**Emotional Intelligence and adaptive emotional functioning, with a focus on Emotional Intelligence Applications and how to enhance the emotional capability spectrum to allow for radical change.**

To begin, we must first define, and understand the above terminology, and concepts, so as to develop them into a coherent idea, and understand that we are looking at it from both an individual, and organisational level, based on the interpretation-action model.

Emotional intelligence, as defined by “Psychology Today” is the ability to identify and manage your own emotions and the emotions of others, it encompasses empathy, and facilitates good interpersonal behaviour, and allow people to be able to express their feelings appropriately and effectively.

Emotional Intelligence can be applied in various contexts and is used in the workplace, it has been found that those who are higher in emotional capability are generally better employees, for example, an employee who can better manage his or her emotions will be less likely to have emotional outbursts that may cause stress to other employees, they are more empathetic and are therefore able to understand the situations of their co-workers and are thus easier to work with. They are able to solve problems and regulate behaviour.

Radical change can be defined as “discontinuous change in the basic philosophy of one person, at the individual level, or of the shared identity of members of the organization, at the organizational level” (Reger, Gustafson,DeMarie, & Mullane, 1994)

**Emotion-attending behaviour and their relationship to three dynamics of change.**

There are three steps that are necessary to achieve radical change: receptivity, mobilization, and learning.

**Receptivity** is “a person’s willingness to consider change” ie: are they receptive to change, or is it something that will bother them? Receptivity is fluid in that it can change and fluctuate, a person that was once not receptive to change, may become receptive to it especially if they deem the change to be necessary. There are varying levels of willingness to accept change , which can be passive acceptance or enthusiastic endorsement. The opposite to receptivity is resistance to change.

**Mobillilzation:** is at the individual level “The concrete action that is taken in the direction of change”.At the organizational level it often involves rallying different groups of people together to bring about the radical change. Mobilization also relies on the resources available to enact the change, some of which being time, human resources, and money, along with the commitment to enact change. This requires a vast amount of emotional energy, as opposed to rational thought, because of the great uncertainties that radical change may bring.

Receptivity and mobilization are linked in a two stage process:

Primary appraisal: How is this change beneficial to me? If the change is seen as non beneficial they will be less receptive to change, but if it is appraised as being beneficial, their receptivity increases.

Secondary appraisal involves individuals judging if they are well equipped to deal with the change, and if they think they have the right resources. If they view themselves as being able to deal with the proposed radical change, they will then mobilize.

Receptivity, and mobilization is then linked to **learning**, people learn new behaviours and how to accept radical change by first thinking (being receptive to change, considering change), and then by acting , they use the outcome of their behaviour to revise their previous standpoints, and learn to become more accepting of change once they have realised that there was a positive outcome.

Thus the dynamics of radical change can be seen as a loop, people become more receptive to change, they consider change, which in turn leads to mobilization, or doing something to enact the change, this leads to learning and changed opinions regarding the change, which then loops back to greater receptivity, and then mobilization, and so on.

**Emotional Dynamics in relation to radical change**

Certain organizational behaviours serve to arouse emotions, in relation to radical change. These behaviours are known as emotional dynamics, and these dynamics facilitate change in the organization, and they may become routine behaviours.

Three dynamics are directed toward the self, and three are directed towards others.

**Self directed** (expressing emotions)

Experiencing: Expresses empathy

Reconciliation: expresses sympathy

Identification: expresses love

**Other Directed**: (evoking emotions)

Encouragement: Evokes hope

Display freedom: Evokes authentic feelings

Playfulness: Evokes fun.

Every emotional dynamic evokes or expresses a certain emotional response for example: Playfulness will result in fun.

For radical change to come about it is important to encourage individuals in the organization to become trained in enacting emotion attending behaviours. These behaviours also depend largely on what the organisation reward, support and expect from individuals within the organisation, these behaviours then in turn arouse the emotions which are needed for radical change to occur, and this has an effect on Receptivity, mobilisation, and learning.

The more emotionally capability of an individual or organization is directly related to it’ ability for change.

Just as receptivity affects mobilization and learning, so too do emotional dynamics have a ripple effect on one another.

**Empathy and experiencing**:

This is a central attribute of emotional intelligence, which allows for altruism, and is understanding other people’s feelings and being able to experience them as your own. If you have high levels of empathy, you are more likely to be receptive to change, and as an organization you are more understanding of, and internalize the needs of the people, you are more receptive to it, and thus can enact changes that will be beneficial for all, and changes that are easier to accept. This is a very positive emotion attending behaviour as people learn to decipher social cues and in understanding one another, they feel better about change as it is not being done “to them”, but “by them”. It is also important to have support systems in place for individuals as those who have negative feelings towards change may jeopardise it.

**Sympathy and reconciliation:**

This is the feeling of understanding another’s emotions whilst still retaining your own, and it can be demonstrated by reconciliatory behaviours. This is positive as change is reconciled, as part of the framework that already exists, so the change is not seen as drastic, as it is understood as part of a larger framework.

