EMOTIONAL INTELLIGENCE (EI) AS A COPING STRATEGY
WORKPLACE BULLYING NEGATIVE OUTCOMES

Presented by: Sheridan Abraham
PSC Anti-Bullying Committee
City University of New York, York College
FORMAT OF PRESENTATION

• Workplace Bullying Definition
• Who experiences Bullying In the Workplace
• What are the Negative Outcomes
• Questionnaire (Poll)
• Emotional Intelligence Definition
• Questionnaire (Poll)
• Conceptual Model
• Conclusion - Recommendations
Workplace Bullying Defined

- “WORKPLACE BULLYING IS REPEATED, UNREASONABLE ACTIONS AIMED AT INTIMIDATING, HUMILIATING, DEGRADING OR UNDERMINING AN EMPLOYEE OR GROUP OF EMPLOYEES. BULLYING MAY CREATE A RISK TO EMPLOYEE HEALTH AND SAFETY.”

- The central tenet of Bullying is for one to claim more territory than they are entitled to”

- Conservation of Resources theory explains that people try to protect resources when threatened

- Called by different names in different culture – e.g., Bullying, Mobbing, Aggression, and other names

- Bullies are typically Supervisors, Managers, but could also be Colleagues, or anyone in the workplace who believe they need to protect their territory

- Bullying creates feelings of inferiority, stress, mental issues, sicknesses, lack of confidence, it undermines the individual

- If it is a once incident not considered bullying instead repeated acts over a six-month period or more

- If not challenged, or reported then the behaviour persists and gets worst
Workplace Bullying – Who reacts/suffers

- **Bullied** – The person being abused suffers, this is the victim
- **Witnesses** – Those employees who witness the abuse also experience negative issues
- **Organization** – The organization itself also suffers because moral drops, productivity drops, motivation drops, absenteeism increases, turnover intentions increases,
- **Employees** leave without sharing reason for leaving, promotes toxic environment, loss of understanding how to correct situation
- Lack of trust, Lack of Positive Organizational Support, Staff feel unsupported
- Affects **organization bottom line** due to constant recruiting costs
Examples of Bullying

- Someone withholding information which affects your performance
- Being humiliated or ridiculed in connection with your work
- Being ordered to do work below your level of competence
- Having key areas of responsibility removed or replaced with more trivial/unpleasant tasks
- Spreading gossip or rumors about you
- Being ignored or excluded or facing hostile reaction when you approach
- Being shouted at or the target of spontaneous anger
- Hints or signals from others you should quit your job
- Persistent criticism of your work and/or excessive monitoring of your work
- Having allegations made against you
- Being exposed to an unmanageable workload
- Threats of violence or physical abuse or actual abuse
AFTER REVIEWING THE ABOVE LIST

• HOW MANY PEOPLE CAN SAY THEY HAVE EXPERIENCED BULLYING IN THE WORKPLACE?
  • YES:
  • NO:
  • NOT SURE:
Emotional Intelligence (EQ) Defined

• **THE ABILITY TO PERCEIVE, UNDERSTAND, MANAGE AND USE EMOTIONS EFFICIENTLY TO FACILITATE THINKING AND DEAL WITH OTHERS.** (MAYER AND SALOVEY (1990, 1995)

• No known connection between EQ and IQ, two distinct concepts
• IQ is your ability to learn, it is the same at 15 as it is at 50 years
• EQ is a fundamental element of human behavior
• EQ is an essential part of you as a whole person
• It is a set of flexible skills that can be acquired with practice
• Some people are more emotionally intelligent than others
• You can develop these skills even if you are not born with them
• Plasticity – Neurologists term that describes the brain’s ability to change/learn/adapt
• Link between the brain’s rational and emotional communication is the source EQ
EQ Critical Skills

Emotional intelligence is the foundation for critical skills.
EMOTIONAL INTELLIGENCE POLL

- I expect I will do well on most things I try
- When faced with obstacles I remember times I am faced with similar obstacles, and I overcome it
- Emotions are one of the things that make my life worth living
- I am aware of my emotions as I experience them
- I am aware of non-verbal messages I send out to others
- It is difficult for me to understand why people feel the way they do
- Other people find it easy to confide in me
- By looking at facial expressions, I recognize the message others are sending
- When I am in a positive mood solving problems is easy for me
- I motivate myself by imagining a good outcome to tasks I take on
- I help others feel better when they are down
- I have control of my emotions
EMOTIONAL INTELLIGENCE POLL

• NOW THAT WE HAVE REVIEWED THE SKILL SET OF EMOTIONALLY INTELLIGENCE, DO YOU BELIEVE:

• 1) YOU POSSESSES THESE SKILLS
   • YES_________   NO_________   MAYBE_________

• 2) CAN YOU LEARN THESE SKILLS
   • YES_________   NO_________   MAYBE_________

• 3) SHOULD THE EMPLOYER PROVIDE COURSES TO TEACH THESE SKILLS
   • YES_________   NO_________   MAYBE_________
HOW WE CAN USE EMOTIONAL INTELLIGENCE TO COPE

• Research has shown the EI is a strong predictor of the most powerful emotional social intelligence (ESI) competencies.

• Highly Emotionally Intelligent people are better able to succeed and cope.

• These skills impact psychological health such as:
  • A) The ability to manage emotions and cope with stress
  • B) The drive to accomplish personal goals that lead to a meaningful life
  • C) The ability to verify feelings and thinking
  • Emotionally intelligent people possess the ability to understand and problem-solve situations

• Therefore, people who have deficiencies in these skills may experience anxieties and inability to manage stress.
EMOTIONAL INTELLIGENCE

• Emotional Intelligence (EI)
  • Personal Competence (What I see)
    • Self-Awareness
    • Self-Management
  • Social Competence: (What I Do)
    • Social Awareness
    • Relationship Management
CONCEPTUAL MODEL

- EMOTIONAL INTELLIGENCE (EI)
- PERSONAL COMPETENCE (WHAT I SEE)
  - SELF-AWARENESS
  - SELF MANAGEMENT
- SOCIAL COMPETENCE: (WHAT I DO)
  - SOCIAL AWARENESS
  - RELATIONSHIP MANAGEMENT

Workplace Bullying → Stress → Turnover Intentions & other Negative Outcomes

Social Networking Behaviors
Personal Competence (What I see)

• THE ABILITY TO MONITOR ONE’S OWN AND OTHER’S EMOTIONS, TO DISCRIMINATE BETWEEN THEM AND USE THE INFORMATION TO GUIDE ONE’S THINKING AND ACTIONS. (MAYER AND SOLOVEY, 1990,1995)

• Self-Awareness
  • Are you aware of your own emotions? Are you aware of others emotions?
  • Are you in tuned with emotions and where they stem from? Is it from stress, hurt, anger, joy, happiness, contentment or other sources?

• Self-Management
  • Do you understand the differences in your emotions, and can you use the information to guide your thinking and actions?
  • THE ABILITY TO PERCEIVE, UNDERSTAND, MANAGE AND USE EMOTIONS EFFICIENTLY TO FACILITATE THINKING AND DEAL WITH OTHERS
Social Competence: (What I Do)

• **EI IS THE ABILITY OF SOCIALY AND EMOTIONALLY INTELLIGENT PEOPLE TO RECOGNIZE AND COMMUNICATE THEIR OWN EMOTIONS AS WELL AS TO UNDERSTAND THE EMOTIONS OF OTHERS** (Goleman (1998))

• **Social Awareness**
  - We are all social individuals. So, can we socially recognize and communicate our own emotions?
  - Do we understand the emotions of others?

• **Relationship Management**
  - This model of EI is trait-based, which means it incorporates personality
  - It is based on self perceptions, how you think about yourself and others.
  - It is about managing your relationships and developing the ability to understand and problem-solve
THE GOOD NEWS

• It is a set of flexible skills that can be acquired with practice

• We can develop the ability to manage and cope with workplace bullying

• We have the ability to verify and manage our emotions

• We can use these skills to drive and accomplish our professional and personal goals

• Management, and administration buy-in in sending a clear message that workplace bullying will not be tolerated

• Offer training of the identified skill set to promote a culture of well-being and Positive Organizational Support (POS)

• In the long-run eradicate the workplace bullying and promote a healthy environment
THANK YOU

• Q & A