



A Theoretical Approach to Empathetic Behavior and the Development of Individuals

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Empathy has been a subject matter of curiosity in a variety of different fields, but has barely begun to be examined by those in the management vicinity. Empathy is generally defined as the extent to which one has the ability to understand and accept another's feelings and emotions. Some view empathy simply as one's ability to "put themselves in another's shoes," or view an issue from another's perspective. However, some researchers suggest that perspective-taking is a "cognitive process" that precedes empathy, which is an affective or emotionally-based response to perspective-taking.

Empathy is a particularly important factor in the success of those people who work in jobs where there is a high degree of interaction with other people—such as nursing, teaching or management.

The objectives of the research paper are:

1. To understand the various aspects of empathy.
2. To improve 'empathy' in individuals.
3. To find out theoretically whether empathetic behavior affects positive development in individuals

“Empathy is really the opposite of spiritual meanness. It's the capacity to understand that every war is both won and lost. And that someone else's pain is as meaningful as your own.”

Barbara Kingsolver

Interest in empathy in the field of management stems from the growing popularity of the Emotional Intelligence concept, which has been popularized by Daniel Goleman's book -Emotional Intelligence According to Goleman, empathy—one of the basic components of emotional intelligence—is a critical part of social awareness, and, as such, key to success in life. Goleman extends the definition of empathy to include not only understanding others' feelings and behavior, but also intelligently using that understanding to forge stronger interpersonal relationships and make better decisions.

01. What is Empathy?

01.01 Introduction

Empathy is generally defined [1] as the extent to which one has the ability to understand and accept another's feelings and emotions.

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view an issue from another's perspective. However, some researchers suggest that perspective-taking is a cognitive process that precedes empathy, which is an affective or emotionally-based response to perspective-taking.

Empathy has been a subject of awareness in a variety of different fields, but has only begun to be examined by those in the management area. Early childhood development researchers have concluded that empathy is a function of cognitive “prime of life”; that is, the ability to take another's point of view requires a certain degree of behavioral complexity.

Yet, from a moral development viewpoint, people are thought to progress from an egocentric form of morality toward a level of moral development where one examines issues from a variety of perspectives. Empathy is an attractive subject for researchers interested in the study of management because cognitive complexity and morality are generally considered to be important aspects of effective leadership. So as The American president Barack Obama says, “We need somebody who's got the heart, the empathy, to recognize what it's like to be a young teenage mom, the empathy to understand what it's like to be poor or African-American oror disabled or old - and that's the criterion by which I'll be selecting my judges.”

01.02 Fundamental People Skills

Although technical skills are considered less important as a person ascends within an executive hierarchy, the ability to empathize, on the other hand, is thought to be a more important determinant of success. Empathy is considered to be an archetypal managerial competence because it is a fundamental skill of every human's organizational behavior.

Empathy is thought to have both a genetic and an experiential foundation. However, Goleman [2] stresses that as a capability, empathy can be enhanced through desire and training. As he quotes, “If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far.”

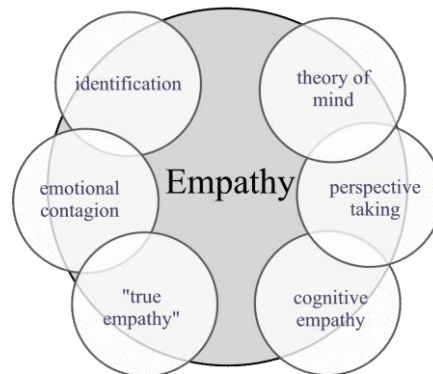
Research specifies that self-awareness is optimistically related to empathy, suggesting that empathy may be a function of the degree to which a person can read and manage his own emotions. Training that focuses on empathy building has been suggested as a means of fostering this social skill.

A person who is skillful at empathizing makes others feel respected and worthy of attention. The development of this skill requires effective communication. Thus, training managers in communication techniques such as active listening may contribute to building empathic competence.

Research examining empathy has largely been embedded within efforts to gain a greater understanding of emotional intelligence. Studies indicate that empathy is positively related to intrinsic motivation and effective problem-solving, supporting the view that empathy is an important aspect of effective leadership. The need for empathy is increasingly important in the workplace as the use of teams and self-directed work groups, where social competencies are a critical factor in success, are

on the rise. Globalization, and the difficulties associated with intercultural relationships, also makes empathy an increasingly critical managerial competence.

Therefore in the diagram below by Stephanie D. Preston and Frans B. M. de Waal correctly represents the idea of empathy



01:03 Core Skill

Empathy is particularly important today as a component today as component of leadership for at least three reasons: the increasing use of teams; the rapid place of globalization ; and the growing need to retain talent.

From a traditional business perspective, empathy may seem inappropriate. However, empathy is a critical skill, helping individuals address today's challenges. Empathy is a core skill required as people work in teams (sense and understand the views of everyone); experience globalization (cross cultural sensitivity); and retain talent (coaching and mentoring).

So says Carly Fiorina CEO of Carly Fiorina Enterprises and former CEO of HP, "True leadership requires empathy. Leadership is not about titles and positions. There are people with no titles who lead every day. ... Leadership is about making a positive difference and you cannot do that without empathy."

2. More data on Empathy

Empathy is a person's ability to feel how others feel about a certain situation. Many psychics are blessed with the gift of empathy and are called empathic. When a reader that is blessed with empathy is doing a reading, we are given the ability to tap into what a person's heart is all about. What their true feelings are about any given situation. Almost everyone of us has empathy to some degree, however, learning to listen to that and learn about it is the challenge that many face. This is why they come to psychic readers with that ability. Many people with a keen sense of empathy have problems in crowds due to their ability to feel what everyone is thinking and feeling about. It can be very overwhelming to be empathic and many have to learn to turn this off while in situations like that.

02:01 Emotional Resonance

Empathy is one's ability to recognize and understand the emotion of another. As the states of mind, beliefs, and desires of others are intertwined with their emotions, one with empathy for another may often be able to more effectively divine another's

modes of thought and mood. Empathy is often characterized as the ability to "put oneself into another's shoes", or experiencing the outlook or emotions of another being within oneself, a sort of emotional resonance.

Empathy (being able to read others' emotions) as well as interpersonal relationship, being able to form a close relationship.

According to Dr. Reuven Bar-on [3] , Empathy is one's ability to recognize and understand the emotion of another. As the states of mind, beliefs, and desires of others are intertwined with their emotions, one with empathy for another may often be able to more effectively divine another's modes of thought and mood. Empathy is often characterized as the ability to "put oneself into another's shoes", or experiencing the outlook or emotions of another being within oneself, a sort of emotional resonance.

While the ability to imagine oneself as another person is a sophisticated imaginative process that only fully develops with time, as later on in life, or with considerable training, or investigation, or imagination, the roots of such ability are probably innate to the empathizer's life, training, or investigation.

02:02 Emotional Recognition

Human capacity to recognize the emotions of another is related to one's imitative capacities, and seems to be grounded in one's innate capacity to associate the bodily movements and facial expressions one sees in another with the proprioceptive feelings of one's corresponding movements or expressions. Humans also seem to make the same immediate connection between the tone of voice, and body language of another and one's inner feeling. Hence, by looking at the facial expressions or bodily movements of another, or by hearing another's tone of voice, one may be able to get an immediate sense of how another seems to feel on the inside. One experiences this as anything in a range, from understanding, to directly experiencing, or to feeling another's emotion (say, sadness or anger), rather than just noting the behavioral symptoms of another's emotion. But clinicians must take care not to over-invest their own emotions at the risk of draining away their own resourcefulness; thus awareness of one's own limitations is prudent in a clinical situation, as in care giving.

More fully developed empathy [4] requires more than simply recognizing another's emotional state. Since emotions are typically directed towards objects or states of affairs (either real or imaginary), the empathizer first requires some idea of what that object might be.

Next, the empathizer must determine how the emotional feeling will significantly affect the way in which he perceives the other person. The empathizer needs to determine the aspects of the person upon which to focus.

Hence he must not only recognize the person toward which the other is directed, but also then recognize the bodily feeling, and then add these components together. The empathizer needs next to find the way into the loop where perception of the other person generates feeling. That feeling affects the perception of the other person. This process occurs before taking in account the character of the other person as well as their wider non-psychological context (such as being short or being a lawyer).

Empathy can be divided into two major components:

Affective empathy, also called emotional empathy: the capacity to respond with an appropriate emotion to another's mental states. Our ability to empathize emotionally is supposed to be based on emotional contagion, being affected by another's emotional or arousal state. Affective empathy is further subdivided on the following scales:

Empathic concern: sympathy and compassion for others in response to their suffering.

Personal distress: self-centered feelings of discomfort and anxiety in response to another's suffering.

Cognitive empathy : the capacity to understand another's perspective or mental state. It is further subdivided into the following scales:

Perspective taking: the tendency to spontaneously adopt others' psychological perspectives.

Fantasy: the tendency to identify with fictional characters.

03. Contrasting empathy with other phenomena:

One must be careful not to confuse empathy with either sympathy, emotional contagion or mind reading. Sympathy is the feeling of compassion for another, the wish to see them better or happier, often described as "feeling sorry" for someone. Emotional contagion is when a person (especially a child or a person in a mob) identifies with strong emotions others are showing and becomes subject to the same emotions themselves. Mind reading is a controversial paranormal phenomenon, which differs in that empathy is based (so far as is presently known) not upon the paranormal but upon sophisticated processing of what is seen and heard in the usual way.

03:01 Psychological perspective

Some experts (psychologists, psychiatrists, and other scientists) believe that not all humans have an ability to feel empathy or perceive the emotions of others. For instance, Autism and related conditions such as Asperger's syndrome are often (but not always) characterized by an apparent reduced ability to empathize with others. The interaction between empathy and autism spectrum disorders is a complex and ongoing field of research, and is discussed in detail below.

According to Baron-Cohen's [5] ideas, this absence might be related to an absence of theory of mind (i.e., the ability to model another's world view using either a theory-like analogy between oneself and others, or the ability to simulate pretend mental states and then apply the consequences of these simulations to others). Again, not all autistics fit this pattern, and the theory remains controversial.

In contrast, psychopaths are seemingly able to demonstrate the appearance of sensing the emotions of others with such a theory of mind, often demonstrating care and friendship in a convincing manner, and can use this ability to charm or manipulate, but they crucially lack the sympathy or compassion that empathy often leads to. Empathy certainly does not guarantee benevolence. The same ability may underlie schadenfreude (taking pleasure in the pain of another entity) and sadism (being sexually gratified through the infliction of pain or humiliation on another person).

Moreover, some research suggests that people are more able and willing to empathize with those most similar to themselves. In particular, empathy increases with similarities in culture and living conditions. We are also more likely to empathize with those with which we interact more frequently.

Even more, people can empathize [6] with animals. As such, empathy is thought to be a driving psychological force behind the animal rights movement (an example of sympathy), whether or not using empathy is justified by any real similarity between the emotional experiences of animals and humans.

03:02 Empathy and autism spectrum disorders

A common source of confusion in analyzing the interactions between empathy and ASD is that the apparent lack of empathy may mask [7] at least two other underlying causes:

Excessive sensitivity or "overwhelm," may be a cause of early learned suppression. Failure to demonstrate empathy can arise from inability (or not knowing how) to express empathy to others, as opposed to difficulty feeling it internally. In this context, a higher level of empathy is sometimes reported by individuals with mild or high functioning Asperger's syndrome, especially to animals and to other deeply held emotions in people - anecdotally this may more often be so with "high-functioning" individuals, or possibly, the strength of negative empathic feelings with people might itself have been a contributing cause of retreat into self.

03:03 Development of empathy :

By the age of 2, children normally begin to display the fundamental behaviors of empathy by having an emotional response that corresponds with another person. Sometimes, toddlers will comfort others or show concern for them as early as 24 months of age. Also during the second year, toddlers will play games of falsehood or "pretend" in an effort to fool others, and this requires that the child know what others believe before he or she can manipulate those beliefs.



Other aspects :

In addition to the above use, the term empathy is also used by some people [8] to signify their heightened or higher sensitivity to the emotions and state of others. This, reportedly, can lead to both positive aspects such as a more skilled instinct for what is

"behind the scenes" with people, but also to difficulties such as rapid overstimulation, overwhelm or stress caused by an inability to protect oneself from this so-called 'pick-up'. Such people may for example find crowds stressful simply due to picking up what is often described as "white noise" or multiple emotions as they pass through it, a phenomenon not to be confused with agoraphobia and sometimes informally known as crowd-sickness.

Empathy in this sense is ascribed by such people to various mechanisms. These include simply more sophisticated subconscious processing of sensory cues or stronger emotional feedback than the norm, (i.e. the normal human experience but more so), and therefore fit within present models. Some people, perhaps due to synesthesia, believe it instead to be a direct emotional sense or a feel for others' "energy". The New Age religion has constructed a belief system around the anecdotal evidence of persons who claim to be "empaths" in this sense. This aspect of empathy is not usually clinically recognized, and not everyone calling themselves an "empathy" intends to imply that they are gifted with psychic ability.

A recurrent theme of discussion on such websites relates to the impact upon individuals, and therefore also methods (including mental practices, emotional processes and ritual) which anecdotally can help reduce the intensity of empathic reactions to others' feelings to a more bearable level (informally called 'shielding' or emotional detachment)

Empathy in humans :

The Bar-On model [9] reveals that women are more aware of emotions, demonstrate more empathy, relate better interpersonally and are more socially responsible than men. On the other hand, men appear to have better self-regard, are more self-reliant, cope better with stress, are more flexible, solve problems better, and are more optimistic than women.

Empathic Intelligence is not the same as emotional intelligence or cognitive intelligence, because it is essentially concerned with the dynamics between thinking and feeling and the ways in which each contributes to the making of meaning. The word dynamic is important because it highlights the psychic energy generated when one mobilizes both thought and feeling in understanding experience. When there is an intensity of feeling matched with intensity of thought, transforming learning experiences can occur. The Empathetic intelligence is to know how easily you pick up on other people's feelings and how strongly you are affected by other people's feelings.

Mayer and Salovey

Mayer and Salovey stated that [10] "When emotion management is open to experience, people feel more empathy toward others"

Empathy, furthermore, may be a major underlying contributor to emotional intelligence. For example, the ability to recognize consensual emotion in faces, colors, and abstract designs is better among those higher in empathy. In general, in fact, consistent associations have been found between emotional communication and empathy. What was proposed is that mood regulatory mechanisms, which can be

studied in the context of emotional experience, may ultimately turn out to be important in explaining constructs such as empathy and abilities related to it.

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Empathy has been a subject of interest in a variety of different fields, but has only begun to be examined by those in the management area. Early childhood development researchers have concluded that empathy is a function of cognitive maturity; that is, the ability to take another's point of view requires a certain degree of cognitive complexity.

Yet, from a moral development perspective, people are thought to progress from an egocentric form of morality toward a level of moral development where one examines issues from a variety of perspectives. Empathy is an attractive subject for researchers interested in the study of management because cognitive complexity and morality are generally considered to be important aspects of effective leadership.

Although technical skills are considered less important as a person rises within an organizational hierarchy, the ability to empathize, on the other hand, is thought to be a more important determinant of success. Empathy is considered to be a quintessential managerial competence because it is a fundamental people skill.

Empathy is thought to have both a genetic and an experiential foundation. However, Goleman [11] stresses that as a capability, empathy can be enhanced through desire and training. Research indicates that self-awareness is positively related to empathy, suggesting that empathy may be a function of the degree to which a person can read and manage his own emotions. Training that focuses on empathy building has been suggested as a means of fostering this social skill.

A person who is skillful at empathizing makes others feel respected and worthy of attention. The development of this skill requires effective communication. Thus, training managers in communication techniques such as active listening may contribute to building empathic competence.

Research examining [12] empathy has largely been embedded within efforts to gain a greater understanding of emotional intelligence. Studies indicate that empathy is positively related to intrinsic motivation and effective problem-solving, supporting the view that empathy is an important aspect of effective leadership. The need for empathy is increasingly important in the workplace as the use of teams and self-directed work groups, where social competencies are a critical factor in success, are on the rise. Globalization, and the difficulties associated with intercultural relationships, also makes empathy an increasingly critical managerial competence [13].

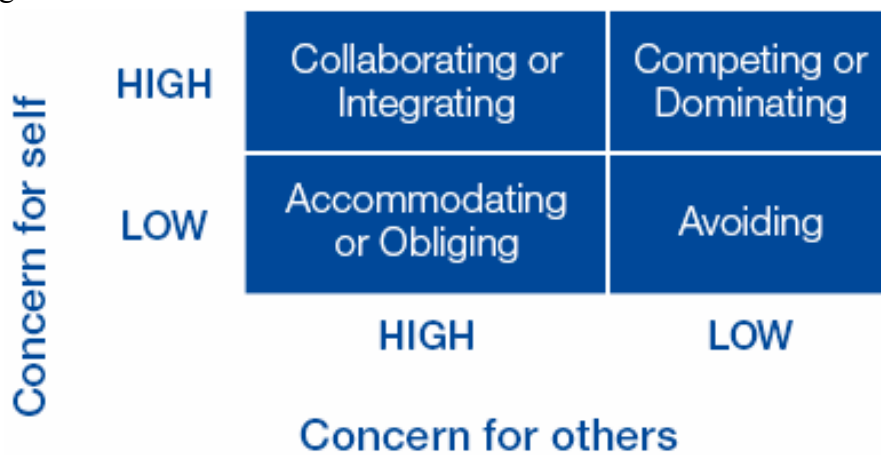
04. Importance of empathy in management

Empathy, trust, diffusing conflict and handling complaints and customer retention, and help to diffuse conflict

Empathy and trust [14] are a platform for effective understanding, communication and relationships. Empathy and trust are essential to develop solutions, win and retain business, and avoiding or diffusing conflict. Empathy and trust are essential for handling complaints and retaining customers. These days we need to be more effective communicators to be successful in business - and in life. The 'steps of the sale', persuasion, closing techniques, features and benefits do not build rapport or relationships - empathy, trust, understanding and sympathetic communications do. One-sided persuasion is not sustainable and is often insulting, especially when handling complaints. Trust and empathy are far more important in achieving and sustaining successful personal and business relationships.

Most modern gurus in the areas of communications, management and self-development refer in one way or another to the importance of empathy - really understanding the other person's position and feelings. Being able to 'step back', and achieve a detachment from our own emotions, is essential for effective, constructive relationships. Whether for selling, customer retention, handling complaints, diffusing conflict, empathy helps.

Handling conflicts.....



There is a difference between 'understanding' someone and 'agreeing' with them: everyone in the organization should have the training, encouragement and ability, to understand and to convey that they understand - to see the reality of the other person's position and feelings - whether they are right or wrong - and should have the training and authority to 'agree' where appropriate, which has implications for authorization levels and compensation offerings. Here comes empathy into action. The organization enable quality improvement and ultimately improve relations with should welcome complaints and should encourage staff to ask for them from the customers. Incidentally, from a staff-selection perspective, people with strong right basal brain quadrant - which produces intuition and empathy - make good complaint receiver.

05. How Empathy is important in Organizations

People with high skill levels of Empathy:-

1. Frequently inform people during times of change and uncertainty.
2. Develop all of their people to their potential.

3. Develop and retain the intellectual capital of the organization.
4. Achieve consistently high performance of direct reports.
5. Increase job motivation and satisfaction of staff.

Harvard Business Review article entitled "What Makes A Leader?" by Dr. Daniel Goleman [18], Goleman isolates three reasons for empathy: the increasing use of teams, (which he refers to as "cauldrons of bubbling emotions"), the rapid pace of globalization (with cross-cultural dialogues easily leading to misunderstandings), and the growing need to retain talent. "Leaders with empathy," states Goleman, "do more than sympathize with people around them: they use their knowledge to improve their companies in subtle, but important ways."

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Why is the study of Empathy important?

Empathy is a person's ability to feel how others feel about a certain situation. It should not be mistaken with Sympathy which means feeling of compassion for another, the wish to see them better or happier, often described as "feeling sorry" for someone.

Empathy is responsible for success of an individual in an organization.

Attributes of an Empathetic person

The Bar-On model provides [20] the theoretical basis for the EQ-i, which was originally developed to assess various aspects of this construct as well as to examine its conceptualization. According to this model, emotional-social intelligence is a cross section of interrelated emotional and social competencies, skills and facilitators that determine how effectively we understand and express ourselves, understand others and relate with them, and cope with daily demands. The emotional and social competencies, skills and facilitators referred in this conceptualization include the five key components described above; and each of these components comprises a number of closely related competencies, skills and facilitators which are described in the Appendix. