

## “Emotional Intelligence” - A call for the employees at workplace.

✉ *Sangita Biswas, Research Scholar, Department of Management Studies, KVGCE, Sullia-574327,9845921464(M),sangitabiswas1980@gmail.com.*

✉ *Surekha Invali, Professor & Head, Department of Management Studies, KVGCE, Sullia-574327,9448725671(M),surekha Prabhu@gmail.com.*

### Key words

### Emotional Intelligence

### Organisational effectiveness

### EI competency framework

**Abstract:** Emotional Intelligence (EI) is stated as intelligent use of emotions which enhances one's capability at workplace by managing stress, establishing good relationship and taking effective decisions in order to achieve organisation's growth and productivity. It is beyond the traditional intelligence, which determines individual effectiveness, differentiates extraordinary performers, motivate leaders and enriches the organisations to surpassing and sustainable level of success. The present paper unboxes the key facts and practical applications of Emotional Intelligence in organisational environment. Different case studies unveiled the utmost importance of Emotional Intelligence among the employees at different work situations. The present study also enlightens us about the brain science behind EI, organisational effectiveness of EI and competency framework of EI at workplace.

### Introduction

The current working environment is complex and highly competitive, where people try to achieve success with minimum resources and maximum outcomes. Over the period of time scientists have realised that standard cognitive intelligence alone cannot predict the success of an individual, but another type of intelligence which is not related to the cognitive intelligence, called Emotional Intelligence plays significant role in determining the success of an individual. From personal

success to professional services to manufacturing to retail to sales, everywhere Emotional Intelligence has been proved as evaluative and decisive. Multinational organizations incorporate Emotional Intelligence in their workforce to enhance the smartness of their employees and to ensure superior performance. (Culver, Dick)

**Emotional Intelligence:** According to Daniel Goleman Emotional Intelligence is defined as: “The ability to recognize, understand and manage our own emotions and

recognize, understand and influence the emotions of others” It means the awareness that emotions can drive our own behaviour and impact on others and learn to manage those emotions in different situations.

The people who have high level of Emotional Intelligence (EI) can easily understand the mental, physical and social impact of negative emotions and can moderate their emotions which help in their activities and improve the quality of life.

People who possess high EI are proven as more successful, because they understand their own emotions and that of the others and can easily overcome the emotional obstacles on their success path. They use emotions as clue for what their body and mind are dictating to them, and also why the others are feeling in the way they feel, and why they are doing of what they are doing, which help them performing at their best. They are capable enough to resolve the conflicts easily and also they can recover from setbacks quickly. They are very good managers at crisis, strong in convincing with their excellent communication and professionally successful than others (Cary Cherniss, Daniel Goleman)

### **How EI differs from the traditional type of intelligence?**

Understanding of Intelligence was very much restricted to memory, learning and problem solving until the last century. In 1900 scientists have realized the existence of non-cognitive aspect of intelligence.

E.L Thordike described about a type of social intelligence which narrated about understanding and managing others and in 1940, David Wechsler, first developed the concept of non-cognitive intelligence. In 1983 Howard Gardner’s “Frames of Mind - The Theory of Multiple Intelligences”, explained another type of intelligence other than conventional intelligence, which he explained as cognitive in nature but could not be defined by standard Intelligent Quotient (IQ) test. The theory of multiple intelligence mainly based on two aspects.

1. *Intrapersonal Intelligence*: The ability to understand one’s own feelings, motivations and fears
2. *Interpersonal Intelligence*: The ability to understand others feelings, their desires, motivations and intentions.

