Abstract

Emotional, social and cognitive intelligence

When Emotional, Social and Cognitive Intelligences are used to manage one-self as a day to day practice, this will transcend in to all aspects of one’s life. Most people operate based on their emotions, and in those irrational thoughts, irrational decisions are made and that can be detrimental to all involved. Many theorists in the past have discussed emotions and social and cognitive intelligence, and one of those theories are Emotional Intelligence (EI). According to Psychologytoday.com “Emotional intelligence refers to the ability to identify and manage one’s own emotions, as well as the emotions of others”. When it is used on a frequent basis to manage life in an organic way it will make the work environment more harmonious, there will be mutual respect if each person has self-respect first. Values are individual, but virtues transcend through all, and all can relate to the them. Virtues meaning Love, Peace, Happiness, etc. All human beings want these basic qualities in their lives. In expanding further, Carl Jung was a theorist who created 4 stages of Life and they are the athlete, the warrior, the statement, and the spirit. When one can understand the four stages in Life, one can be successful in living a life to its full potential in this era. This study will take us through the 4 stages of Life and how to use Emotional, Social and Cognitive Intelligence and other methods in every aspect of life.

Introduction

These three intelligences are unique and distinct and should be addressed in steps to see how when one has gained mastery, all three will be in sync. When the Human resources Management (HRM) realize that they should be concentrating on the leader’s and the employee's emotional, social and cognitive intelligence, they will have a productive, engaged and untroubled workforce. The theorist has his/her own unique style of describing them and
giving techniques on how they can be used for transformation in the form of coping, understanding, empathy, intellectual scaffolding in every situation, in a space of clarity. How does one do that? The general population has been conditioned to immediately react to any kind of situation, that they might be presented with, when there is time to take a second to process the facts, it gives time to do an in-depth research, an opportunity to reflect and then respond, based on what was found out by themselves and not what someone else has presented. This will cultivate an effective leader in any industry.

**Emotional Intelligence theory**

There are several scholars who have written about Emotional intelligence and leadership; many agree that it is how one copes and expresses oneself through moods and emotions. It is paramount that it is understood that it plays an important role in the type of leader one is or going to be. If this is not at the highest level of functioning, it can be detrimental to the person, the employees and the business, which will suffer from the effects of burnout and productivity will endure the consequence. It all points to being able to manage oneself, typically there has been the directive that we have to manage how others feel about themselves and their work, and it has been proven that it is not effective. There are four major aspects of emotional intelligence, and that is how one manages emotions, expression, “appraisal and the use of emotion to enhance cognitive processes “(George, 2000). According to Herndon, 2018, EI is important both in the workplace and personal life interactions, It is the only way that a leader will be able to effectively motivate others. If they are stable in their interactions, they will gain trust from their team members and be proactive instead of reactive, be able intervene and avoid confrontational scenes. (Herndon, 2018). How does one know if a person has emotional intelligence, it is done by quantifying it by using Emotional Quotient (EQ)? It is substantiated by leading psychologists that will look at measurable data. They look at how successful a person is in a range of situations (Herndon, 2018).
Social intelligence

EI is the precursor for many skills and supportive models, and social intelligence is one of them. It is supportive to EI skills, then the social emotional intelligence will then be enhanced, and interactions will be much better. It supports the EI intelligence in many areas communication enhances, behavior can be regulated, and then better relationships are fostered, there is more sensitivity around issues, which is a transferrable trait for a leader. (Brackett, Rivers, & Salovey, 2011). Like EI it is a tool for understanding oneself and others intuitively, it guides and fosters excellent relationships. There are many different definitions of leaders, and one category is teachers. They must have social intelligence which includes intelligence content, which encompasses knowledge, skills, ability to relate to themselves in all situations, It is always the self-first and then others. How can one be an effective teacher in a content area if there is not socially and emotionally demonstrating in the areas of self? How can deflection be positive with the students in the classroom? This transcends into every profession, nationally and internationally In Kazakhstan they have not fully done research into this area, however they have looked at foreign resources to corroborate their findings. Communication is the key to being able to foster social intelligence, both receiving and sending information. (Yermentaeyeva, Aurenova, Uaidullakyzy, Ayapbergenova, & Muldabekva, K. 2014).

Cognitive intelligence

Job performance and cognitive intelligence are positively related how one is able to perform on tasks and how they are able to interact organizationally. They involve the activities of the job and are not aligned to being part of the job. It is a supportive and enhancing aspect of job performance, being able to know the facts, rules, regulation procedures technically. However, when an individual has low cognitive intelligence, it can be supplemented to get tasks done by high emotional intelligence. EI is the precursor for social intelligence. (Côté & Miners 2006).

The intelligences are intertwined they collectively add supportive methods in leadership and self-transformation. However social and emotional intelligence are most important; without that the, cognitive aspect of intelligence would not be able to be successfully implemented. It helps the leader to effectively motivate, build relationships with ones who are under their supervisory
care. There are different scenarios that drive when each one is used and being able to use each one when it is needed; it is a leadership skill that is an excellent quality. (Bass, B. M. 2002)

**Scientific Best practices**

Researchers have done studies to look at Executive groups who are high profile, to see how they compare to the general population, how effective they are when it comes to productivity such as profits, and retention, and how the employees are managed. The methodology approach that was taken was looking at the Emotional Quotient Inventory (EQ-i) A small core group of male and female executives were monitored. A total of 186, they was and they were asked them questions in a certain field. The top executives scored higher than the typical population. When executives showed higher levels of (EQ-i) it was because they were able to self-regard, show more empathy, good problem-solving skills, which is a combination of emotional, social and cognitive abilities. These findings aid in providing initiative, training, selection and professional development. (Stein, Papadogiannis, Yip & Sitarenios 2009)

**Supportive/Alternative Best practices**

A study looked at four companies and what they did was the questionnaires to the participants who did mindfulness, very close to meditation. In this case, a technique called Workplace Mindfulness Training (WMT) was implemented to address burnout and to make sure that the well-being of the individual supports the organization's culture and environment. Both intervention and preintervention methods were used. A told of 425 participated. When the intervention and preintervention methods were used it decreased the burnout and stress factors. The overall climate became much more of a team supportive environment, and performance indicators supported a positive productivity trend. It was suggested that more studies need to be done, more controlled randomized design.(Kersemaekers, Rupprecht, Tamdjidi, Wittmann, Falke, Donders& Kohl 2018)

**The four stages of Life – Carl Jung**

Car Jung addressed the different stages of life in a way which can be aligned very appropriately to the three intelligences. The first one is the Athlete. This is the self-serving stage in which one
is more narcissistic. One is more engrossed in one's own personal selfish identity. External is the sense of how one perceives how one looks. Even though it is a very body conscious stage, it does serve its purpose when it is understood fully. This stage is purposeful when attention needs to be paid to the body, weight loss etc. It is not good to get stuck here because then it is self-serving. This kind of trait will not allow one to be an effective team player, a leader or and be adequately social.

The Warrior being open minded has awareness of what he/she wants and, to be in life, setting life goals and prepare for his/her journey. It can both be in an extravertive or in an introvertive way. The statement is personal development of self, but this is the stage where others around are included, looking at how one’s action will affect those around them (DeVille, 2018). This is the Ubuntu stage which is of South African origin, meaning qualities that include compassion even if one has done something that is indifferent to the norms. These are essential human virtues. “I am because you are” Being compassionate and humane, where if one falls, the rest remind. We are all in this together, get up dust yourself off and join us. This is the development of a leader stag (Ifejika 2006).

The spirit which is the stage many may never achieve when one sees oneself as just a tiny molecule of the bigger grand picture. This comes when there is dedication to a religion, spiritual or self-actualization practice. It is a great stage to relieve oneself of struggles, disappointments, sorrow and challenges of life. There is a universal picture where each one shares a space for a short time. It is a transitional stage where some stay and some leave. Once steadied in that faith it gives the person true spiritual awakening. These four traits can also be the cycle of life. (DeVille, E. 2018)

**Dealing with Emotions**

When there is the presence of handling Emotions, it makes leaders be more present and have greater awareness when interacting with others. When time is taken to evaluate what truly is happening, a response happens in a more effective way. When those elements are absent, there is this constant barrage of reacting, which is not an effective way to lead. A complimentary
statement can be perceived as an insult or defamation of character, especially if this done in a public forum (Ekman 2004).

**Communicating Effectively**

Having effective communication skills will be the winning tool in all situations. It can calm or escalate a situation. The ability to have the skill to diffuse conflicts coincides with the intelligences; it means that all three are working simultaneously. The ability to have one's emotions all in check, understanding the social implications of the work environment, being able to cognitively put the whole scenario together and come up with a solution that will benefit the environment is great for the work culture, personal relationships and total strangers (Hunter 2004).

**Carl Rogers Theory**

He agreed with Maslow’s Hierarchy of Needs but expanded stayed that if a person needs to grow, there needs to be a genuine environment. Then there will be place for openness, self-disclosure and acceptance having unconditional positive regard and empathy. Also, he theorized that actualizing tendency supports development and growth in a positive way and supports that each one can realize their full potential. This also promotes the social aspect of intelligence. Dropping seeds helps to nurture the growth of a tree, in this case the work environment. According to Rogers, we need positive regard which consists of respect, acceptance, warmth or supportive behaviors that must be both unconditional and conditional coming from the self or others “(meaning the concept one holds of one-self as an emotional, cognitive, and behavioral being)”. Conditional positive regard means 'what is in it for me'. (You will only get a promotion if you get to work on time every day for a month). Conditions are put on this with regard. In unconditional positive Regard there are “no strings attached”. So even if you are late everyday, your work speaks for itself and you deserve the raise. It involves paying attention to how to overcome the lateness and looking at the quality of the work. We can also give ourselves positive regard. When you give regard, you receive regard automatically (Carlson, & Beins 2012). This is a variation of Carl Rogers Theory used for coaching.
Social Interaction in group settings

Group settings are something that one chooses to be a part of, and that could also include a workplace. There are scientific definitions of groups highlighting the importance of influence. The strength of the group defines that individual’s behaviors. Bruce Tuckman came up with the stages of group dynamics. Forming stage or initial stage, can also be the testing stage if the leader is not strong with the right leadership skills. They can lose the group dynamics in this stage. Storming stage can be when one or two will infiltrate the group and cause conflicts. Norming stage is where the development and dynamics of the group are cultivated. The leader takes charge and defines each person’s role. The Performing stage is where each member then applies their skills to their new role's successfully completing tasks. The leader of the group dynamics must have the skill to implement this effectively. (Holmes & Singh 2012)

Utilizing the Virtues

To transcend beyond religion, beliefs, everyone is searching for Peace, Love, and Happiness in their lives. Peace is a state of being calm with mental composure. In that state negative thoughts are unable to enter that consciousness of being; it creates a mental balance and equanimity.
Once the state of being of Peace is acquired, there is a balance of being contented, joyful, having stability in mental capabilities. If there is an understanding that virtues transcend throughout all, then it can be implemented with a practice of meditation. There is a meditation practice called Raj Yoga meditation that teaches individuals how to stabilize their thoughts, actions words and deeds. They provide teachings to business organizations doing workshops. Regular meditation sessions have helped transform the individual’s thoughts and the environment in which they interact. A virtuous being is a happy being. (Jagdish 1988)

Virtues in the workplace have been researched and there is a “return to virtue ethics” (Crossan, Mazutis & Seihts, 2013). They are described as intrinsic qualities that lie within us. When they are presently actively engaged, it will be seen, and others will appreciate those qualities. These virtues shape the character of a person. Greek philosophers such as Plato and Aristotle suggest that the goal of human beings is to live a life of excellence through virtues. They want to live in a “good society” and that means Happiness. There are other transcendental virtues such as having wisdom and courage. The question is whether it is human nature to be virtuous or not? (Crossan, Mazutis & Seihts 2013). When we look at human behavior, we see that joys of life give much more happiness than sorrow.

**Conclusion**

When looking at all three intelligences, Emotional, Social and cognitive they are all connected and are not successful, if they are used on a standalone basis. Different best practices have been shown along with theories and methods for transformation into being an effective leader that will transcend into effective employees who will increase productivity along with a harmonious environment. Carl Jung's stages of life remind us not to stay at the athlete stage but to transcend through the 4 stages which are the athlete, warrior, the statement and the spirit.
References


Fig 1: A Coaching Model Created by Mutriba Karimova retrieved from https://coachcampus.com/coach-portfolios/coaching-models/mutriba-karimova-client-centered-approach