatzis, R. E. (2018). The behavioral level of emotional intelligence and its measurement. *Frontiers in psychology*, 9, 1438.
- [xxi] O'Connor, P. J., Hill, A., Kaya, M., & Martin, B. (2019). The measurement of emotional intelligence: A critical review of the literature and recommendations for researchers and practitioners. *Frontiers in psychology*, 1116.
- [xxii] Bar-On, R., Handley, R., & Fund, S. (2006). The impact of emotional intelligence on performance. Linking emotional intelligence and performance at work: Current research evidence with individuals and groups, 3-19.
- [xxiii] Cherniss, C. (2010). Emotional intelligence: Toward clarification of a concept. *Industrial and organizational psychology*, 3(2), 110-126.
- [xxiv] <<https://www.forbes.com/sites/forbescoachescouncil/2021/01/05/seven-traits-of-an-emotionally-intelligent-leader/?sh=486643047f21>
- [xxv] Moller, C. (2005). *Intelligence and Success in Life. Characteristics of Successful People*, Claus Moller Consulting.
- [xxvi] Stress: Definition, Symptoms, Traits, Causes, Treatment (verywellmind.com)
- [xxvii] GoodTherapy | How Stress Management Leads to Stress Reduction
- [xxviii] India among top 25 happiest countries globally: The State of Happiness Report 2022 | The Financial Express
- [xxix] Wellness Programme: 89 per cent of India's population suffering from stress; most don't feel comfortable talking to medical professionals (indiatimes.com)
- [xxx] Enns, A., Eldridge, G. D., Montgomery, C., & Gonzalez, V. M. (2018). Perceived stress, coping strategies, and emotional intelligence: A cross-sectional study of university students in helping disciplines. *Nurse Education Today*, 68, 226–231. doi:10.1016/j.nedt.2018.06.012
- [xxxi] Jugaad Innovation (vnbrims.org)
- [xxxii] India - Hofstede Insights (hofstede-insights.com)
- [xxxiii] India ranks very low in World Happiness Report - The Hindu BusinessLine
- [xxxiv] Joshanloo, M. (2014). Eastern conceptualizations of happiness: Fundamental differences with western views. *J. Happiness. Stud.* 15, 475–493. doi: 10.1007/s10902-013-9431-1
- [xxxv] Ye, D., Ng, Y.-K., and Lian, Y. (2015). Culture and happiness. *Soc. Indic. Res.* 123, 519–547. doi: 10.1007/s11205-014-0747-y
- [xxxvi] Joshanloo, M. (2014). Eastern conceptualizations of happiness: Fundamental differences with western views. *J. Happiness. Stud.* 15, 475–493. doi: 10.1007/s10902-013-9431-1
- [xxxvii] Optimists have longer, more satisfying relationships, study suggests (apa.org)
- [xxxviii] Heine, S. J., and Hamamura, T. (2007). In search of East Asian selfenhancement. *Pers. Soc. Psychol. Rev.* 11, 4–27.
- [xxxix] Laungani, P. (2007). *Understanding Cross-Cultural Psychology*. London: Sage
- [xl] Joshi, M. S. (1995). “Lay explanations of the causes of diabetes in India and in the UK,” in *Representations of Health, Illness and Handicap*, eds I. Markova and R. Farr (Chur: Harwood Academic Publishers), 163–18
- [xli] Self-Motivation Explained + 100 Ways To Motivate Yourself (positivepsychology.com)



- [xlii] Geller, E. S. (2016). The psychology of safety handbook. CRC press.
- [xliv] Sinha, J.B.P. (2008), Culture and Organizational Behavior, Sage, New Delhi.
- [xlv] Sinha, J.B.P. (1990), Work Culture in the Indian Context, Sage, New Delhi.
- [xlv] Ryan, K.D. and Oestreich, D.K. (1998), Driving the Fear out of the Workplace: Creating High Trust High Performing Organizations, 2nd ed., Jossey-Bass, San Francisco, CA.
- [xlvi] Milliken, F.J., Morrison, E.W. and Hewlin, P.F. (2003), “An exploratory study of employee silence: Issue that employee don’t communicate upward and why?”, Journal of Management Studies, Vol. 40 No. 6, pp. 1453-1476
- [xlvii] Burris, E.R., Detert, J.R. and Harrison, D. (2010), “Employee voice and (missed), opportunities for learning in credit unions”, available at: [http://filene.org/assets/pdf-reports/209\\_Deter\\_Employee\\_Voice.pdf](http://filene.org/assets/pdf-reports/209_Deter_Employee_Voice.pdf) (accessed January 5, 2013).
- [xlviii] What the Challenger Disaster Teaches Us About Speaking Up In A New Era Of Spaceflight (neuroleadership.com)
- [xlix] Edmondson, A. C. (2018). The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons.
- [l] Adopting Emotional Intelligence In The Workplace Is More Than A ‘Nice To Have’ (forbes.com)
- [li] <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/12/21/an-emotionally-intelligent-workforce-can-transform-your-companys-culture/?sh=885ae7c2e854>