

"Emotional Intelligence, a Core Competence" Future Organisational Perspective

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Abstract

Back Ground: 'In the 1990s managers will be judged on their ability to identify, cultivate, and exploit the core competencies that make growth possible -indeed, they'll have to rethink the concept of the corporation itself.' C K Prahalad and G Hamel 1990. Hypothesis: "Every organisation has their core-competencies; however Emotional Intelligence as a core competence will be look forth and churn out by organisations, in days to come to emerge as market leaders.

Index terms—

1 I. Introduction

ore competencies are those capabilities that are critical to a business which enable a firm to achieve competitive advantage. The starting point for analyzing core competencies is recognizing the competition between businesses. Senior management cannot focus on all activities of a business. So the goal is for middle and lower management to focus attention on few competencies that really affect competitive advantage.

2 II. The Work of Hamel and Prahalad

The central idea of core competency that was developed by C.K. Prahalad and Hamel is that over time, companies should develop key areas of expertise which are distinctive to that company and critical to the company's long term growth.

In management scenario, the new success mantra, Emotional Intelligence is making rounds.

3 If Emotional Intelligence is developed as Core

Author: e-mail: h1969g@gmail.com Competence will ultimately make significant contribution to the perceived customer benefits of end product where in people will align themselves with the organisational demands and excel in a team.

In today's environment of intense global competition, every business must focus its time and resources on developing core competencies and then creatively applying them to an ever-changing market, to remain competitive.

C. K. Prahalad, who worked extensively on successful organisations analysed that organisations are meeting the global challenges, after gaining core competencies, which are not imitable by others. Core Competency could be strong communication, involvement, or deep commitment across the organisations and portray the strength of organisation and could be in any field.

Core Competence can be brought out merely by Team Work. It involves people at various functions and at all levels. Core Competence provides potential access to a wide variety of markets.

Core Competence will ultimately make significant contribution to the perceived customer benefits of end product. Core Competence is built through a process of continuous improvement and enhancement that may span a decade or longer. Any company that fails to invest, develop and build Core Competence, then fate of the organisation totally gets ceased.

4 a) Will entrepreneurs timely develop new Core competencies?

The entrepreneur always searches for change, responds to it, and exploits it as an opportunity.

9 F) IS EMOTIONAL INTELLIGENCE AS CORE-COMPETENCE A NEW DEVELOPMENT?

"Peter F. Drucker" If the entrepreneurs need to practice innovative methods to acquire competitive advantage then they need to innovate nurture and develop core competencies.

5 b) Emotional Intelligence, untapped Competency by Entrepreneurs

There are several competencies that were tested and proven by successful. However, latest Management mantra for success, Emotional Intelligence is unexplored. Development of Emotional Intelligence levels and converting organisations to Emotionally Intelligent organisations is to be focused as major core competency.

The untapped area by an entrepreneur for establishing his empire is development of Emotional Intelligence levels of his team. The Emotional Information that emanates from the mind of entrepreneur has to be effectively received by all his team members. Then the whole team works in tandem and harmony.

This Emotional Information that gets generated from mind of entrepreneur has to be effectively transformed to individuals and create passion. From passion develops the zeal to perform. If individuals cannot align their passion with the passion of the entrepreneur, whatever strategies an entrepreneur formulates, will go in vain and organisation may not reach the expected heights.

Few companies across the globe have realised the importance of Emotional Intelligence and started measures to focus and enhance the levels of Emotional Intelligence among the team members.

A few years ago, Harvard Business Review published an article on emotional intelligence which attracted a higher percentage of readers than any other article published in that periodical in the last 40 years. It was found that maximum copies were bought by the organization Johnson & Johnson. The CEO of Johnson & Johnson was so impressed with the article; he sent copies to his entire work force, including 400 top executives in the company worldwide.

6 c) Why Emotional Intelligence as Core Competence

Emotional Intelligence should be nurtured as Core Competence, because it aligns the minds of individuals and set them to be on same track and create winning essence.