**Love and identification:**

The ability to love is a sign of emotional intelligence, at the level of an organization identification is the emotional dynamic that occurs as a result of “love” where members get deeply attached to the characteristics of the organisation. These can include, but are not limited to leaders, beliefs and core values, and anything else that is meaningful to members of the organization, whether they are individuals or groups. Identifying can in a way be compared to “falling in love” , in that expectations become fulfilled and are returned and leads to a form of attachment. The process of identification is both in the mind, and on the emotional level. Members stay together because there are shared, collective benefits, they develop emotional bonds over a period of time, and if positive emotions are evoked they are more likely to remain as opposed to if there are negative emotions. They thus become loyal, and will protect the name of the organisation outside of the organization. This is a positive when it comes to radical change, as they are going to be more receptive to change if they have strong bonds with the organization, and are more likely to stick with it through the change and mobilize behaviour to allow for the change to occur. If they have a positive “loving” relationship with the organisation they will feel more stable, and accepting of change.

**Encouragement and hope:**

Hope is the belief that one has both the will, and the way to achieve one’s goas no ma matter what the circumstances. It has been found that student with the same leve of intellect can be set apart by their level of hope, as it helps to combat depression and apathy, and allows people to persist, even under difficult circumstances. Some psychologists suggest that many of us are motivated by the “psychology of hope” we have an undying hope, and belief that in the future things will get better. This is important at the organisational level, as the organization needs to instil hope into the members that even through radicall changes, things will get better. Hope is something that keeps mobilisation efforts going, in that, they make people look forward to things getting better, and that this change will cause things to get better, and improve their lot in life. When people have a belief that their actions will lead to positive changes they are more likely to mobilise resources to enact the change. What also aids this, is having a charismatic leader who can fulfil their needs for hope, and psychological safety, and reassurance that the change is both good, and necessary.

**Authenticity and displaying freedom:**

Authenticity is the ability to acknowledge one’s feelings, and to be able to express them, and be sincere in this expression. The organization must be able to allow members to authentically express their feeling during a time of radical change. Leaders need to allow for the full expression of a range of emotions, and to not limit these, as when emotional expression is denied it discourages change. Even if negative emotions are expressed, it is not as important as how the leaders deal with the emotions expressed. It is important that the recognise it, and deal with it openly, and honestly. The more they members can express themselves, the higher the level of learning will be.

**Playfulness and fun:**

**Discussion of mindfulness based therapy, emotion focused therapy and emotion regulation therapy.**

**Mindfulness based therapy :**

Mindfulness based therapy is a meditation approach to therapy and it is quickly gaining more popularity in treatment of multiple different disorders including depression. It has the potential to improve things such as well-being, , emotional regulation, improve one’s mood, and spiritual experience while reducing stress and anxiety and other problems.

**What is Mindfulness?**

 Mindfulness can be defined as “paying attention in a particular way on purpose in a present moment and non-judgmentally” as defined by Jon Kabat-Zinn. Mindfulness is a state of being in which you are fully aware of the present moment and do not evaluate your inner or outer environment. Mindfulness is a state of self-regulation of your attention and the ability to direct it towards breathing, eating, or focusing on some other aspect of your environment, much like what one is instructed to do when they are meditating. When you are mindful you are curious, open , and accepting.

“Applications of mindfulness include emotional problems such as stress and anxiety; behavioral problems such as eating, parenting, and addiction; disorders such as depression, bipolar disorder, and borderline personality disorders; somatic problems including psoriasis, fibromyalgia, and chronic pain.” Some people experience negative thoughts on a daily basis and the level of negativity can differ based on your level of stress.

To cope with negative thoughts, you can use meditation to train yourself to become aware of your wondering thoughts and bring back your attention to the present moment. People who are depressed, often have lots of invasive, negative thoughts about their past. A combination of mindfulness based therapy and cognitive therapy have been known to show favourable results in the treatment of depression.

**Emotion focussed therapy:**

**Emotion-focused therapy (EFT)** is an approach to therapeutic treatment based on the premise that our emotions are a key point to our identities, and a guide for individual choice and decision making. This type of therapy says that when we avoid unpleasant emotions, or become unaware of our emotions, we are unable to use the important information provided by them.

Therapists qualified in EFT can often be of assistance to individuals who are looking for help, or who have a variety of concerns by helping them learn how to become more aware of their emotions, become better at using information provided by adaptive emotions, and cope with and decrease any negative effects of negative, or hurtful emotions

It is based in the idea that emotions should be used to guide healthy,fulfilling, meaningful lives, it is based on a scientific inquiry into the human emotional experience. Scientific study of human emotion has provided information about how emotions are made, their importance to how humans function, and how they are related to thoughts and how humans behave.

Emotion schemes, which are at the basis of EFT, were developed largely from these theories of human emotion. These emotion schemes are models that outline the ways in which emotion can be experienced physically, cause physiological changes, influence the way people thinki, and guide future action. EFT works by helping individuals both accept and change their personal emotion schemes.

