

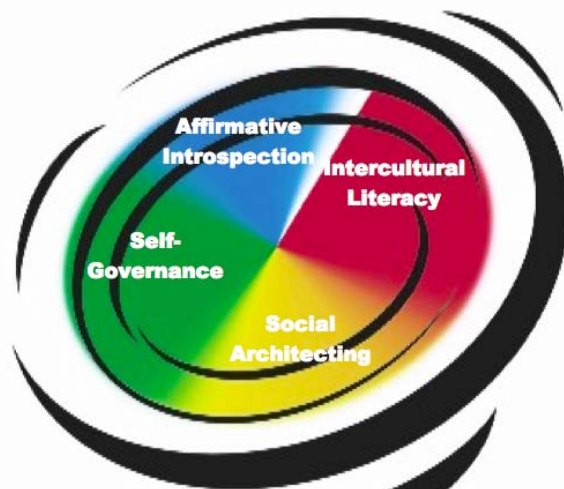
# Emotional Intelligence for Managing Results in a Diverse World: The Hard Truth About Soft Skills

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**W**hile human beings function on both rational and emotional levels, emotions are at the heart of employee energy, commitment and motivation. The need to deal with feelings is even more critical in today's diverse work world for managers who are bombarded daily with differences in areas such as values, language, behaviors, preferences and norms. Whether these unfamiliar ways are intriguing or confusing, frustrating or delightful, desirable or disagreeable, they have impact at a feeling level and produce an emotional as well as an intellectual response. These emotional reactions lead to behaviors that are effective or ineffective depending on the manager's ability to deal with feelings.

Emotional Intelligence competences that are essential for managers to cope successfully in a diverse world and give them the ability to develop collaborative and productive partnerships with employees of all backgrounds.

## Emotional Intelligence and Diversity



## Affirmative Introspection



- Knowing what makes me tick
- Being comfortable in my own skin
- Being in tune with my own biases and hot buttons

Self-awareness is a critical first step for managers in dealing effectively with differences. Understanding oneself and one's reactions to others provides the insight that is fundamental to managing emotional reactions and behavior toward others.

## Self-Governance

Destructive behaviors and ineffective interactions occur when powerful feelings triggered by differences guide actions. Self-Governance involves gaining mastery over the feelings such as anger, frustration and fear that impair manager employee relationships.



- Making ambiguity an ally
- Being my own change master
- Getting in charge of self-talk

## Intercultural Literacy



- Understanding cultural whys behind behavior
- Seeing the benefits and limitations of all norms
- Transcending my own perspective (empathy)

In a manager's diverse work world, understanding and managing oneself is not enough. Also needed is an understanding of others in order to figure out the reasons and meaning behind their behavior. This third competence involves understanding others' cultural rules, norms, and values, and being able to empathize and metaphorically walk in their shoes.

## Social Architecting

Finally, critical for managers is the ability to consciously and intentionally structure relationships and environments so that they are productive, fulfilling and satisfying for everyone. Fostering the concept of social architecting in a work group engages everyone in this process of intentionally building the work climate.



- Serving as a cultural interpreter
- Communicating effectively and resolving conflicts in diverse settings
- Structuring synergistic and compelling environments

# Benefits of Increasing Emotional Intelligence in a Diverse World

Put your managerial hat on and check off those benefits you'd like for yourself, for your team and for your organization.

FOR YOU...	FOR YOUR TEAM & ORGANIZATION ...
<input type="checkbox"/> Increased self-confidence	<input type="checkbox"/> Increased teamwork
<input type="checkbox"/> Decreased stress and worry	<input type="checkbox"/> Better ways to overcome resistance to change
<input type="checkbox"/> Enhanced satisfaction at work	<input type="checkbox"/> Improved communication and work relationships
<input type="checkbox"/> Increased joy and laughter in life	<input type="checkbox"/> Enhanced commitment, engagement and motivation
<input type="checkbox"/> Reduced frustration	<input type="checkbox"/> Increased flexibility
<input type="checkbox"/> More constructive ways of dealing with anger	<input type="checkbox"/> Decreased conflict and dissatisfaction
<input type="checkbox"/> Smoother, more harmonious relationships	<input type="checkbox"/> More positive attitudes
<input type="checkbox"/> Better cooperation from others	<input type="checkbox"/> Less complaining
<input type="checkbox"/> An end to getting "hooked" by others	<input type="checkbox"/> More productive problem solving
<input type="checkbox"/> A feeling of being more in control of your environment	<input type="checkbox"/> More creativity and innovation from diverse perspectives
<input type="checkbox"/> Increased understanding of others	<input type="checkbox"/> More openness, honesty and trust
<input type="checkbox"/> Ability to take more healthy risks	<input type="checkbox"/> Decreased turnover
<input type="checkbox"/> Ability to let go of unrealistic expectations	<input type="checkbox"/> Reduced time wasted on non-productive activity
<input type="checkbox"/> Increased skill in handling difficult conversations	<input type="checkbox"/> Fewer hidden agendas
<input type="checkbox"/> Better ways of dealing with the egos of others	

Whichever benefits you checked, gaining Emotional Intelligence and Diversity competences will help you achieve your goals for growth and effectiveness as a manager.

For more information go to: [www.EIDI-Results.org](http://www.EIDI-Results.org)