

Abstract

EQ² - Emotional Intelligence for Quality Teams

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An effort to bring about a change in the work place requires a systematic approach that identifies the urgency, purpose, the steps and benefits of the proposals. Teams work through the stages to prioritise, diagnose, investigate and test out proposals. Measurements provide the basis for making decisions after scanning the experience of individuals affected by the change.

A critical dimension for producing changes that impact on business and work place performance is the 'buy in' factor. A number of challenges are present. Throughout the process, teams need to forge a level of consensus to support and sustain the changes. In any methodology used, be it the Plan-Do-Study/Check-Action to the Define-Measure-Analyse-Implement-Control, the fundamental requirement remains that decisions are carried only after people and the stakeholders involved accept the value of the change.

The winning over of hearts and minds requires a level of intelligence that is missing in many methodologies. The writer advocates that Emotional Intelligence is that vital element that needs to be recognized and applied throughout the stages of producing the change that impact on work and organization performance.

Intelligence is equated to the mental ability to overcome challenges and find solutions that introduce improvements and even innovations. Multiple quotients provide a balanced approach to thinking about and implementing solutions that improve the quality of work and work life. The paper provides a practical application of the Emotional Quotient, which teams cannot do without.

Whether it is in generating ideas through brainstorming, using the Matrix analysis to decide on priorities, measuring current performance levels, accessing information from other sources, validating root causes, finding the best solutions and overcoming resistance to change, the parties involved and affected, need to recognize the emotions that are triggered in the process.

Fear, Anger, Anxiety and Envy, are just some of negative emotions that can be experienced when the change desired threatens the status quo. Hope, Happiness, Empathy are some of the positive emotions that provide a constructive basis for teams to excel in their ability to be effective change agents.