Techniques Used In Emotion-Focused Therapy

EFT sessions typically centre around the development of two core skills. The first is arriving at one's emotions through increased awareness and acceptance of their emotions, and the second involves learning to transform emotions and better use the information they provide to avoid negative or harmful behaviours or other effects.

Therapists who practice this method take a compassionate, non-judgmental, and reflective approach to listening and questioning in order to help the individual in therapy arrive at a better understanding of their emotions. Then, various therapeutic techniques known as emotion coaching are utilized to enable people to learn new ways to use healthy emotions to guide their actions. Emotion coaching may further help individuals transform and move on from emotions that have caused challenges in the past.

**Initial sessions of therapy, which focus on helping people arrive at emotions, typically include one or more of the following goals in each session:**

Become more aware of emotions

Learn to welcome, allow, and regulate emotions

Learn to describe emotions clearly and in detail

Increase awareness of the multiple layers of emotional experiences and learn to identify the most primary and direct reaction

The next phase of treatment focuses on leaving and is likely to include the following goals:

Evaluate whether emotions are helpful or unhelpful in various situations

Learn to use helpful emotions to guide action

Identify the source of unhelpful emotions

Learn to change unhelpful emotions

Develop alternative, healthy ways of coping with situations that often elicit maladaptive emotions

Form personal scripts that help challenge the destructive thoughts that may be associated with unhelpful or maladaptive emotions

EFT is generally considered to have been successful when the individual in treatment has developed an increased awareness of their emotional experience, improved their ability to regulate emotions, and become capable of transforming unhelpful emotions

**Emotion regulation therapy:**

“Distress disorders,” which include generalized anxiety disorder and major depression are often highly comorbid with each other and appear to be characterized by common temperamental features that reflect heightened sensitivity to underlying motivational systems related to threat/safety and reward/loss.

Individuals with distress disorders generally use self-referential processes (e.g., worry, rumination, self-criticism) in a maladaptive attempt to respond to distress.

 Despite the success of cognitive behavioral therapies for emotional disorders, a relativelyn large subgroup of patients with distress disorders fail to adequately respond to treatment. Emotion Regulation Therapy (ERT) is a theoretically derived, evidence based, treatment that integrates principles (e.g., skills training, exposure) from traditional therapies with findings from basic sciences to offer a framework for improving intervention by focusing on the motivational responses and corresponding regulating characteristics of individuals with high levels of chronic distress. Open and randomized controlled trials have demonstrated preliminary support for the utility of ERT as reflected by strong effect sizes comparable to and exceeding established intervention approaches.

**Emotional regulation :**

Emotional Regulation , also known as “emotional self-regulation”has been defined by Gross as the set of cognitive processes that influence the type of emotional response ,as well as how individuals experience and express these emotions. Emotional regulation is a complex process that includes the initiation ,the inhibition , or modulation of the following aspects of emotion functioning.

1. Internal emotional states: Example: the subjective experience of emotion.
2. Emotion related cognitions: Example: reaction to thoughts about a situation
3. Emotion-related physiological processes: Example: Autonomic arousal, hormonal reactions
4. Emotion-related behaviours: Example: facial expressions, verbal responses.

The manner in which individuals are able to manage emotional experience to conform adaptively to a given context appears to be important to mental health. Emotion regulation strategies, such as rumination, can also be maladaptive, and significantly impair psycho-social functioning. Therefore, understanding when and why the regulation of emotions becomes harmful is of fundamental importance.

This relates to the situational and individual factors that influence cognitive emotion regulation capacity including trait and state levels of psychological ,social, and somatic health, by practicing :

**Antecedent focussed Regulation**: This regulation strategy occurs at an early stage in the modulation of emotional response and prior the activation of emotional and behavioural response systems.

Antecedent-focussed regulation compromises the following types of emotion regulation strategies

1. Selecting the situation: Example: approaching or avoiding people or situations according to their anticipated emotional impact .
2. Changing the situation: Example: Transforming the environment to alter the emotional impact.
3. Engaging attention strategies :Example: Focussing attention towards or away from situational circumstances depending upon their emotional potency.
4. Cognitive change: Example: reinterpreting the situation to alter its emotional significance.

**Response focussed regulation :**

This strategy is engaged at a later stage and is focussed on modification of emotional output. In other words response focussed regulation refers to modifications of the physiological and observable signs of emotions after such emotions have already become manifest.

Response focussed regulation comprises the following types of regulatory response:

1. Suppression of emotion
2. Inhibition of emotion
3. Emotion masking
4. Emotion intensification.

**The six emotional styles:**

“ you see the glass half full, while your spouse sees it half empty. One of your friends recovers almost immediately after a setback, while another is depressed for weeks. One child intuitively understands other people, while another misses basic social signals.”

 Why are people so very different? The answer says neuroscientist Richard Davidson, lies in our unique emotional styles . After nearly 40 years of studying the brain mechanisms that underlie our emotions , Davidson has identified six emotional ranges that affect how we think ,feel, and react. Your unique emotional style is determined by where you land in each of these six spectra.

The six emotional styles are: