

Book Review:

Emotional Intelligence at work: A professional guide (third edition)

By Dr. Dalip Singh

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Keywords

Emotional Intelligence,
Psychological Dimension,
Emotional Sensitivity,
Emotional Maturity,
Emotional Competency

Abstract

This book review analyzes Dr. Dalip Singh's recent book on Emotional Intelligence at work place. Dr. Singh's has brought two more editions of the same title before he got this book published. Dr. Singh has provided techniques on three related issues, which can be resolved by one who is emotionally Intelligent: Managing Change, Reducing Conflict and Motivate individuals. The author describes emotional intelligence as consisting of three psychological dimensions therefore required to manage above said - emotional sensitivity, emotional maturity and emotional competency in Indian work culture context. In addition it is noted that this book is written in a very engaging manner, this book is practical and informative in content and approach, and a useful tool for executives, HR Professional, consultants, bureaucrats, psychiatrists, psychologists and counselors. Along with Dr. Singh's hold on the topic Emotional Quotient and its significance for the morality of success at work place psychological dimensions suggested by him is a possible to overcome any kind of rigid situation. Dr. Singh's prior work makes him ideally suited for moving the debate about the foundation of Emotional Intelligence more explicitly in this direction.

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AUTHOR INTRODUCTION

Dalip Singh is a senior bureaucrat, who joined Indian Administrative Services (IAS) in 1982. He belongs to the Haryana Cadre and has held many important positions in the state and Central Government. He obtained his post-graduation in psychology from the University of Delhi in 1978 after which he completed his M.Phil. And Ph.D. in psychology with research works in areas such as managerial effectiveness, transactional analysis, leadership and personality. Dr. Singh taught at the faculty of Management Studies, University of Delhi (1980-1982) before joining the IAS. He has the rare distinction of being awarded D.Litt. in psychology for his work on EQ, by Bundelkhand University, Jhansi, India, in 2005. He is a trained psychologist and an expert on emotional intelligence. He lives in New Delhi, India, and may be contacted at www.eqindia.com

BOOK INTRODUCTION

Emotional Intelligence or Emotional Quotient (EQ) is increasingly being recognized as a key determinant to professional success in today's high stress environment. This third, thoroughly revised edition of a highly acclaimed book is an essential guide to recognize, understand and manage emotions. The author describes emotional intelligence as consisting of three psychological dimensions- emotional sensitivity, emotional maturity and emotional competency, which motivate individual to maximize, manage change and resolve conflicts. A special feature of the book is the references to work done in India, leading to conclusions applicable to the Indian work culture.

The unique features of the third edition include:

- New knowledge assimilated after extensive empirical research
- Practical solutions through real-life case studies
- Practical exercises on how to develop EQ
- Recommendations on how to manage emotional upsets, control anger, develop high self-esteem and empathies with others

Written in an engaging manner, this book is practical and informative in content and approach, and a useful tool for executives, HR Professional, consultants, bureaucrats, psychiatrists, psychologists and counselors.

This book consists total 7 chapters in numbers, described in a total of 210 pages. These chapters in short describe about the concept of EQ, relation between EQ and our personality, how is EQ developed, emotional skills that managers must learn as well emotional skills required at different stages of life, guidelines for training and development in line with emotional intelligence and a very useful and evaluative EQ test developed by Dr. N. K. Chadha and Dr. Dalip Singh.

The first chapter titled “Emotional Intelligence: The Concept” by author gives an excellent overview of each of the 6 chapters that follow and pushes the readers to read these chapters in details. Quoting from this chapter – the author state, IQ is reflected in your academic achievements but how smart one is outside the classroom, faced with life’s difficult moments? He also states EQ as a different way of being smart. He also mentioned that researches shows that IQ accounts for only about 20% of a person’s life and the balance can be attributed to EQ. In this chapter, The author has suggested to learn to create own emotions as our responses are governed by our thoughts, by what we tell ourselves. Certain points made by author that I really can’t forget are:

- Your emotional make-up largely determines your professional success.
- In the corporate world, IQ gets you hired, but EQ gets you promoted.
- You need more than just your brains to run your business.

I would like to conclude this chapter with author’s lines that is EQ is a largely learned and continues to develop throughout life, as we keep learning from our experiences, our EQ keeps growing.

In chapter 2, author has thrown light more on EQ’s relation and its impact on our personality and right away he has mentioned that EQ is the unique interaction of both head and heart. To support that he has mentioned about a research from neurobiology which states that human being operate from two minds: the emotional mind and the rational mind. The harmony between the two minds is what constitutes emotional intelligence. Author states there really are no negative or positive emotions but there is a situation of low EQ and high EQ. How one behaves in certain conditions is dependent of the level of EQ. This chapter can be concluded by saying that emotional intelligence is the capacity to create positive outcomes in your relationships with others and your own. This includes joy, optimism and success in work, school and life.

In chapter 3, Writer has suggested some authentic points as to, how one can develop his/her IQ. The first point he has mentioned is that it is not fixed at birth. Which he has described in various examples and supporting statements under the topics such as early life experiences, EQ develops with maturity.

Author has stated that experiences shows that emotional development of children has by and large been neglected, especially in under-developed and developing countries. As a result children often bear the brunt of emotionally unskilled individual parenting and rigid cultural and religious tradition and it would be worthwhile to examine the psychology of child development to understand emotional development and it is to be noted that a child’s emotional education has to begin increasingly earlier and be more intense than ever.

In the normal course of lifetime, emotional intelligence tends to increase as you learn to be more aware of your emotions, to effectively handle distressing emotions, to listen and empathize; in short, as you become more mature your EQ increases. Emotional intelligence

develops with increasing age and experiences, as a person progresses from childhood to adulthood and men and women are equal in their ability to increase emotional intelligence. While women tend to be stronger in competencies base on empathy and social skills, men do better in those based on self-regulation. Thus this chapter can be concluded by saying emotions are a critical survival tool for human beings, and thus reduce conflict at workplace. It is heartening to note that emotionally intelligent parents, teachers, managers and professionals can help raise the level of EQ in others.

Chapter 4 throws light on the crucial skills that a manager must learn in order to be effective. The three dimensions of emotional intelligence described by author are EMOTIONAL SENSITIVITY, EMOTIONAL MATURITY AND EMOTIONAL COMPETENCY-represent these skills.

Author has quoted seven strong points to manage emotion in work as well as professional life. Such as learn to recognize your emotions in which he states that if one is able to do it as a basic then one would fully be able to manage them. And the person who does so has higher level of emotional intelligence. Then he has spoken about to empathize with others, which he describes as the ability to sense how other people feel and if managers begin thinking in terms of doing things for people, instead of to them, they will experience a positive change at workplace. Then he has discussed about developing high self-esteem, managing emotional upsets, to be an emotional winner, influencing people, managing anger etcetera.

This chapter is quite visibly focused towards managerial skills and making workplace a better world and in line with this writer has chosen some more point under management areas, where emotional skills can be developed to have gainful outcome, to pin are: corporate culture, Hiring, customer service, high technology management, turnover training, productivity, goal setting, emotional support and leadership.

Therefore this chapter can be concluded by saying that star performers' are skilled at sending emotional signals that make them powerful communicators, and enable them to sway an audience. That is, make them leaders.

Chapter 5, In this chapter author has given a deep review of all significant research work done in the field of emotional intelligence. The first step that he has started is with describing the basic phenomenon of emotional intelligence, in which he has taken definitions given by different authors. He himself has described EQ as the ability to understand and manage men and women, boys and girls to act wisely in human relation, also emotional abilities are essential to determine one's ability to succeed in life.

Second interesting part of the Chapter describes levels of EQ required for various jobs. We do understand that some jobs require and some do not require a great deal of emotional intelligence. Various jobs such as biochemist, billing clerk, forester, system analyst, mechanical engineer etcetera needs low level of EQ on the other hand bosses and leaders, in particular, should have high EQ because they represent the organization and they set the tone for employee morale also they need to understand their employee needs and provide them constructive feedback.

EQ in Indian perspective column says that Indian families are closely knit entities with visible emotional bonding. The members of the family are interdependent not only economically and socially, but also emotionally. He has also proved with his researches that is an impact of age on emotional intelligence and leadership behaviour, impact of marital status on emotional intelligence and leadership behaviour and impact of gender on emotional intelligence and leadership behaviour.

One more point, I would like to light here is, emotional intelligence and stress management, in this finding he has stated that in the realm of stress and its coping, the related variables such as managing emotions, empathy and handling relationship are likely to boost effective coping. Thus this chapter can be concluded by saying that psychological states do affect health and all negative moods does worsen health in both the short run and long run.

Chapter 6 provides few useful guidelines for training and development such as EQ Consultants can raise the EQ of employers/employees by giving them effective EQ training. This includes 4 phases in total, starting with preparation for change, training, transfer and maintenance and evaluating change. This chapter mainly focuses on developing these parameters to enhance organizational success only if the current interest can be drawn on promoting emotional intelligence at work as a sustained effort rather than just another management fad. It is important for practitioners to follow the guidelines based on the best available research.

There is a useful questionnaire is given named as EQ Test, altogether in a different chapter, which is also available on his website www.eqindia.com

Conclusion and suggestions

1. I found this book worth reading because of its nature of giving a thought. Every time I read the book I was able to analyze some of the instances from real life. One thing you can be assure of that every time you go to office after reading this book, your most of the responses will be in line with the, what you read in the book.
2. I would suggest the readers, from academic background, of this book that this book can be of a great piece of help for the class room teaching as it involves a lot of case studies and empirical researches. For corporate people it is a onetime read book as it provides useful thoughts to workplace life.
3. As this book is written in a very simple manner, it is easily Recognizable that thorough reading and comprehension will help produce better results. Reading this scholarly monograph will likely take more time than reading a novel, but will certainly provide more knowledgeable inputs than novels.
4. Methodology used by the author is completely and easily understandable as he has used maximum case studies to through light on his researches and to support his statements. Especially the questionnaire is best addition in the book to evaluate oneself to provide insights.