7 d) How Emotional Intelligence creates Winning

Essence Emotional intelligence is an art exhibited by a leader, in transferring the information emotionally to people in his team. Similarly it is an art exhibited by team members to capture the information that has emotionally emanated from minds of their leader.

Emotional information is one of the primary forms of information that human beings process. That doesn't mean that everybody has to process it well. But it also does not mean that it is circulating around us. Certain people who can pump it and who picks it up can perform certain tasks very well that others cannot perform.

Emotional Intelligence develops feel and passion towards the tasks an individual strives for. If information about the task is well carried forth then people can correlate with the task and identify their roles and fight unanimously.

To bring this passion and creating task as common tasks, organisations should focus on Emotional Intelligence as core-competence.

8 e) Can Emotional Intelligence be treated as Core-Competence

A core competency is a knowledge, skill, or ability that contributes to successful completion of a task on the job. Core competence is something a company does especially well relative to its competitors.

Emotional Intelligence can be groomed as corecompetence as it is a basic skill that is exhibited by only few people. All the people who have shown and exhibited are all successful in achieving their vision.

Emotional Intelligence enables individual to read other persons mind and grasp the essence that was emotionally portrayed through their feelings, and setting goals and synchronizing his goals with the rest and achieve together.

Emotional Intelligence develops a positive climate in organisation where in idea transformation happens freely and knowledge sharing takes place and people will develop accountability and react to all situations positively.

9 f) Is Emotional Intelligence as core-competence a new development?

In our Indian Mythology, Emotional Intelligence has been extensively projected and extremely exemplified.

Indian calendar is said to have four yugas-they are as follows 1—Kruthayugam—The first Yuga 2—Tretayugam—The second Yuga 3—Dwaparayugam—The Third Yuga 4—Kaliyugam—The Fourth Yuga.

The fourth and last Yuga-Kaliyugam is in process.

Though for the first time, Emotional Intelligence was communicated both verbally and situationally during third Yuga-Dwapara-it has been repeatedly emphasized and shown in various forms with many examples to man kind.

Lord Rama, of Tretayugam, Second age has demonstrated Emotional Intelligence and shown the art of Emotional Intelligence. The Core-Competence that Ram exhibited against his competitor and won the battle was Emotional Intelligence.

The Mission of Ram became the Mission of his team; every individual in the team had one purpose and goal. The responsibilities of individuals in team were clearly specified. They all fought together and achieved success.

The essence that has emanated from the emotions of Ram was captured by all team members.

Volume XIX Issue V Version I16 (A) III. Emotional Intelligence a Core- Competence of Lord Rama in Ramayana

The theme of Ramayana as popularly known is the conflict between Ram and Ravana.

In the Indian context Ramayana and Mahabharat have set norms of epic.

Ramayana consists of seven 'Kandas' or volumes depicting the story of Ram, who is expected to be crowned in the near future, but suddenly one of his stepmother, Kaikeyi, remembers to have a privileged right to ask for anything from her husband, king Dasaratha.

She asks for the throne in favor of her true son, Bharatha, and puts a condition to eldest son of king, Ram, to be expatriated. Ram, along with his wife and brother, leaves for forest to spend fourteen years. In the forest, Ravana, a king of demons, abducts Sita, the wife of Ram. Ram with the help of monkeys such as Hanuman, bears and other animals and tribals fought victoriously against Ravana, killing many of Ravana's army, and came back to Ayodhya, the capital of his kingdom.

Outwardly it's a story of abdication and a war for right principal and re-induction to the throne. Ramayana is idealistic in the handling of human characters. It has personified idealized human values and ethical and moral values in the form of Ram.

Ram after leaving kingdom Ayodhya, along with his brother, Laxman and wife Sita, resides in forest as per the wish of his mother. However, in forest, wife Sita gets abducted by Ravana. In search of his wife, Ram along with his brother wanders through out forest. In between they meet a King Bird Jatayu, which on death bed, gave clue and as per the directions received from king bird, both proceed accordingly and meet an old tribal lady Sabari, who further gives direction to meet Sugreeva, King of Monkeys and accordingly both brothers proceed towards the kingdom of Sugreeva "Kishkindha".

10 IV. Emotional Intelligence Displayed by Ram

Ram and laxman are only two persons. They do not know the whereabouts of Sita. Their mission is to find out where Sita is—and who has abducted and finally freeing her from the abduction site. To fulfill the mission, they require support.

After seeing the emotions that aroused from two brothers, tribal woman Sabari, has suggested that they both can make friendship with King of Monkeys-Sugreeva, who can help them in fulfilling the mission.

Sabari has understood the Emotions that aroused very well from Ram and Laxman and accordingly gave the direction that has facilitated both brothers in achieving their mission-finding Sita and getting her back-the first move they took was to Kishkindha-Dynasty of Sugreeva.

Both Ram and Laxman did not overrule the suggestion and responded to her idea and took steps towards Kishkindha. They both felt the suggestion given by Sabari-as genuine-and her feelings touched upon their transcendental strings and they succeeded.

11 a) Hindrance to Emotional Intelligence as Core Competence

The only major hurdle that hinders in identifying Emotional Intelligence is the suspicious about people. Suspicion on inter personal feelings. Suspicion is the Major hindrance which stops Emotional Intelligence levels.

Whenever two individuals interact first they become suspicious on each other. To remove the suspicious condition and to allow the free flow of thoughts, there should be open and free communication flow between the two.

Whenever any new inhabitant comes in to a dynasty/ organisation, people have their apprehensions and develop fear-a major human Emotion and would not open up freely.

If the rapport gets established between the two, then the Emotional Intelligence levels between persons increases.

When both Ram and Laxman entered the abode of Sugreeva, Kishkindha, they are watched from far off by Sugreeva and his followers. Sugreeva becomes suspicious. He felt they could be spies of his brother turned foe Vali. Hanuman, at the behest of Sugreeva, approaches Rama and Lakshmana in the guise of an ascetic (sanyasi form).

The reason to change his original form to that of a sanyasi is that, the intruders in this area Rama and Lakshmana appear in a self-contradictory personage. By their body built, striking features, wielding armory they look like kings or emperors.

But when it comes to their dress and hairdo, they are almost like hermits. Sugreeva is well aware of political milieu and enemy's tactics, and thus asked Hanuman not to approach them in his original monkey form.

Equally well, Rama and Lakshmana doubt the entry of an ascetic i.e., Hanuman in that guise, into this

uninhabited place, and they wait cautiously till Hanuman reveals himself. All HR professionals in organisations should align these types of strategic emotional alliances and pave for organisational success.

Hanuman played his role well, shown the skills perfectly and portrayed the role which current day HR Person essays, to string the senses of his team After initial enquiries from both sides, Lakshmana explains about Sita's abduction and their inability to trace her whereabouts. As informed earlier by a demon freed from his curse and who became a celestial, Lakshmana says that they are searching for one Sugreeva, King of Vanara-s, to befriend him in order to take help in searching for Sita.

From here up to Sundara Kanda, Hanuman's words and actions are of a typical HR persona. Ram analyses Hanuman, by the way of his expressiveness, politeness and submission. In mythology, Hanuman is taken as the Veda Vedaanga Paarangatah, Buddhimataanvaristah, cleverest of the clever. He is the supreme scholar, teacher, and the cleverest. He allowed Ram to express his feelings and given assurance that his team members and king would support him in fulfilling his mission.

Hanuman who is on a mission to befriend these two warriors, as instructed by Sugreeva comes to a conclusion that the needs of both the friends would be fulfilled. Then Hanuman takes the two bothers on his back to the place where Sugreeva is hiding from Vali.

12 c) Facilitation of Emotional Intelligence

Seeing opportunities and driving the people by aligning emotions to success is the major contribution that was depicted by Hanuman and this skill is to be played by all the leaders in an organisation. Identifying Emotions and Alignment of emotions is the first step in building Emotional Intelligence as Core-Competence.

Hanuman fetches Ram and Lakshmana to Sugreeva, and reveals the story of Ram and tells Ram in front of Sugreeva, how Sugreeva was dethroned by his brother Vali and how Vali abducted his brother Sugreeva wife Tara and captivated her. He expressed story so emotionally and said that both need help of each other and both mutually can help each other and be victorious. Hanuman advises Sugreeva to befriend Rama. Accordingly Ram and Sugreeva take the oath of friendship before an altar of fire and Ram assures to eliminate Vali the vice, from the face of earth.

After befriend Ram, Sugreeva promises him to bring back Seetha from whatever place she is held captive. He informs that he has seen one lady traveling overhead in the sky while being abducted. He also says that the lady while being abducted has dropped her ornaments wrapping in her upper cloth at their place atop the mountain. Then Sugreeva shows the ornaments to Ram asking him to identify them. Ram recognizes the ornaments and the upper cloth of Sita, and angered at the scandalous act of abduction he avows to eradicate that demon along with his clansmen.

By seeing the ornaments and after recognizing that saree piece was Sita's, ram breaks down. Sugreeva consoles Ram and says "when four Veda-s were stolen by demons called Madhu and Kaitabha, Vishnu retrieved them, in his Fish incarnation. Again when demon called Somakaasura stole them, Vishnu in the form of Hayagreevan, Horse-faced Divinity, retrieved them. Hey Ram, to me you are looking like Vishnu. Do not worry, Sita would be searched and relieved from the clutches. Here he compares Sita with Veda-s that cannot be humbled down or controlled, or stolen by any single being.

Sugreeva finally assured Ram "Hey Ram, though Unfamiliar is the residence, or capability, or valor, or lineage of that sinning demon, I sincerely put efforts, and see to it that you get back Sita. I therefore, strive to make effort and strategize how Ravana be killed along with his henchmen, and as to how you pride yourself thereby. I assure you that I will make it happen in that way in no longer a time.

By talking in a wavelength that matched wavelength of Ram, Sugreeva has touched up on feelings and given a confidence to his friend Ram that it will happen.

Understanding the feelings of others, responding to it and taking necessary actions by giving positive assurance is the prima-facie in building Emotional Intelligence.

Emotional Intelligence develops a positive aura. Responding to others cause and feeling that cause as self cause and fighting together and achieving success is Emotional Intelligence.

This skill in human beings in every organisation has to be groomed and developed as core competence which definitely paves for the success of organisation.

13 V. Methods of Grooming Emotional Intelligence

It can be done through coaching and counseling and clearing misunderstandings between individuals, giving clarity and removing doubts and apprehension there by building assurance, creates a strong bond between employees.

Emotional Intelligence develops Assurance. It pacifies consoles and makes an individual understand the problem. It requires pacifying/ counseling/ confidence enhancing skills.

This transformation of Emotional Essence involves three parameters:-Volume XIX Issue V Version I 18 (A)
a) Empathy

People in the team should respond to the message that was communicated by their leader. They should literally take the message and live on. The way message has come from lord Ram which was emotionally communicated that way people in organisations should feel to the issues and problems as theirs and should react positively and to strive for it.

14 b) Winning Essence

The zeal to win should push the fervor to each and every cell and get communicated to register finally in the mind. There should develop a consciousness. Everyday, even in dreams the only thing that should get reminded is victory.

15 c) Direction

This homogeneity in mind should make the thought process clear and has to develop a direction that facilitates people to automatically get bounded to the leader and stay focused. Facial expressions such as happiness, sadness, anger, and fear, were universally recognizable in human beings. The capacity to accurately perceive emotions in the face or voice of others provides a crucial starting point for more advanced understanding of emotions. Individuals working in teams and also leaders managing teams need to develop this skill. Unless emotions are perceived and understood by leader and followers and vice versa, the communication cannot be said to be live and effective. Any strategic communication should be done with emotional touch.

16 b) Using Emotions To Facilitate Thought

Whenever something is said emotionally, it gets registered in brain that affecting the thought process. The mind will get tuned to the activity on which it got focused.

Hence leaders in organisation should understand the capacity of the emotions and realize how the emotions enter and guide the cognitive system and promote thinking. In general anything an individual responds emotionally grabs his attention and facilitates the thought. Having a good system of emotional input, facilitates direct thinking toward matters that are truly important.

17 c) Understanding Emotions

Emotions convey large information's. Each emotion conveys its own pattern of possible messages, and actions associated with those messages. Understanding emotional messages and the actions associated with them is one important aspect of this area of skill.

Once a person identifies such messages, he starts analyzing them and develops passion. With out understanding the Emotional meaning passion does no develop on the communication delivered and person interest would lack in Individual.

18 d) Managing Emotions

Finally, emotions often can be managed. A person needs to understand which all those emotions that convey information.

19 VII. Implication of Emotional Intelligence as Core Competence

There are several examples in corporate world where Emotional Intelligence has played a crucial role in success of special tasks under taken by task teams in corporates.

20 a) Mission failing in creating an Emotional Aura

If Emotional Intelligence is not exhibited by top management, several pet projects of management may not get succeeded and collapse.

Failing to show skills of Emotional Intelligence has lead to failure of pet project by Videocon in the start up phase.

Videocon Industries, Is 22,000 crores vast business conglomerate having varied businesses ranging from consumer durables to construction, oil & refineries to entertainment, Educational Institutes, Hospitals, to glass shells, On-line lotteries to movies and hence forth. The core competence of the group is in to electronics involved in manufacturing Consumer Electronics that include C TV's & B/W TV's and Home Appliances that include Dishwashers, Refrigerators, Washing Machines, AC's, Microwave ovens, and multipurpose washers.

Videocon has also taken under its umbrella world-renowned brands like AKAI, Toshiba, Sansui, Kenstar, Electrolux, Kelvinator Hyundai, and Daewoo. The group has forayed in to retail marketing and established next-showrooms all across the country.

The promoters of the organisation felt for the business process re-engineering and accordingly have identified several areas for improvement and accordingly formed Business Innovation Team, which has recommended for SAP implementation as an ERP tool across the group. The first phase was planned for six months.

The mission was SAP-Implementation. It was designed by Top Management after series of brain storming exercises. Every individual in top management segment felt the program would be well received by the people in organisation, as it is designed and framed by few technical savvy employees, who are re-designated during the phase as internal consultants, who with help of SAP consultants can able to give a frame work and SAP structure.

The program went on well and the consultants, both internal and external strived and set up the ERP structure. It was thoroughly tested and customized as per the requirements of group.

After implementation, the usage of the program was not up to mark as the people felt the drive would facilitate management in cutting employees and would be used for the downsizing.

After implementation of SAP, people continued to capture data in excel ignoring SAP and all the amount that vested in its implementation went in vain.

Unable to understand the mood of employees and distancing the fear was the un foreseen problem faced during the whole exercise. If management was cautious and had Emotional Intelligence as a tool would have take steps to gauge the feelings and emotions of several end-users, the employees dealing day to day operations. People had their own apprehensions which never got communicated to the top management, who were all confined themselves in drawing strategies.

21 b) Emotional Intelligence as Successful core competence

Sheila Heinze, president of SM Consulting, an IT consulting firm, was responsible for the overall prospects of the company that has grown 625% in the past five years compared with an industry growth rate of only 31%.

The factor Emotional Intelligence, a core competence, has set this happen What sets SM Consulting apart from most other IT consulting firms? SM Consulting sales staff members are required to know as much as possible about a prospect before they even pick up the phone. They are to find out the problems and challenges that the customer s company is going through. These practices have become even more important as SM Consulting started targeting new customers in a different industry segment.

"We were able to gain instant credibility by having knowledge of what his pains might be and some potential solutions to those pains, "Heinze explained after her sales team met with a potential customer. One contact alone brought a \$250,000 project that Heinze described as a great potential for add-on business.

