



Month 2

Preliminary viewing:

The Explainer: Emotional Intelligence (EI)

<https://hbr.org/video/4421646384001/the-explainer-emotional-intelligence>

Great leaders often have - or develop - the five components of EI, but what exactly is EI and can we increase our EI? **Write down the five EI components noted in the podcast.** Are you particularly strong – or weak - in any area

Emotional Intelligence (sometimes called EQ or EI)

Mentees - please contact your mentors to schedule meeting 2. Then, both mentor and mentee should prepare for the meeting by viewing the following brief podcasts (the links are located below), and then reading the articles some of which promote EI and others which warn against its improper use.

Mentors and Mentees - be prepared to discuss EI in the Month 2 meeting.

During the meeting, have a quick review the 2-3 mentee goals discussed in your first meeting. Since that time, do the goals require any updating?

Mentors and Mentees - if you have any scheduled holidays through the next few months, please discuss this with your mentor/ee so you can coordinate your schedules.

The reading and podcast viewing should take about a half hour.

READING

Mentors and mentees – read

<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=96090543&site=ehost-live>

Mentors and mentees – read

<https://search.ebscohost.com/login.aspx?direct=true&db=nlabk&AN=363295&site=ehost-live>

Mentors and mentees – read

<https://search.ebscohost.com/login.aspx?direct=true&db=hjh&AN=85412544&site=ehost-live>

ARTICLES

Mentees, please click on the links to read the pdf format of the following articles:

Managing up: Using emotional intelligence. *Hotel Management*. Jan2015, Vol. 230 Issue 1, p44-44.

<https://search.ebscohost.com/login.aspx?direct=true&db=hjh&AN=100603922&site=ehost-live>

Mentors and Mentees, please read this material from Daniel Goleman, who promotes the use of EI in business and could be considered the 'father' of EI:

What it takes to achieve managerial success. Goleman, Daniel. *TD: Talent Development*. Nov2014, Vol. 68 Issue 11, p48-52.

<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=99858434&site=ehost-live>

Mentors and Mentees, now have a look at these articles that identify abuse or misuse of EI:

A question of leadership: Are there any potential downsides to emotional intelligence for executives, and if so, what are they? Hicks, Robert; Dess, Gregory G. *Leadership in Action*. Nov/Dec2008, Vol. 28 Issue 5, p18-24.

<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=35809829&site=ehost-live>

The dark side of emotional intelligence. Alexander, Rebecca. *Management Today*. Apr2011, p46-50.

<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=60099483&site=ehost-live>

As EI matures, it's becoming evident how it can be used to both positively and negatively influence situations and individuals. Consider this statement from Robert Sternberg, an expert in the field of intelligence:

'The positive side of the [EI] movement is that it helps broaden our concept of intelligence and gets us away from the common fixation on IQ-based or IQ-related measures. The negative side of the movement is that it is often crass, profit-driven, and socially and scientifically irresponsible.'

IN MEETING 2:

Mentors and Mentees – you’ve just learned about EI. How do you think hospitality managers and leaders should use – if at all – EI for career and business development? In your experience, are hospitality managers particularly good in the area of EI because they are often thought of as ‘people persons’?

- **Mentees**, are there EI areas you would like to improve? Do you already show strength in one or more areas of Emotional Intelligence?
- **Mentors**, are there EI areas you have recognised and worked to improve during your career? What areas would you still like to improve?

Review your SMART goals – are they still achievable?

Please update your meeting record on the IoH website and schedule meeting #3.
