

Emotional Intelligence

PMM5 Postscript™ Number 1

Background Information: Throughout *Professional Meeting Management*®, fifth edition, various authors stress the importance of working efficiently and strategically. In Chapter 1, Jeffrey Cufaude notes the need for “meeting leadership and not just on management” in order to remain relevant (Cufaude, 2006, p. 7). Kelly Peacy, in Chapter 9, stresses the importance of working effectively with people (Peacy, 2006). Gail Mutnik, in Chapter 34, discusses the importance of communicating with the team to execute the meeting (Mutnik, 2006, p.524). In Chapter 47, Joan Eisenstodt and Mitchell Beer discuss the traits and skills necessary to be competitive in the future (Eisenstodt and Beer, 2006, p. 729). These people recognize the important role emotional intelligence plays in creating successful meetings and how critical it is for meeting managers and all meeting professionals to be skilled in emotional intelligence.

PMM5 Postscript™ Use: Cafaude also argues that meeting managers need “not just logic, but also empathy” (Cafaude, 2006. p. 9). Empathy is a key characteristic of emotionally intelligent people. This PMM5 Postscript™ discusses how emotional intelligence affects people’s job performance, the success of meetings and impacts individuals’ ability to advance in their own career. The PMM5 Postscript™ also includes additional group discussion or research projects to supplement the PMM5 chapter.

Learner Outcomes: At the completion of this reading, you should be able to:

- Define emotional intelligence and its four components.
- Identify at least three ways in which meetings need to focus on emotional intelligence.
- Explain how emotional intelligence is important to a meeting manager’s day-to-day job and career.

Related PMM5 Chapter:

Chapter 1, A Fresh Perspective
Author: Jeffrey Cufaude

Chapter 9, Committees, Volunteers and Staff
Author: Kelly Peacy, CAE

Chapter 34, It’s Showtime
Author: Gail Mutnik, MPA

Chapter 47, The Professional Meeting Manager
Authors: Joan Eisenstodt and Mitchell Beer, CMP, CMM



What is Emotional Intelligence?

Emotional intelligence is "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our primary relationships" as defined by Daniel Goleman (Goleman, 1997). Emotional competency has been studied for over 15 years starting with psychologist Reuven Bar-On and popularized with Goleman's publication of *Emotional Intelligence* in 1995.

Emotional intelligence describes abilities distinct from, but complementary to, academic intelligence, the purely cognitive capacities measured by IQ.

There are 4 components of emotional intelligence:

1. **Knowing one's emotions** — Self-awareness or recognizing a feeling as it happens is the cornerstone of emotional intelligence.
2. **Managing emotions** — Handling feelings appropriately is an ability that builds on self-awareness.
3. **Motivating oneself** — Managing emotions towards a goal is critical for paying attention, for self-motivation and mastery. Emotional self-control, delaying gratification and stifling impulsiveness underlies all types of accomplishments.
4. **Recognizing emotions in others** — Empathy, another ability that builds on emotional self-awareness is a fundamental "people skill." People who are empathetic are more attuned to subtle social signals that indicate what others need or want. This makes them better at occupations such as:
 - Sales
 - Management
 - Meeting planning
 - Teaching

Emotional Intelligence and Meeting Professionals

Emotional intelligence is important for all meeting professionals — suppliers and planners alike. For suppliers involved in selling and negotiating, emotional intelligence is at the cornerstone of their success. For meeting managers, Mutnik states in *Professional Meeting Management®*, fifth edition, "The meeting manager is the focal point of intelligence, determining how, where and when all things must come together." She uses the term "orchestrate" to describe how meeting managers pull together the details (Mutnik, 2006, p. 524). Orchestrating a team of diverse people requires strong emotional intelligence. In addition, meetings are an opportunity to harness the emotional intelligence of all participants to enhance the outcome of the meeting.

Careers Move with Emotional Intelligence

Fortune 500 corporations, government agencies and nonprofit organizations have independently concluded that emotional intelligence is critical to excellence in almost any job. Human factors in the workplace are increasingly important as the pace of change and the knowledge explosion accelerates.

The United States' work force is increasingly composed of "knowledge workers" — people whose productivity is marked by adding value to information. People involved in the meeting industry are knowledge workers. For knowledge workers, the skills that help people harmonize and work well together are valued as a workplace asset. Knowledge workers' productivity depends on their individual efforts being coordinated as part of an organizational team.

Various companies and organizations hire and train for emotional intelligence. Success in sales, leadership, project management is correlated to emotional intelligence.

Meetings Move with Emotional Intelligence

The most rudimentary form of organizational teamwork is the meeting. Meetings — people in the same place — are an obvious example of shared work. Whenever people come together to collaborate during a meeting, as a group they have a group IQ, the sum total of the talents and skills involved.

The single most important element in groups is not the average IQ in an academic sense, but in terms of emotional intelligence. The key to high group productivity is social harmony. It is this ability to harmonize that, with all other things being equal, will make one group more talented, productive and successful over another group with members whose talent and skill are equal.

Meeting managers can be aware of eight meeting circumstances where managing the emotional intelligence of participants will affect the outcome:

1. Planning team assignments, seating arrangements and work groups
2. Coaching internal presenters to resonate with a group — especially if the issue is controversial, difficult or emotional
3. Addressing teambuilding needs
4. Employing role-plays or simulations as a way for people to reflect on their behaviors (self-awareness being the first step of emotional intelligence)
5. Addressing motivational issues and preparing motivational speakers
6. Creating outlets for stress
7. Enhancing participants' emotional intelligence by providing opportunities to help people break old behavioral habits and establish new ones
8. Delivering feedback

Summary

Emotional intelligence is a concept that plays a role in every individual's career development and in designing professional meetings. Fine-tuning of a person's emotional intelligence enhances their ability to be more effective in their current job.

Focusing on participants' emotional intelligence during meetings enhances the outcome of the meeting and gives the meeting manager vocabulary to communicate the importance of group dynamics, social aspects of meetings, and motivation. Eisenstodt and Beer encourages meeting managers to expand their skills to include "a focus on the substance of every meeting, and on ways of capturing content as a strategic resource" (Eisenstodt & Beer, 2006, p. 731). Emotional intelligence offers meeting manager a framework for focusing on the substance of meetings and maximizes content as the strategic resource it is.

Group Discussion or Projects

1. Take the Emotional Intelligence quiz at the Hay Group's website. Evaluate the results individually. Reflect on what this mini-quiz tells you about your personality and ability to work well with other people. The quiz is at http://ei.haygroup.com/resources/default_ieitest.htm.
2. Discuss how these five aspects of emotional intelligence benefit organizations:
 - Optimism
 - Empathy
 - Controlling one's emotions
 - Intuition
 - Resilience
3. How can you create an emotional intelligent meeting? Plan a meeting agenda or meeting elements that address any of the situations below or devise your own category.
 - Reducing stress
 - Increasing social networks
 - Encouraging coaching or mentoring
 - Collaborating among participants
 - Managing conflict
4. Decide on a common ethical issue (like copyright infringement or people steering business towards other family members). Formulate a strategy for facing an ethical question in the workplace. Would you opt to consult a colleague, review professional guidelines or employee manuals, seek legal counsel, or go with your gut instinct? How does emotional intelligence play out in ethical situations?
5. What emotionally intelligent strategies might you employ in a meeting where one of the participants is difficult?
6. As team leaders responsible to execute meetings, meeting managers are held accountable for setting and maintaining a positive environment where very diverse, non-local individuals can work together to achieve success often in a short time periods. Define the meeting manager role using the vocabulary and concepts related to emotional intelligence.

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