Gardner believed the importance of these additional intelligences to predict performance and success of an individual. These intelligences were known as additional intelligence still 1985. In 1985, Wayne Payne in his doctoral thesis for the first time used the term ‘The study of Emotion: Developing Emotional Intelligence’. However, in 1995, Emotional Intelligence received its extensive publicity by Daniel Goleman’s publication entitled “Emotional

Intelligence: Why it can matter more than IQ”

### **Importance of Emotions:**

Researchers have understood that emotions have a biological purpose. It signals if there is something not proper or an individual's need and expectations are not met, as a result a negative emotion generates which can be expressed as anger, fear, disappointment etc. The ability to deal with emotion has physical, mental and social consequences. If the emotion is not treated properly, it leads to mental unhappiness, physical illness and even leads to early death. It has been observed that people with higher level of EI are not only successful professionally but also they live healthy and happy life and also maintain better relationship with others. (Emotional Intelligence, (2010) MTD training & Venus publishing Aps)

### **The brain circuitry:**

Daniel Goleman explains that intellectual intelligence of a person is totally based on the neo cortex, of the brain where as Emotional intelligence mostly depends on the emotional centres of the lower brain, the primitive sub-cortex.

Intellectual intelligence is the potential for learning, and learning skills depend on the academic intelligence. Emotional competencies of an individual are achieved

from the emotional intelligence. The inner brain, specifically the amygdala is responsible for triggering the emotional responses, which are mostly responsible for pre-programmed and primitive impulsive actions.

The amygdala, a region of the inner brain is located just above the end of the spinal cord. It constantly informs about the feelings of an individual and everything happens in the daily lives. It gives the “strong feeling” about everything happens around, and influences to say, which is not right, although sometimes there is no rational explanation of such things.

This particular part of the brain is a storage place for the experience a person accumulates throughout, that actually explains why older people have stronger intuitions, as they go through huge experience in their entire life.

The prefrontal area, the place of “working memory”, is held responsible of the ability to pay attention and vital information that has to be kept in mind. The working memory is very important for an individual for understanding, reasoning and decision making.

When the mind is calm, everything works normally, but in a severe emergency situation, the mind is controlled by the central, which is the more primitive

circuitry of brain that generates routine, pre-set protective and impulsive reactions which is expressed in the form of anxiety, panic, worries, frustration, anger, irritation or rage.

The prefrontal lobes usually have control over the impulse by receiving the signals from the amygdala. It initiates the impulse of judgment and the rules of social aptness. Due to stress the emotion prevents the rational brain to function properly, as a result of this the impulsive people can “explode” in emotional reaction which translates the inability to overrule the emotional impulses from the emotional centres.

This can result the extreme drawbacks in modern work environment, such as acting inappropriately in the presence of other colleagues, clients, subordinates, shouting upon them, passing offensive remarks, losing control during exams or being unable to make a presentation in front of the crowd

This situation is called “amygdala hijacks”, and it explains that the “star performers” have extremely high level of self-awareness and superior control over their emotions.

The self-awareness helps to better control of one’s emotions and it also helps to

manage well in the crisis situations otherwise that can have disastrous effects.(Daniel Goleman(1998)

### **Why does Emotional Intelligence matter?**

**1. EI in business:** In present competitive business environment EI plays a vital role. Services, retail, and manufacturing everywhere EI skills are increasingly critical and strategic. Multinational Corporations are incorporating EI in their workforce to ensure superior success.

**2. EI in Leadership and in organisational climate:** Gallup research established the impact of emotional competencies of leaders in engaging employees. Three critical factors were identified as the factors of employee development were- 1. Supervisor’s feeling and care towards employees 2. Getting recognition or performance appraisal 3. Building trust with their employer.(Buckingham, M. & Coffman, C. (1999)

**3. EI in Financial performance:** Emotional intelligence has significant impact in financial performance. The productivity of PepsiCo has increased 10%, turnover has reduced by 87% and ROI has become 1000% by recruiting emotionally intelligent managers.(McClelland, D. (1998).

**4.EI in Sales and customer loyalty:** At L’Oreal the salespeople, with high level of EI have earned in \$2.5 million more in net profit as compared to those who have recruited using the traditional criteria.(Spencer & Spencer (1993)

**5.EI in Individual performance:** In a recent study at London School of Economics discovered that high performing traders possess high level of EI and make better decisions than the low performing traders. (Fenton-O’Creedy, M., Soane, E., Nicholson, N. &Willman, P. (2011)

**The impact of EI on organizational effectiveness:**

The organisations have started realizing that Intelligent Quotient (IQ) alone is not enough to predict an individual’s performance and success rather how they interact with others, how they express and conduct themselves are much more important than mere score of an IQ test.

Many times employees face difficult and challenging situation at workplace, may be after sincere hard work the product launch causes disappointment, other co-workers drop responsibilities, boss stops supporting in the project, expected promotion or bonus is kept pending for a long period, treated unfairly as compared to others, or

not able to get along with the colleagues or getting fired for silly reasons. How the situations like these made them feel? How those emotions provoked them to respond to the situations? How long does it take to get over to these situations or returning to the mainstream by being productive or how do they empathise the situation of others going through the similar situations?

The people with low EI get blocked with the setbacks and either they struggle or cannot get past through the situation easily. Their negative reactions to the other people results in acrimony to being productive. They take everything personally and feel victims of the situation which proves them to be unsuccessful at workplace. In the other hand the people who have highly developed EI experience these situations as life experience. They understand, analyse and react to the situations such a way so that they can easily get past through the setbacks. These experiences and empathy improve their relationship with others and the road blocks help them to improve their potential. There are many factors that have an impact upon organisational effectiveness and EI is one among them. EI influences the effectiveness of organizations in number of areas such as employee recruitment and their retention, talent development, teamwork,

productivity, efficiency, innovation, sales, revenue, employee commitment, customer loyalty, service quality, client feedback etc.

**Case Study examples:**

Emotional Intelligence can have multiple impacts on workplace but it depends upon how the employees perform and produce result using their Emotional Intelligence.

**1. EI enhances the value of optimism:** A study by Martin Seligman at Met life has reported that the employees with high EI also possess high optimism that they are able to handle setback easily and can feel it as external and temporary on the other hand the employees possess low EI are the pessimist who view it as caused by some internal flaw and considered it as permanent. Researches have also proven that the employees having high optimism are capable to sell 37% more insurance in the first two years of their service.(Emotional Intelligence, MTD training & Venus publishing ApS)

**2. Cost savings from EI:** Hiring emotionally intelligent employees gives better chance to choose the right person in the first attempt. It reduces turnover and also important for cost saving. In US Air Force while hiring recruiters government conducted EI test. Those who performed best had better self – awareness, empathy,

happiness and assertiveness.(Emotional Intelligence, MTD training & Venus publishing ApS)

**3. Leaders have high level of EI:**A study in 15 international organisations on 300 leaders have proven them to be exceptionally brilliant performers having high level of emotional competency in 6 different areas such as self- confidence, thrust for achievement, team spirit, leadership, organisational awareness and influence.(Emotional Intelligence, MTD training & Venus publishing ApS)

**4. Life saving from EI:** James Dozier, an U.S. Army brigadier general who was kidnapped by the Red Brigades, an Italian terrorist group discovered the power of emotional intelligence which saved his life. He had explained in an executive development program at the Centre for Creative Leadership in Greensboro, North Carolina, that emotions are contagious, and a single person can influence the emotional tone of a group by modelling, His ability to manage his own emotional reactions as well as those of his captors saved his life. (Campbell,1990).

**5. EI enhances superior subordinate relationship and reduces employee turnover:** A Gallup Organization study on two million employees at seven hundred

companies found that employee's tenure at a company and productivity is determined by their relationship with the immediate supervisor (Zipkin,2000). Bosses whose employees stay are the bosses who manage the employees with emotional intelligence. When the employees and their bosses are asked to identify the greatest challenges they face in their organizations, they mention the following concerns:

People need to

- Cope up with massive and rapid change
- Be more creative and innovative.
- Manage huge database.
- Be more motivated and committed.
- Work together better.

