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Theoretical Framework for the Role of Emotional Intelligence, Resilience and Coping Skills in Managers for Adaptability in Crisis

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ABSTRACT

A succession of abrupt, impromptu and surprising occasions prompting shakiness in the organization and significant turmoil among the people is called as crisis. Crisis by and large emerges without prior warning causes significant unsettling influences at the workplace. Managers assume a critical part during crisis, show certainty and relentlessness. Take total charge of the circumstance. Managers have full control on the employees, realize what's going on around. They don't disregard any issue in the underlying stage as it may be a significant concern later. They don't overlook even minor issues or hang tight for another person to step up to the plate.

The Managers play a pivotal role in crisis management and adaptability in organizations .A manager who is capable of such an endeavor needs to have certain abilities which makes him an efficient manager to handle and adapt to crisis for the benefit of organization. Coping skills are efforts initiated by an individual to try to master , tolerate , reduce or endure stressful events (Lazarus , Folkman 1984).Resilience is the capacity of a dynamic system to adapt successfully to disturbances that threaten the viability, the function, or the development of that system. (Masten, 2014) . . On the other hand Emotional intelligence facilitates resilience, coping skills, as well as a psychological resilience that are critical to the regulation of individual moods when faced with a crisis situation (Lloyd et al., 2016).

Therefore It is important to know the role of Emotional Intelligence , Resilience and Coping skills of the Manager. In this theoretical paper an attempt has been made to discuss the abilities like coping strategies, resilience and emotional intelligence to handle crisis situation in the organization

Keywords: *emotional intelligence, coping skills , resilience , crisis , adaptability*

INTRODUCTION

All organizations goes through a phase of crisis and according to literature it is the manager's duty is to prepare the organization to cope with the crisis. Mintzberg writes that "managerial effectiveness must be assessed in terms of its broader impact, beyond the individual, and even beyond the organization"

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Management of a company in a turbulent environment requires a manager of multilateral skills. Effective management is to be able to anticipate and calculate risk, combine material and non-material resources to create new or old things in a new way and activate employees to work in new, even unknown areas of activity. The new role of a manager requires more entrepreneurship, and the components of this role are: improviser, organizer, pragmatic visionary, politician, entrepreneur, integrator and strategist. In addition, it requires a creative manager, and the components of this role are: initiative creator, relativist, fantasy, sponsor, selector, advisor. Penc writes that contemporary managers should play roles.

There are certain abilities which if possessed by a manager would contribute heavily on his role in managing and adapting to a crisis. Therefore emotional intelligence, coping skills and resilience of the manager play a significant role in his ability to adapt to the crisis situation.

Emotional Intelligence

Emotional intelligence or EQ is turning out to be progressively essential to human accomplishment in the undeniably advanced eventual fate of work. Emotional intelligence is the capacity to deal with one's own and others' emotions, to discriminate between various emotions, name them properly and to utilize emotional information to direct reasoning and conduct.

Basic triggers can stir various emotions in various individuals. This load of emotions and traits are what make us one of a kind, yet they are additionally what make being a leader or a decent manager a difficult undertaking. In this paper we will talk about the job of emotional intelligence for managers.

Emotional Intelligence at Work

With globalization, teams have become multi-social and worldwide and with that associations have gotten mind boggling. It is difficult to communicate emotions in certain societies though, hardly any others are more expressive. Thus, emotional intelligence has gotten basic as a behavioral ability in organizations today.

Basically, emotional intelligence at workplace alludes to comprehension, communicating and overseeing, great connections and tackling issues under tension. Emotional Intelligence has a huge job to carry out at workplace, explicitly for managers, upgrading performance, yet in addition efficiency of the unit. As per Goleman's model, those with a higher EQ have a more prominent capacity to self-regulate, and more significant levels of motivations – which can thus diminish their propensity to stall, lead to enhance on self-confidence, and empower them to achieving long haul goals.

World Economic Forum positions Emotional intelligence 6th in the rundown of the main 10 skills expected to flourish in the workplace of things to come. EQ influences ordinary workplace decisions, for example, promoting, hiring and firing employees, decisions on significant activities, performance appraisals, and so forth Almost 71% of hiring managers surveyed via Career Builder in 2011 said they esteemed a representative's EQ over their IQ. A further 75% said they would be bound to advance a representative with high emotional intelligence and 59% said they wouldn't enlist an up-and-comer with a high IQ and low EQ. Plainly emotional intelligence is accordingly a significant asset for employees to prevail at workplace and upgrade performance.

Large numbers of us accept extraordinary managers are born, explicitly, we connect certain qualities to our rendition of what we accept is effective. The key traits a large portion of us accept a manager ought to have are passion, vision, boldness, infallibility and so on Extraordinary managers know about their own managerial style. For them, having

awareness of what their style means for their group, makes these generally incredible managers, uncommon. Effective managers not just distinguish, comprehend and deal with their own emotions, yet can do that with others in a very engaging manner, alluded to as having emotional intelligence.

Christina Boedker conducted a study on the correlation among leadership and organizational performance. Subsequent to totaling data from in excess of 5600 individuals across 77 organizations, she finished up the ability of a leader to be sympathetic and compassionate greatly affected organizational profitability and productivity. In case you're a manager, you frequently need to feel sure and in charge in testing circumstances with associates and clients. Managers with a higher EQ assists group with teaming up more effectively and recognize the particular drivers that rouse individual employees.

The following are a few instruments of emotional intelligence for managers that can end up being exceptionally helpful at workplace:

Self-awareness – Self-awareness is portrayed as "the ability to perceive and comprehend individual mind-sets and emotions and drives, just as their impact on others." Keeping a diary in which one can catch their own considerations and the emotions one is going through is a decent practice for upgrading self-awareness. It additionally assists with easing back down when one is encountering outrage or other compelling emotions. Keep in mind, regardless the circumstance, one can generally pick how to respond to it in case one is self-aware

Self-regulation – Self-regulation is about your obligation to individual accountability. Managers who control themselves effectively infrequently assault others loudly or settle on hurried or enthusiastic decisions, generalization individuals, or undermine their qualities. Self-regulation is tied in with remaining in charge. Make a promise to control your emotions, confess to your missteps and outrage when required, and practice profound breathing activities to quiet yourself.

Internal Motivation – Self-spurred managers are headed to accomplish their goals and they have very exclusive requirements for the nature of their work. Reconsider why you accepted this position and ensure that your objective assertions are SMART. Savvy goals when upheld with internal motivation can help managers lead effectively.

Empathy – For managers, having empathy is basic for dealing with an effective group. Managers with high empathy can place themselves in another person's circumstance. They assist with fostering individuals in their group, challenge other people who are acting unreasonably, give constructive feedback, and pay attention to the individuals who need it. Put yourself in another person's circumstance and set aside the effort to take a gander at circumstances according to others' viewpoints. Likewise, react to other's sentiments and address other's emotions to build up effective correspondence and relationships.

Social skills – Managers high on social skills are incredible communicators. They are acceptable moderators of conflicts and can oversee pressures in the group effectively without influencing interpersonal relationships. Managers high on social skills can build the camaraderie and assist them with delivering results.

Dealing with a group isn't simple, however some make it simpler for themselves by applying a couple basic principles of emotional intelligence. The level of emotional intelligence you're ready to develop promptly affects individuals around you, and much of the time, on the direction of your career.

Hereafter, emotional intelligence for managers is a fundamental segment of one's work and character.

RESILIENCE

Resiliency is viewed "as the capacity to rebound or bounce back from adversity, conflict, failure or even positive events, progress and increased responsibility." Organizational resilience is the ability and capacity of a workplace to withstand expected significant economic times, foundational risk, or fundamental disruptions by adjusting, recuperating, or opposing being influenced and continuing center tasks or proceeding to give an adequate degree of working and structure.

Resilience isn't an attribute that individuals either have or don't have. It includes practices, thoughts, and actions that can be learned and created in anybody. It is enormously affected by an individual's current circumstance

Factors Promoting Resilience: A Theoretical Model Kumpfer (1999) describes a model for identifying and managing the factors influencing resilience. Her model has six main components: stressors, environmental contexts, person environment transactional process, internal resiliency factors, resilience process, and adaptation and re-integration.

These components are outlined below:

Stressors: stress arises not from the situations people encounter, but from people's perceptions that they are not able to deal with the situation they encounter in a way they deem satisfactory. When people encounter a demanding situation, they evaluate the nature and intensity of the demand, the resources available for dealing with the demand (i.e., their own skills and other people they can draw on for help), and the likely consequences that will result, especially if the demand is not dealt with satisfactorily. Stress results from a person's appraisal that the demands outweigh their available coping resources and negative consequences are likely to result.

Environmental contexts: some situations are more demanding than others, and are hence more likely to overtax one's resources for dealing with the situation satisfactorily. Wolpe (1969) identified three categories of situations in which people predictably feel overtaxed: intensely unpleasant events, situations where there is ambiguity about what is expected, and situations where the consequences are uncertain¹⁶. Typically, people do not develop extensive coping repertoires for dealing with these types of situations, and therefore often experience stress when engaged in these three types of environments.

Person-Environment Transactional Process: Two people can be in the same situation, and experience differing degrees of stress because they have differing skills and resources for dealing with those particular demands. In cases where there is a good match between a person's knowledge and skills, and the demands of the workplace they are in, stress levels likely will be low and vice-versa. A resilience outcome will be more likely when people have the resource base for dealing with the demands they face, and when there is time between periods of intense demand for people to recover.

Internal Resiliency Factors: Personal agency is related to many constructs in the literature, some of which include: self directedness, self-confidence, self-efficacy, internal locus of control, hopefulness, and optimism. Kumpfer (1999) notes that people who possess these qualities tend to be more persistent and have greater determination, both of which influence resiliency.

Resilience Process: People who believe that they can influence their world, and that their own actions are largely responsible for the experiences they encounter, tend to have greater ability to bounce back from unexpected adversity.

Adaptation and Reintegration: People who have adequate repertoires for dealing with the demands they face, and an ability to bounce back from the challenges they encounter, tend to be more flexible and adaptable, qualities which most career theorists and career practitioners see as essential for success.

Key qualities of a resilient manager

They are realistic – a resilient manager will rehearse good faith that is situated in reality. Notwithstanding misfortunes and impediments, they will continue looking for objectives. Maybe than dread of disappointment, they hope for progress.

They say it how it is – when things are troublesome, a resilient manager will not simply say they are fine. They show enthusiastic mindfulness and can name their sentiments and, when essential, control those sentiments. They will tell others how they are feeling which can make a culture of respectability and regard inside their team.

They are compassionate – not exclusively can a resilient manager recognize and comprehend their own feelings, they are likewise mindful of those of others and ready to see things according to another's point of view. They perceive individuals' qualities and commitments, giving imperative feedback while additionally distinguishing team members' requirements for growth.

They manage issues effectively – a resilient manager will not respond quickly when an issue emerges as they probably are aware this can expand pressure, they will pause for a minute to think and will know about their responses, continually being clear about what can and can't be changed.

They are not hesitant to say 'no' – a resilient manager shows certain relational abilities, they neither restrain things nor over-respond yet communicate obviously in a way which is aware to both themselves as well as other people.

They have a growth mindset – a resilient manager will attempt new things and perspectives a periodic disappointment as a chance to develop and a fundamental piece of the cycle to make extreme progress.

Coping skills

Coping strategies, therefore, are those efforts initiated by an individual to try to master, tolerate, reduce, or endure stressful events (Lazarus & Folkman, 1984). Such efforts may be purely behavioral, purely psychological, or a combination of behavioral and psychological responses.

Researchers have identified two major categories of coping skills: problem-focused coping skills, responses that directly alter or resolve the stressful situation; and emotion-focused coping skills, efforts to manage and regulate one's emotional reactions to the stressor. Individuals engage in both problem-solving and emotion-focused coping simultaneously in an effort to deal with perceived stressors.

Role of managers in Crisis

The rise of a crisis in an undertaking can be dominated in an assortment of ways by managers. Both inward rearrangement in the endeavor and the quest for specific arrangements in the climate can be done. The main thing is to pinpoint the reasons for the crisis. Legitimate analysis is the establishment of all killing the crisis. According to literature the quality of management by the manager is a key factor in the fight against the crisis.

The role of the manager is to use the crisis as an opportunity to change the key competencies of the company and to properly adjust its development. Note the impact of the manager on forming the organizational culture in the organization. The writing calls attention to that organizational culture applies an impact on the working of the undertaking, and is probably going to influence the rise or crisis circumstance. Shaping an organizational culture has axiological, moral and good viewpoints, and building an organization's character around explicit qualities is a ramification for every one of its partners.

Crisis conditions make learning associations adaptable to adjust to change, which is an essential for accomplishing an upper hand in the competitive market. Aukaszynski composes that "in order to ensure the organization's ability to succeed, its capacity for internal creativity and innovation needs to be developed, the characteristics necessary in organizational processes, the development of which promotes the optimization of working conditions and the creation of organizational culture. The efficiency and effectiveness of these activities is largely responsible for the leader who should be charismatic and gifted with imagination (visionary), which will allow the organization to change according to its own projections".

Conclusion

This paper has attempted to draw a theoretical framework to understand that emotional intelligence, resilience and coping skills are abilities which makes a manager effective in dealing and adapting with crisis. An emotionally intelligent manager is more efficient to manage the employee and make the organization adapt to the crisis. A resilient manager is one who bounces back and uses effective coping strategies to deal with crisis. This paper also illustrates what role a manager needs to undertake in times of crisis

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