

MODULE 4

EMOTIONAL INTELLIGENCE AND CULTURAL SENSITIVITY









Emotional Intelligence in Action

Emotional intelligence (EI), is the ability to recognize, understand, and manage emotions effectively.



What Are Emotions?

What are the core emotions that people experience?

Happiness

•Sadness

•Surprise

•Disgust

•Anger

worth

•Fear

•Ecstasy

•Despair

•Frustration

Terror

Love

Anxiety

Longing

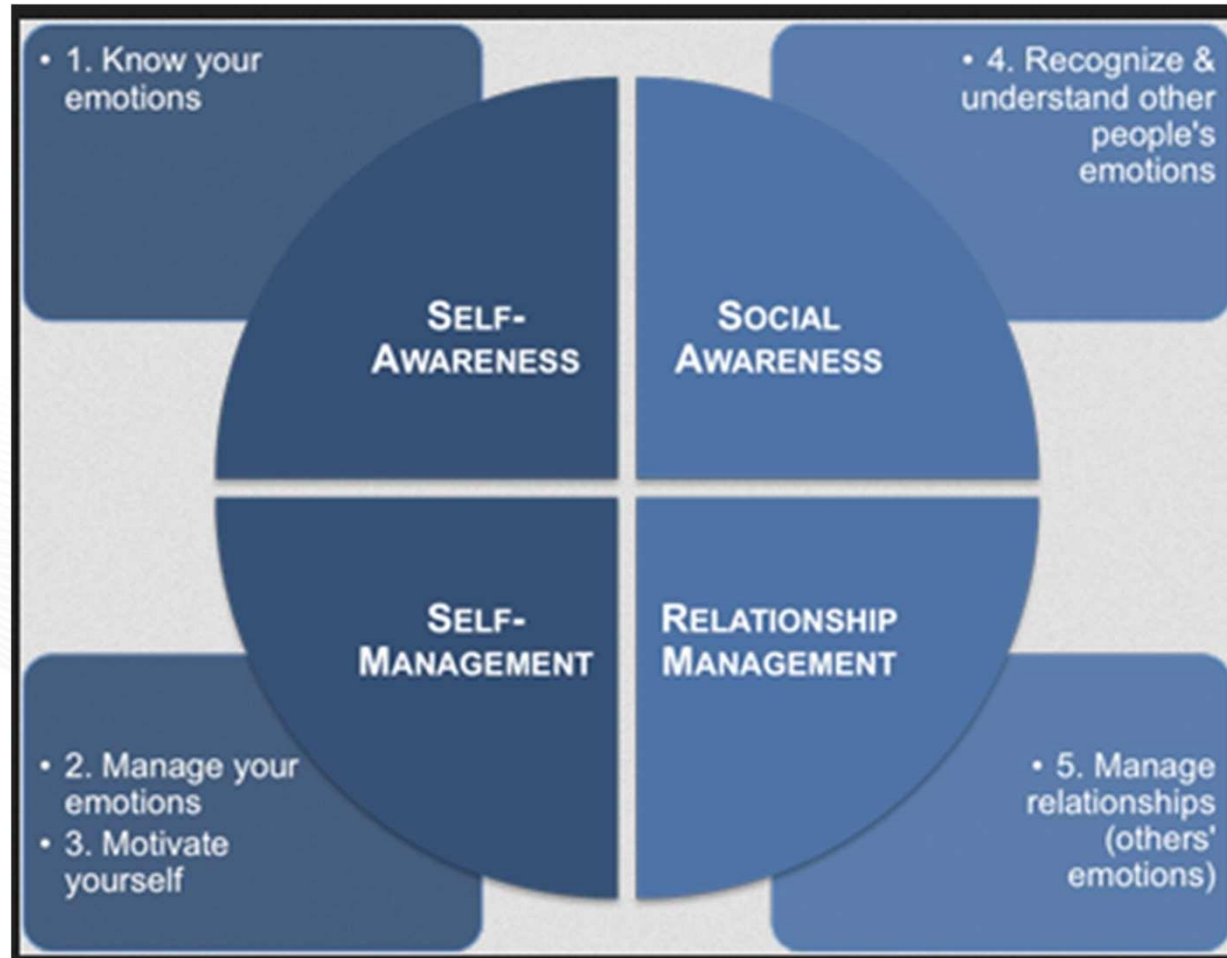
Self-





Goleman's EQ Model

EQ



Why it Matters...

“We are being judged by a new yardstick; not just how smart we are, or by our training and expertise, but also how well we handle ourselves and each other.”



_ Daniel Goleman,

PhD Working With Emotional
Intelligence

Self-Awareness

*Self-awareness means having a deep understanding of **one**'s emotions...how their feelings affect them, other people and their job performance...*

Daniel Goleman

Self-Awareness



People with high skill levels of self-awareness:



Interact easily with team members and clients who are demanding.



Make decisions in a calm state of mind.



Accurately assess themselves and exhibit openness.



Are quietly self-confident.



Accurately assess people and situations.

Components of Self-Awareness



Emotional Awareness -
recognizes one's emotions
and their effects.



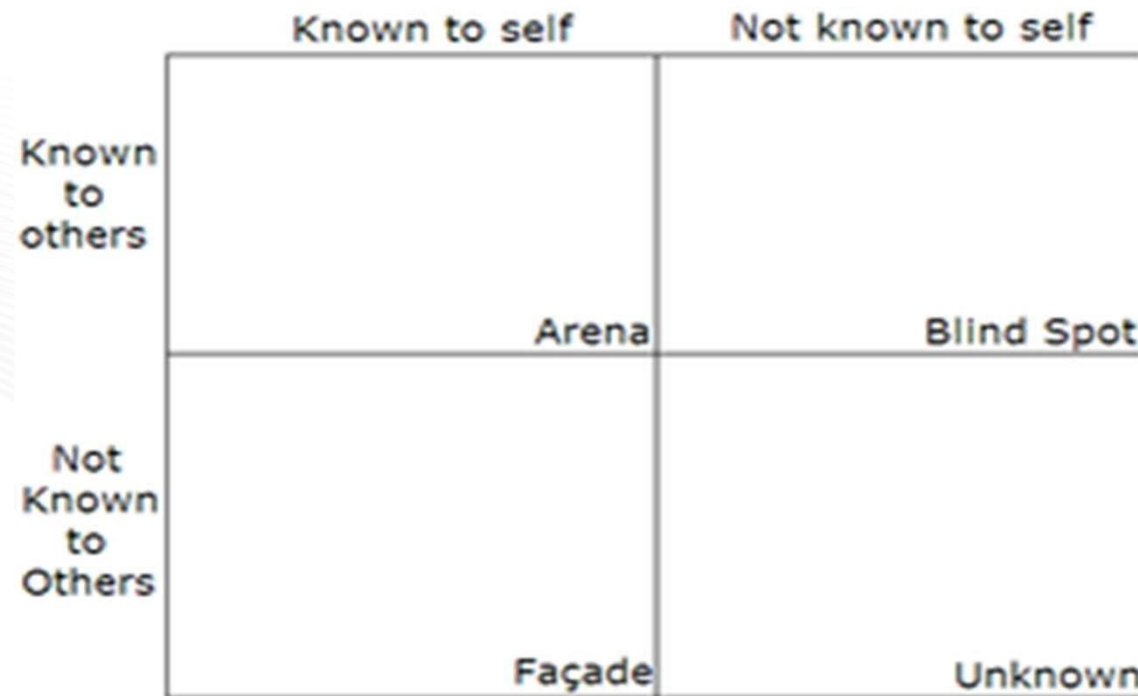
Accurate Self-Assessment -
knowing one's strengths and
limits.



Self-Confidence - a strong
sense of one's self-worth and
capabilities.

COMPONENTS OF SELF-AWARENESS

- The Johari Window



Self- Management

Self-management, which is like an on-going inner conversation, is the component of EQ that frees us from being prisoners of our feelings.

People engaged in such a conversation...find ways to control (emotional impulses) and even to channel (emotions) in useful ways...

Daniel Goleman

Components of Self-Management

Self-Control

Trustworthiness

Conscientiousness

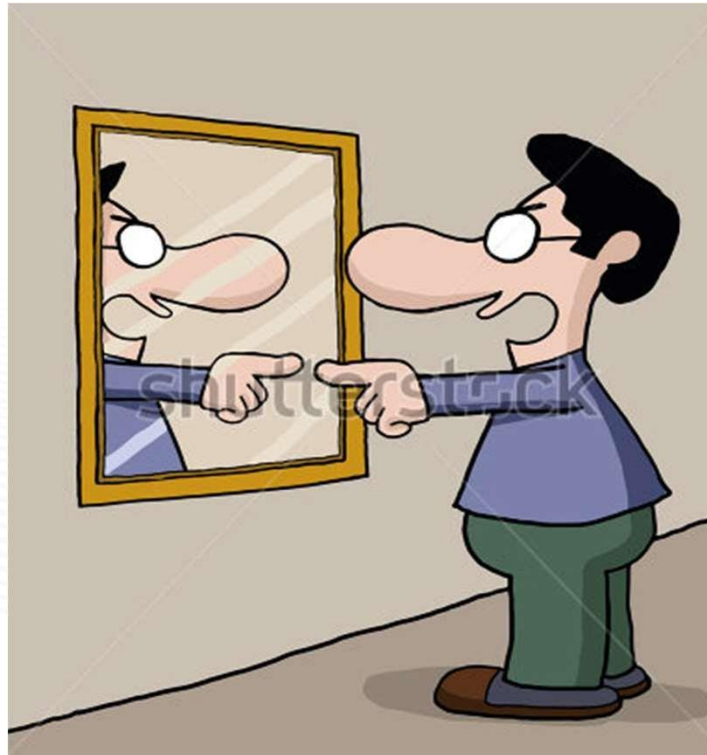
Adaptability

Innovation

Self-Management Activity

Self-talk

Constructive
Inner
Dialog Activity



What Are You
Telling
Yourself Lately
Activity?

Own Reflection

Social Awareness (Empathy)

*Social Awareness...empathy
means thoughtfully
considering feelings of
others - along with other
factors - in the process of
making intelligent
decisions...*

Empathy

People with high skill levels of empathy:

Frequently inform people during times of change and uncertainty

Promote collaboration

Develop all staff to their potential

Develop and retain the intellectual capital of the organization

Achieve consistently high performance of direct reports

Enjoy increased job motivation and satisfaction of staff

Components of Empathy

Understanding
others

Developing
others

Serving others

Leveraging
diversity

Political
awareness

Empathy Notes

- Understanding is not the same as agreement
- Research suggests a negative correlation between being in positions of power and empathetic abilities
- In a team oriented, customer focused organization, empathy is critical

Actions to Build Empathy



Managing Relationships

*Adeptness at inducing
desirable responses in
others.*

Daniel Goleman

Managing Relationships

People with high skill levels of managing relationships:

- Can count on a wide circle of colleagues during difficult times
- Find the “common ground” among differing views
- Effectively leads teams
- Achieve change initiative objectives

Components of Managing Relationships

- Influence
- Communication
- Conflict management
- Leadership
- Change catalyst
- Building bonds
- Collaboration and cooperation

Actions to Build & Manage Relationships



Know the relationship boundaries and expectations



Use appropriate self-disclosure



Keep confidences



Be enthusiastic



Listen more and talk less

E.I. can be measured via these five yardsticks

- Your ability to identify and name your emotional states and to understand the link between emotions, thoughts and actions
- Your ability to manage your emotional states-to control your emotions or to shift undesirable emotional states to more reasonable ones
- Your ability to enter into emotional states associated with achievement and success
- Your ability to read, be sensitive to and influence other people's emotions
- Your ability to enter into and to sustain positive interpersonal relationships

EQ Findings



High EQ people are happier, healthier and more successful in relationships.



High EQ people exhibit:

Balance between emotion and reason
Awareness of their own feelings
Empathy and compassion for others
Signs of high self-esteem



We aren't all created emotionally equal - we have different emotional temperaments.



The way we act out, express ourselves, and use our emotions can be changed!

EQ at Work



70% of the reasons for losing a customer are EQ related.



59% of workers report they do not receive recognition for a job well done.



75% of workers say they do not find management's leadership inspiring.



50% of time wasted in the workplace is due to the lack of trust.



Everyday 50,000 people quit their jobs.



85% of workers report they could work more effectively.



80% of Americans do not look forward to going to work.

EQ at Work Cont'd



EQ is greater than 85% of what enables "star performers" to develop into great leaders.



EQ allows people to think more clearly under pressure, eliminating time wasted by anger, anxiety and fear.



As a determinant of high performance, EQ is twice as important as technical and cognitive skills combined.

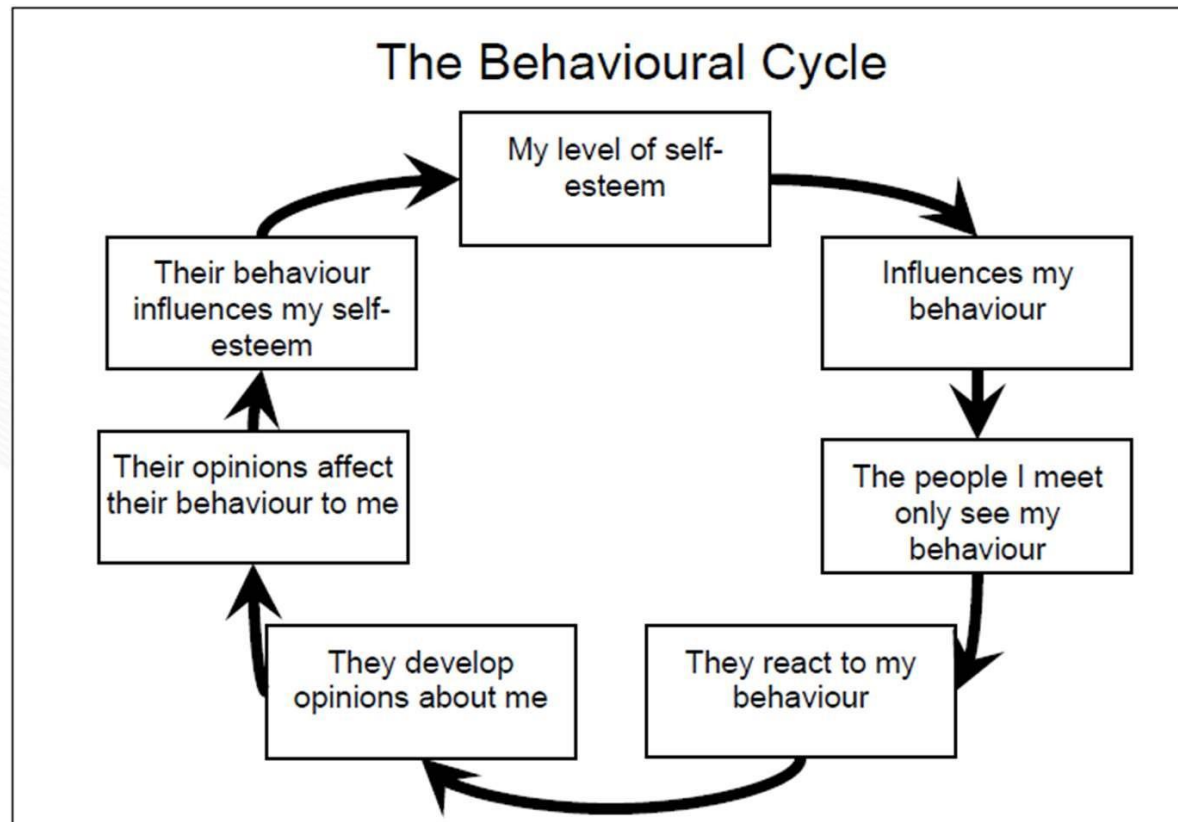


Workers with high EQ get along better and solve problems more efficiently.



Workers with high EQ positively impact people they interact with – they are good role models of excellent performance.

The Behavioral Cycle



Take the...LEAD

L isten

E mpathize

A pologize

D o something or
Direct to someone who can

Saying “No” in a NICE Way

N eutralize through a positive beginning

I mmediately empathize

C ourteously explain

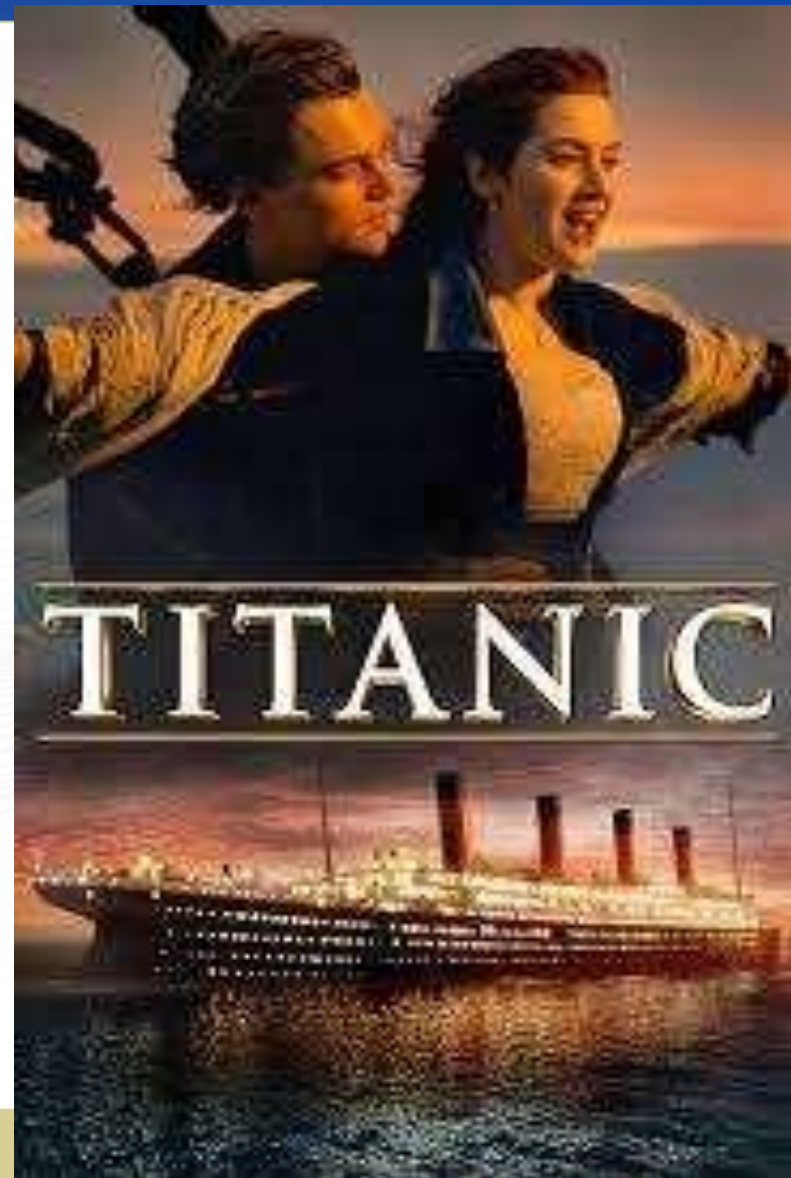
E mphasize your desire to help

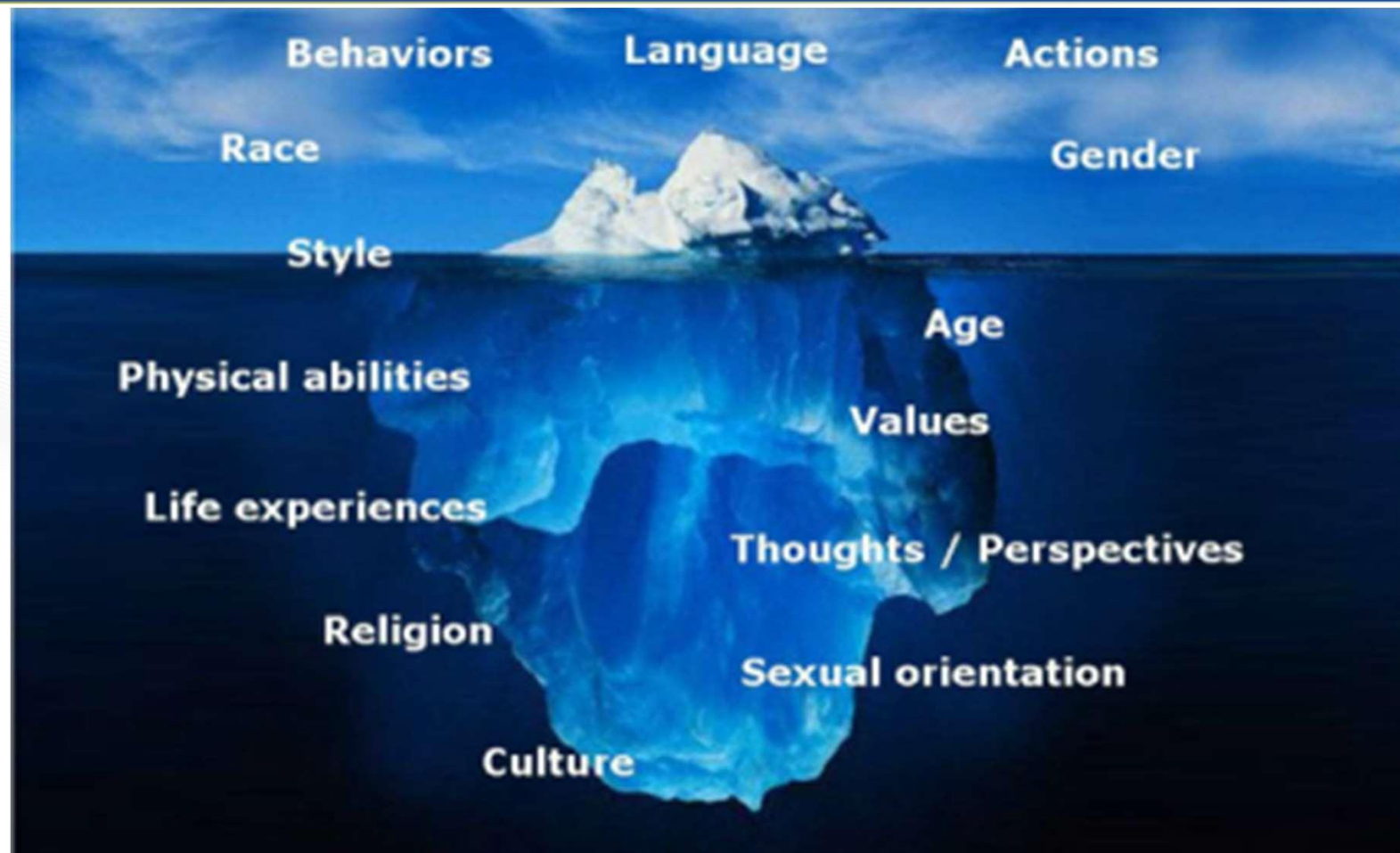
Understanding Cultural Diversity



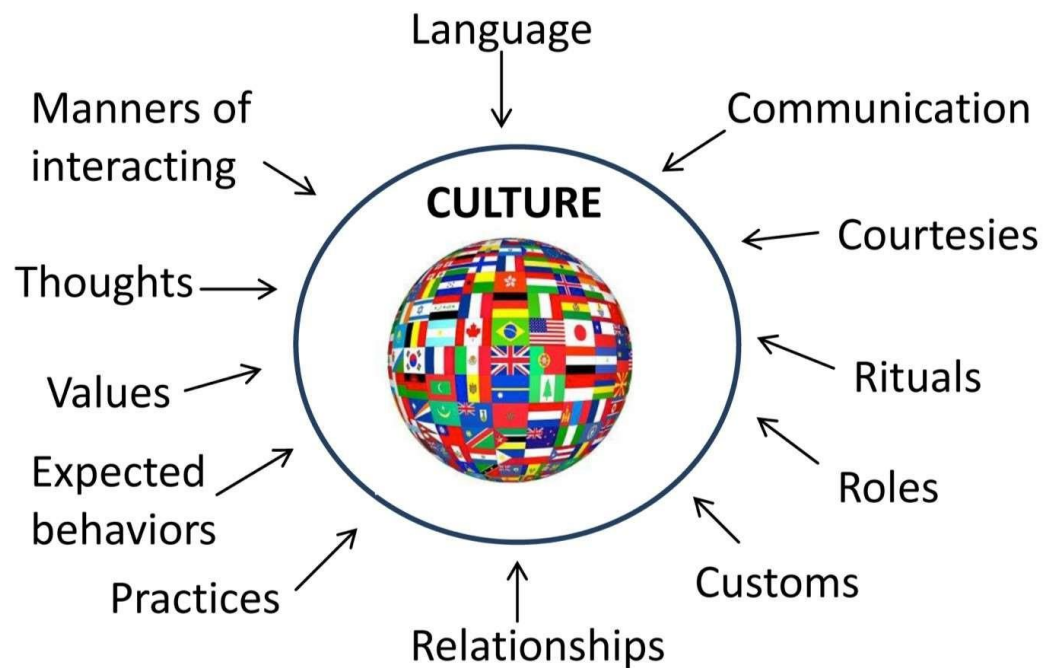
- **What Is Culture?**
- **How Does National Culture Influence Organisational Culture?**
- **Meaning & Importance Of Intercultural Management**
- **Benefits & Barriers To Getting The Best Out Of Teams By Leveraging On Diversity**
- **Strategies To Leveraging Diversity**

What caused the Titanic to sink?





What is Culture?



The programming of the human mind by which one group of people distinguishes itself from another group - the set of shared beliefs, values, and norms that distinguish one group of people from another.

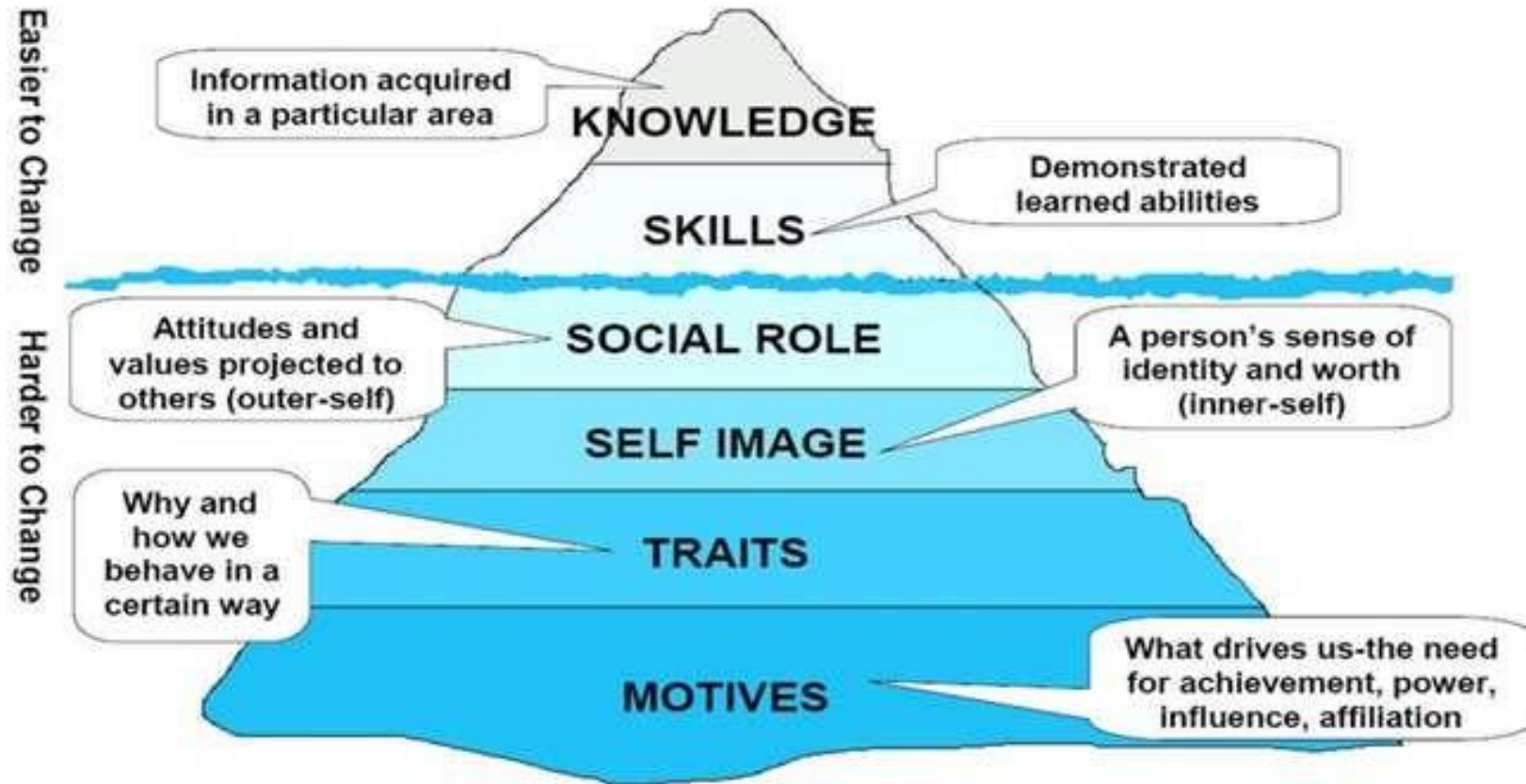
- Geert Hofstede

What is Intercultural Management?

Intercultural management is the process of managing people from different cultures in a way that minimises misunderstanding and conflict, while maximising communication and collaboration to give the desired outcomes.



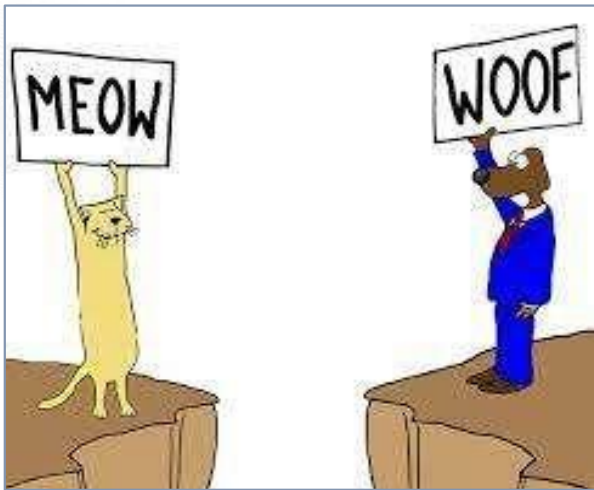
ICEBERG MODEL OF COMPETENCIES



Impact of Intercultural Diversity on Organisational Performance



Challenges or Obstacles to Leveraging Cultural Diversity



Communication Barriers



Stereotypes, Prejudices & Discrimination



Clashes in Work Habits & Values



BARRIER

FUNCTION

CONNECTION

EXAMPLE

Stereotype

COGNITIVE:
Thoughts about
people

Overgeneralised
beliefs about
people may lead to
prejudices

All Nigerians are
corrupt

Prejudice

AFFECTIVE: Feelings
about people, both
positive & negative

May affect the
treatment of others,
leading to
favouritism or
discrimination

I hate Nigerians,
they're loud &
corrupt

Discrimination

BEHAVIOUR:
Positive or negative
treatment of others

May lead to
avoiding, excluding,
favouritism or
biased treatment of
others

I will never hire or
work with a
Nigerian



Hofstede's Model of Cultural Dimensions

Power Distance (PDI)

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally

INDIVIDUALISM (IDV)

The high side of this dimension, called Individualism, can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.

MASCULINITY VS FEMININITY (MAS)

The Masculinity side of this dimension represents a preference in society for achievement, heroism, assertiveness, and material rewards for success. Society at large is more competitive. Its opposite, Femininity, stands for a preference for cooperation, modesty, caring for the weak and quality of life. Society at large is more consensus-oriented.

UNCERTAINTY AVOIDANCE (UAI)

The Uncertainty Avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen?

LONG TERM ORIENTATION (LTO)

Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritise these two existential goals differently.

INDULGENCE (IVR)

Indulgence stands for a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun. Restraint stands for a society that suppresses gratification of needs and regulates it by means of strict social norms.

Strategies for Leveraging Intercultural Diversity

Cultivate an Inclusive Organisational Culture

Foster an environment that embraces diversity and encourages open communication, empathy, and respect among team members.

Training and Sensitization Programs

Organize workshops and training sessions to raise cultural awareness and develop intercultural communication skills.

Appoint Diverse Leadership

Encourage diversity in leadership roles to demonstrate the organization's commitment to inclusivity and create role models for others.

Establish Clear Goals and Expectations

Set clear objectives, roles, and responsibilities for team members to minimize misunderstandings and conflicts.

Promote Team-Building Activities

Organize team-building exercises that encourage cross-cultural interactions, fostering a sense of unity and camaraderie.

Address Conflicts Promptly

When conflicts arise, address them promptly and impartially. Mediation sessions can help resolve disputes and strengthen team bonds.

Measuring Success and Adaptation

- Define KPIs that align with team objectives and measure progress over time. Assess whether diversity initiatives contribute to improved team performance and innovation.
- Encourage regular feedback from team members to identify areas for improvement and make adjustments to diversity strategies accordingly.



my dear people, my goal

In Conclusion.....

Intercultural issues in management require sensitivity and awareness of cultural differences.

Successful intercultural management involves fostering an inclusive work environment, adapting leadership styles, and leveraging cultural diversity to achieve organizational goals.

Embracing cultural differences and capitalizing on the strengths they bring can lead to improved collaboration, creativity, and overall success in today's globalized business landscape.



Courtesy & Politeness

**Courtesy & politeness are
culturally/situationally determined.**

Why Courtesy?...i

- ***Courtesy gives an edge***
- ***It generates and sustains goodwill***
- ***It makes others easier to deal with***
 - ***You build a good reputation***

Why Courtesy? ii

- ***It facilitates open communication***
- ***Customers will be grateful to you***
- ***Rudeness makes others difficult***

Courtesy Requires...

- ***A sincere attitude***
- ***An understanding of others' needs/wants***
- ***Politeness to others even when they are rude to you***
- ***Courteous/polite expressions at all times***

Courtesy is Expressed Through...

- ***Tone of voice***
- ***Proper use of modal auxiliaries***
- ***Polite expressions***
- ***Non-verbal means***

Polite Expressions...i

- Please
- Thank you
- Excuse me
- I'm (very) sorry
- You're welcome
- Use of customer's name
- We appreciate your business

Polite Expressions...ii

- I'd be happy to do that for you
- Friendly greetings: Hello, Good Morning, Goodbye
- May I help you, please?
- I'm sorry to keep you waiting
- Thank you for waiting

Polite Expressions...iii

- It was nice talking to you
- Is there anything else I can do for you?
- Thanks for calling
- It's been a pleasure helping you
- Use friendly comments like, “Enjoy your meal/flight”, “Have a nice stay”

Courtesy Behaviours...i

- Show you are ready to help, and customers are not “interrupting” you
- Show that you remember people
- Don’t interrupt...listen more
- Let customers go first
- Stand up, if appropriate

Courtesy Behaviours...ii

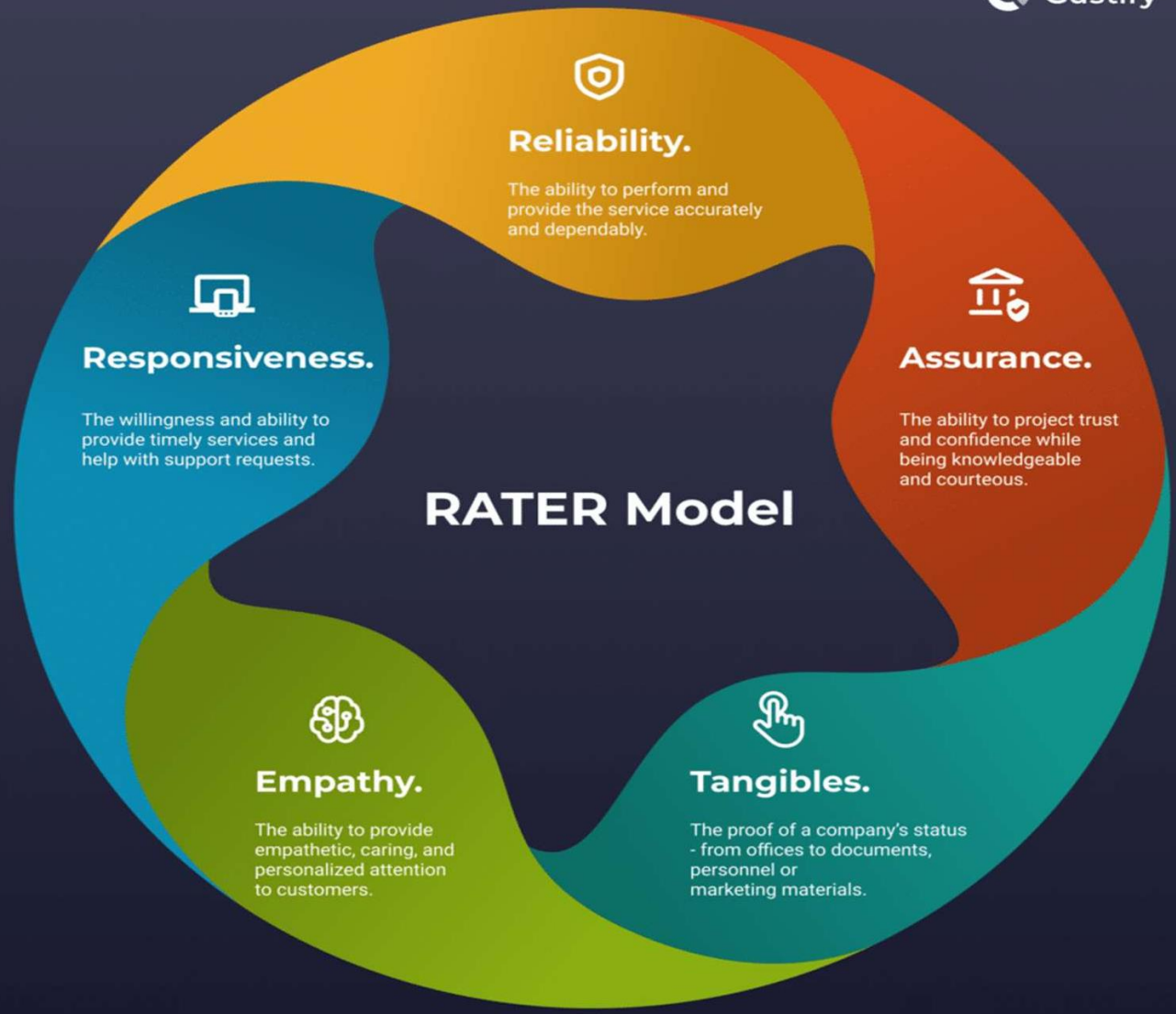
- Invite customers to sit down, if appropriate
- Acknowledge people immediately
- Act quickly
- Give helpful warnings, “Please be careful of the floor,” “Watch that step,” “Mind your head,” etc.
- Don’t make people wait unnecessarily

Courtesy Behaviors...iii

- **Keep customers informed**
- **Admit and apologies for mistakes you or your organization have made**
- **Do a little extra for the customer**
- **Volunteer to help co-workers**
- **Never shout or talk too loudly, or speak to customers from a distance**
- **Offer to carry, hold or store things for customers**

Impoliteness Reveals...

- ***Inadequate training***
- ***Job dissatisfaction***
- ***Tacit or obvious animosity towards others***
- ***Pride/ego***
- ***Poor social background***
- ***Ignorance of its benefits***



***Courtesy is not a sign of
subservience or
weakness...rather, it is a mark of
a true professional.***

**Some people make the world special just by
being in it!**



- Kelly Ann Rothaus.