The organization needs to

- Identify the unique talents available in a diverse workforce and make better use of them
- Identify potential leaders in its ranks and motivate them to move up.
- Identify and recruit top talent.
- Make good decisions about markets, products, and strategic alliances.
- Needs to prepare people for overseas assignments.
- Increase customer loyalty.

These are the intense needs that face all organizations today, both public sector and private.

### **6.EI establishes an ideal safer and happier work environment:**

If an ideal workplace is imagined where all the employees have highly developed Emotional Intelligence, a work environment could be expected where-

- Every one's ideas are respected
- Team work is the strength
- No room for gossip and negative emotions
- Encouragement and celebrations of one to other's success
- Stumbling blocks are quickly resolved
- Value based decisions
- Integrity is valued
- Rewarding work relation
- Continuous potential improvement

Another example can be given where in a plant the supervisors were trained to listen to their employees and help them solving their problems by themselves. The result was so impressive that grievances reduced by 80 per cent, production achieved the target reached.(Emotional Intelligence, MTD training & Venus publishing ApS)

**Framework of Emotional Intelligence:**In 1998, Goleman, in his publication

“Working with Emotional Intelligence”, depicts a framework of emotional intelligence (EI). It reflects how an individual’s efficiency for mastering the skills on four important aspects such as Self-Awareness, Self-Management, Social Awareness, and Relationship Management converts into on-the-job success. This models, based on Emotional Intelligence competencies, has been implemented in various internal research at different organizations and those organizations are remarkable outstanding performers.

“Emotional competence” is defined as “a learned capability based on emotional intelligence that results in outstanding performance at work” (Goleman, 1998b). Emotional Intelligence actually determines the potential for learning the practical skills that underlie the four EI domains; emotional competence shows how much of that potential is utilized for learning and mastering skills and translating the intelligence in performance which leads to on-the-job success.

**A FRAMEWORK OF FOUR DOMAINS OF EMOTIONAL COMPETENCIES:**

	Self(Personal Competence)	Others(Social Competence)
Recognition	Self-Awareness <ul style="list-style-type: none"> <li>• Emotional self-awareness</li> <li>• Accurate self-assessment</li> <li>• Self-confidence</li> </ul>	Social Awareness <ul style="list-style-type: none"> <li>• Empathy</li> <li>• Service orientation</li> <li>• Organizational awareness</li> </ul>
Regulation	Self-Management <ul style="list-style-type: none"> <li>• Emotional self-control</li> <li>• Trustworthiness</li> <li>• Conscientiousness</li> <li>• Adaptability</li> <li>• Achievement drive</li> <li>• Initiative</li> </ul>	Relationship Management <ul style="list-style-type: none"> <li>• Developing others</li> <li>• Influence</li> <li>• Communication</li> <li>• Conflict management</li> <li>• Visionary leadership</li> <li>• Catalysing change</li> <li>• Building bonds</li> <li>• Teamwork</li> <li>• collaboration</li> </ul>

1. **Self-Awareness**-It is the building block of all other competencies which involves three skills

- **Emotional Self-awareness**-Unless and until people are aware about their feelings and the reason behind them, leading a happy and fruitful life is difficult. People may achieve money, prestige success but to be really happy they need to know the reason behind their good as well as bad feeling. Most of the times at workplace employees try to ignore those feelings which produces some negative impact on their body and mind and they seem not to be fully engaged to their work and become unhappy, stressful, unfulfilled, scared and unproductive. (Goleman, 1998). To increase self-awareness one should follow some suggestions.

**1. Check in within yourself**

**2. Labelling emotion**

**3. Be in the moment**

**4. Find out the root of the emotion**

- **Accurate self –assessment**- It is very important to accurately assess how the emotions are affecting one's performance, relationship and behaviour at workplace. Challenge for the leader is to

sabotage the success of the entire team when they are completely unaware of the impact of the emotions. Accurate self- assessment involves an honest judgement of an individual's emotional strength and weakness. There are number of tools available to perform self-assessment and if anyone follows the guidelines of self- awareness, self- assessment will develop automatically.(Boyatzis, 1982).

- **Self Confidence**-Identifying and acknowledging the feelings are not enough, developing self-confidence is utmost important. A person with high level of self- confidence always has control on what is happening to them or surroundings and also they can influence their path of goal to the fullest. (Boyatzis, 1982). Some exercise is suggested here to improve self - confidence.

**1. Make a strength list**

**2. Make a weakness list**

**3. See the failure as learning experience**

**2.Self -Management:** It is the act of taking responsibility that helps us to take decisions which are supportive to our mental and emotional health and also

motivate us to be successful in achieving the goals. It helps us to easily overcome the stumbling blocks and be active in pursuing the target of life. It allows experiencing the emotions without being controlled by it and enhances the ability to be strong towards achieving the goal.

- **Self-control**-The first component is self-control which tells us to think and set the course of action before doing it. It also helps prioritising the action as per the situation. It has the ability to stop or act for the responsibility of emotions on decisions and behaviours. The tools can help learning to choose the best choice of the options but may not be the immediate one. To improve self-control reflection and reframe of emotions and rehearsal of the best practices are important. (Boyatzis, 1982).
- **Trustworthiness**-It is a sense of self-management that tells that a person will act as he says. It is honesty of an individual of what he can do or what not. Sometimes employees are overcommitted, that is they have a tendency to say yes to more things which actually they cannot. Trustworthiness also means acting such a way which is aligned

with the values. If anyone says that he values the job, trustworthiness will result the best in the job possible by him. (Goleman, 1998b).

- **Conscientiousness**-Staying committed towards self-management that an individual is taking responsibility of his own emotion and also taking the responsibility of producing work and quality even though his emotional reactions are strong. (Barrick & Mount, 1991)
- **Adaptation**-Identifying and discovering the reason of internal and external organisational changes and overcome the resistance of one's feeling regarding the change and handling the negative emotions such as fear, uncertainty properly and being adaptable to the practice of self-management. (Spencer & Spencer, 1993).
- **Achievement orientation**-Once an individual is successful in self-managing, he can choose the best options that can drive the way to achieve goal for individual as well as for the team. (Spencer and Spencer (1993)
- **Initiative**-Continuous development and recognizing that true happiness

comes from taking the complete responsibility of one's emotion in life. (Crant, 1995; Rosier, 1996).

**3. Social Awareness:** It is the ability to perceive and understand the social relationship that is the feelings of others in the social structure where an individual is performing. It is to understand that an individual's happiness enhances by assisting others to achieve their happiness also. Three skills comprise of Social Awareness.

- **Empathy**-Understanding the feeling or situation of other person from their place and seeing the argument from their point of view. It is very difficult to assess the behaviours or action of others unless one places himself to their position. In an organisation it is very important to have empathy among the employees. One can practice showing empathy until it becomes habituated. Being aware or acknowledging other's emotion and having sensitivity towards it are the two important tools of developing empathy. (Friedman & DiMatteo, 1982)
- **Organization awareness**-It is all about understanding the emotions

of an organizational structure in which the employees are working. It helps to understand the culture in which the emotions of the employees operate; it also helps understanding the emotional influence of others on an individual, whom he is surrounded by. Some organisational culture is very conservative whereas the others encourage being expressive. In some a very strict hierarchical structure is followed where subordinates are not free to express their feelings to supervisors, in some it is exactly opposite. In some organisation employees manifest anger and disappointment due to frustration or in some changing organizational structure make the employees insecure. (Boyatzis, 1982).

- **Service orientation**-It is the last option in this domain which depends upon the empathy and organisational awareness. Suppose if any individual of an organisation is not feeling current job position is challenging anymore, and organization does not care for it, by empathising his feelings and awareness of the organization few suggestions can be given-

1. Help him identifying the areas more challenging for him.
2. Give information of opportunities for the development he may not aware of.
3. Support to get additional education.
4. A training plan can be developed to give him new responsibility or he can be asked to train the others with his existing skills.

This type of service orientation can help the employee to increase his proficiency rather ignoring his feelings or labelling him as poor performer, which ultimately contribute to achieve organisational goal as a whole (Goleman, 1998b).

**4.Social Skills**-Social awareness increases the competency in understanding others feeling at workplace, how organisational culture affect an individual's work life or how an impact can be brought on their feelings through service orientation. Social skills enhance the competency in interacting with others to improve, relationship, productivity and quality life at workplace. There are eight skills associated with the social skills.

- **Influence**-The capability to create an impact on others and help them

in decision making. The people with high influencing ability, win over other, build support, help others to be productive and take goal based action. (Spencer & Spencer, 1993).

- **Leadership**-People with strong EI skills are top leaders, as they know how to work with people in peace, use resources wisely, share the credit, resolve the conflict, support and develop, moreover appeal and manage the emotions of others to get the work done. Leaders guide the performance of others, hold others accountable, help others to become enthusiastic to achieve organisational goal.(Bachman, 1988).
- **Developing others**-People with strong EI help developing others, they are so confident that they believe if they help others to be successful , it will not be a threat to them rather it will create a win-win situation to achieve organisational goal effectively. It helps them to be connected, develop a sense of belongingness and teamwork. (Goleman, 1998).
- **Communication**-Every interaction need a communication and those

who are strong in communicating with others are better in lasting bonds and building trust. (Goleman, 1998b).

- **Change catalyst**-Change catalyst is a person not satisfied with doing things the way it always has been done. Change catalyst understands accepting change is a part of life and it allows the organisation to remain competitive. Someone with change catalyst understands the need for change, removes the barriers and overcome the fear associated with change among his own or others' mind, challenges the status quo, influences and models the change among others. (House, 1988).
- **Conflict management**-It is a very challenging task which requires high level of EI to discover the root of conflict. Conflict management helps an individual or a group to solve problem, improve performance, progress work, strengthen relationship and learning new skills. (Ganesan, 1993)
- **Building bonds**-High level of EI will help building bonds in an effective manner. With the people

skill, communication skill, and self-confidence a social network will be created where the relationship with others will be strengthened. (Kelley, 1998).

- **Team work and collaboration**-The person with strong EI can manage teamwork effectively. A team needed to be attended to function at its best. All the social skills are required to be nurtured to make collaborative impact on relationship building, decision making, and creating a pleasant and productive work environment where a team can give its optimum performance towards the organisational goal.(Sweeney, 1999).

### **Conclusion:**

Often people believe that emotional intelligence is the kind of intelligence people are born with. Few are naturally tuned to understand others feeling and others do not feel the same way. It is true to some extent that due to genetic predisposition some people are more emotionally intelligent than others and also how they are being taught to comfort each other and to control their impulses have played a role but the pleasing news is that EI can be learned and developed over time.

Human beings are inclined to life-long learning and growth because of the activity of the brain cells which are continually forming new connections and restructuring the various perceptions and physiology.

Various Emotional Intelligence training programmes have improved EI and performance among employees such as financial experts, HR managers, technical experts, retail managers, and manufacturing department staffs etc. These abilities are retained over many years once learned and importantly help in organisational growth and productivity. The most effective training is to integrate Emotional Intelligence into corporate culture.

These EI skills have been established as building blocks on which leadership or other competencies have been developed more effectively. Best results are obtained when the training participants are motivated and EI help them connecting with the personal and professional benefits. It produces more sustainable results which go beyond personal benefit and aligning personal and professional interests to significantly improve the financial and mental health of organisations effectively. EI programmes also emphasise practical benefits among the employees and empower participants by the help of these tools such as Mayer-

Salovey-Caruso Emotional Intelligence Test (MSCEIT) or Genos EI Assessment to continue practicing, learning and developing new skills.

Emotional intelligence is the most imperative quality which can be learned and practiced to integrated strategy, continue growth and capacity bring outstanding tangible quality and positively impact on others in daily life personally and professionally.

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