Without knowing this skill as Emotional Intelligence, Heinze has shown across the group and led to victory of the group.

SM Consulting keeps developing core competencies as they expand into new industry segments. Having knowledgeable sales personnel who do their homework allows SM Consulting to obtain a competitive advantage and considerable success in a changing industry environment.

22 c) Benefits of Emotional Intelligence as Core-Competence

People with Emotional Intelligence will be good at establishing positive social relationships with others, and avoiding conflicts, fights, and other social altercations.

They're particularly good at understanding psychological implications of their communications and fore see the problems that might erupt during implementation.

23 d) What Emotional Intelligence as

24 i. Compassion

Emotional Intelligence as a Core-Competence helps to develop same wavelength as the other person -knowing what they are feeling, their concerns and motivations (also known as establishing rapport, and/or empathy) -often takes time, effort and concentration.

This understanding provides a common ground between the two people. This core competence, between two individuals, improves the understanding of what the other person is saying, and helps them work more productively together.

Therefore, a key aspect of emotional intelligence is being able to use, and develop, Compassion skills when dealing with other people.

25 ii. Assertiveness

People also often take more notice of the person they are dealing with if that person is able to give clear information about what they want, to be upfront about things that matter to them, and the ways in which the other person is upsetting or annoying them. But few people respond well to someone who makes a series of strident demands or complains constantly. Instead, they are more likely to respond favorably if the other person makes it clear what they want in a non-threatening, but firm way.

Therefore, this skill of assertiveness is also a key aspect of emotional intelligence.

26 iii. Resilience

Most of us come under pressure at some time or another. We may call this stress, overwork, or give it another label. But the result is often the same. We become angry, intolerant and incapable of functioning in our normal way. To others, these changes can appear as hostility, anger or aggression, and usually make it difficult for them to deal with us productively. Our own work may suffer too, as the pressure leads us to make mistakes, take the wrong decisions or let important things slide.

Being able to recognise these pressures and find ways of dealing with them in a less negative way is the skill of Resilience. Resilience is another key aspect of emotional intelligence that gets groomed as Core Competence VIII.

27 Conclusion

Core Competence is built through a process of continuous improvement and enhancement that may span a decade or longer, If Emotional Intelligence is built as Core Competence, it creates wonders to organisations.

Company's core competence enables an organisation to develop new products or services that successfully meet ever-changing market demands and emerge victoriously. Thus, Organisational core competence is like its secret to success.

Emotional intelligence is required to help entrepreneurs in running through all emotionally demanding days of Business Process Re-engineering and Change Management Exercises.

At the highest level, a company develops new core competencies as well as expanding existing ones in order to enter new and future markets. A company at this high level of functioning should recognize the needs and wants of customers in both new and future markets and to understand and meet the requirements of the customers. Hence each and every employee at top management cadre requires Emotional Intelligence.

Understanding what Customer requirements, transcribing them down the line to internal employees, bringing synchrony in wavelength between customers and internal employees is the skill that people learn through Emotional Intelligence. This, as a corecompetence, facilitates the company to establish as market leader and it would become most after sought organisation among customers.

Emotional Intelligence as core competence helps employees of organisation to penetrate the mind of the customer and serve him before he raises order.

Core Competencies are not seen as being fixed. Core Competencies change in response to changes in the company's environment. They are flexible and evolve over time. As a business evolves and adapts to new circumstances and opportunities, so its Core Competencies will have to adapt and change.

However, whatever changes the business undergoes and proceeds, human relations, values and behavior also changes. No two individuals are equal. So, Emotional Intelligence Experts cannot have same formula in dealing the mind sets. As brand strategists strategize according to brands, similarly HR professionals need to strategize as per the mind sets and prepare employees to meet organisational challenges. Emotional Intelligence as core Competence is going to rule the corporates in days to come and plays a major role in organisational success. Human Behavior is most volatile and highly dynamic hence Emotional Intelligence is to be developed as most volatile and crucial successful Core Competency.^{1 2}

