Emotional Intelligence in the Workplace

Instructor: Cary Cherniss
Fall, 2007
Tuesdays, 1:15 – 4:00

Syllabus

Introduction

The main goal of this seminar is to help students become more familiar with the topic of emotional intelligence. We will read about how it is defined and measured and how it can be improved. We also will examine “empirically supported” programs and strategies for promoting it in the workplace. Students also will learn about the work of the Consortium for Research on Emotional Intelligence in Organizations, which is based here at Rutgers and co-chaired by Cary Cherniss and Daniel Goleman.

Course Objectives

1. Increase awareness of the most important emotional intelligence (EI) competencies.
2. Become familiar with the controversies concerning definition and measurement.
3. Evaluate the research on the link between EI competencies and work performance.
4. Learn about different approaches to the measurement of EI.
5. Learn about the basic strategies for developing EI competencies.

Student Responsibilities

1. Students are responsible for attending all class sessions.
2. Students should do all assigned readings prior to the class session when they are to be discussed.
3. Students will be expected to participate in several experiential activities, some of which involve work outside of class and written reports. Final grade in the course will be based largely on how much time and effort students put into these assignments as well as the quality of the work. Activities and assignments will include the following (due dates in parentheses):
a. Self-awareness journal (3rd class session)

b. EI competency exercise (4th session)

c. Interview on role of emotion at work (5th session)

d. Behavioral event interview (BEI) rating exercise (6th session)

e. Class presentations on evidence-based EI development programs (11th session)

f. Self-directed learning project (last class session)

**Class Schedule**

There is one book that has been ordered for the course. It is:


Other readings will be available online through the Rutgers Library electronic reserve web site unless otherwise indicated. **Note that in the schedule below the required readings are marked with an asterisk.**

**Session 1: Orientation to the Course**

No reading assigned

**Session 2: What is “Emotional Intelligence”?**


Session 3: Emotions in the Workplace


Session 4: The Link Between EI and Organizational Effectiveness


Session 5: Assessment and Measurement Issues

* Gowing, M., & O’Leary, B. S. (under review). Measuring emotional intelligence: What have we learned from theory and practice?


Session 6: Helping People Become More Emotionally Intelligent: General Guidelines

*Cherniss & Adler (2000), Chaps. 5 - 8


Session 7: Developing EI Through Experiential Learning Programs

* Leaderlab (Center for Creative Leadership).
http://www.eiconsortium.org/model_programs/leaderlab.htm

* Human Relations Training (Pennsylvania State University).
http://www.eiconsortium.org/model_programs/human_relations_training.htm


Session 8: Developing EI Through Behavior-Modeling Programs

* Interaction Management (DDI). CREIO web site:
http://www.eiconsortium.org/model_programs/interaction_mgmt.htm


Session 9: Developing EI Through Self-Directed Learning Programs

* Weatherhead MBA Program.
http://www.eiconsortium.org/model_programs/weatherhead_mba_program.htm


Sala, F. (2002). Do programs designed to increase emotional intelligence at work - work? Boston: Hay/McBer. (Available at www.eiconsortium.org)

Session 10: Promoting EI through Executive Coaching

* Individual Coaching for Effectiveness (PDI). CREIO web site:
http://www.eiconsortium.org/model_programs/pdi_ice.htm


“Emotions Drive People.” (Case to be distributed prior to class.)
Session 11: Other Evidence-Based Programs for Developing EI

Note: Each student will select one of the following and will present a critical summary of it in class.


Williams Lifeskills Training Program.
http://www.eiconsortium.org/model_programs/williams_lifeskills_program.htm


Session 12: Other Human Resource Management Applications


Session 13: EI at the Group Level


emotional intelligence and performance at work (pp. 165-184). Mahwah, NJ: Lawrence Erlbaum.

Session 14: Promoting Emotionally Intelligent Organizations


Session 15: Wrap-up

(No assigned readings.)