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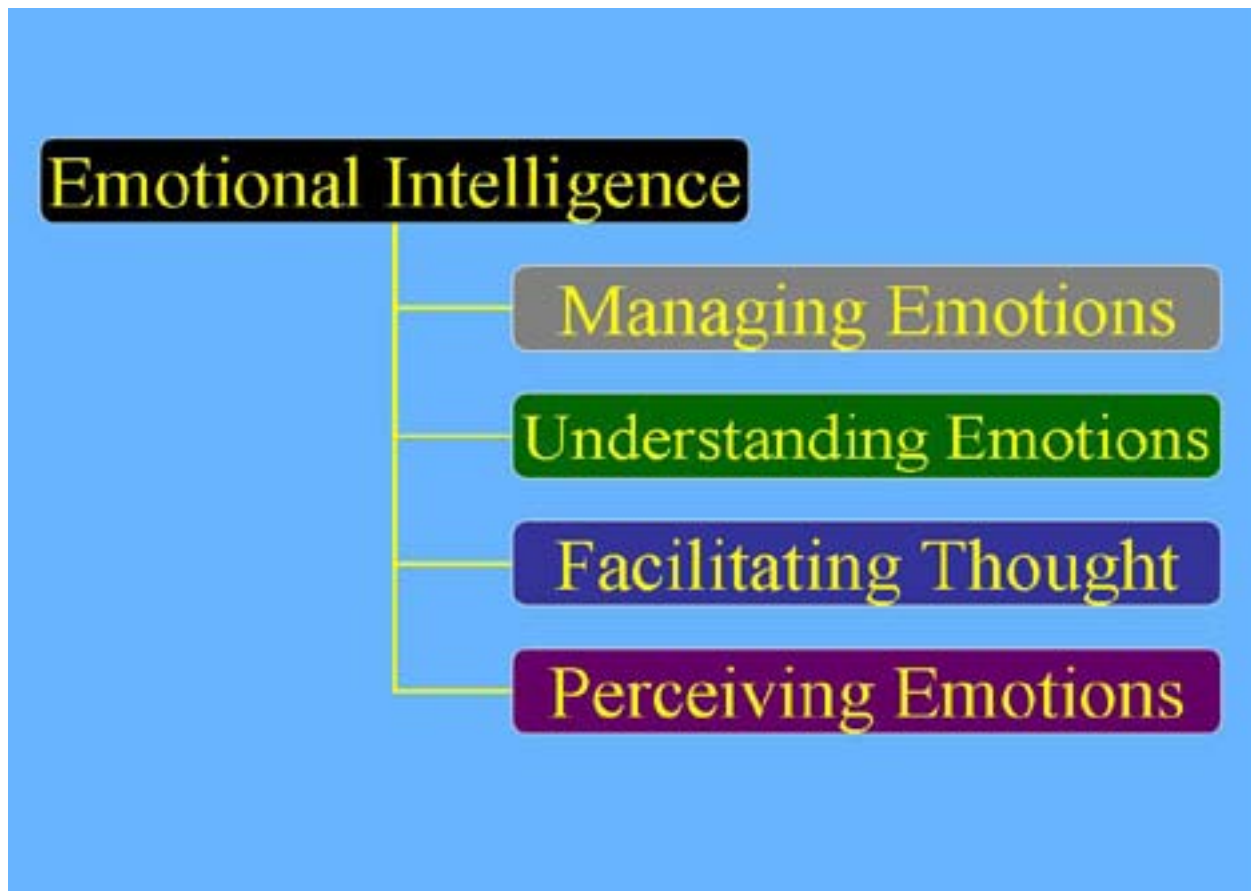


Figure 1:

Mayer & Salovey, 1997, who proposed the four branch model of Emotional Intelligence, has described four areas of capacities or skills that collectively depicted areas of Emotional Intelligence. According to them, Emotional Intelligence involved the following abilities:

- ? Perceive Emotions
- ? Using Emotions to facilitate thinking
- ? Understand Emotional Meanings, and
- ? Managing Emotions

a) Perceiving Emotion

Figure 2:

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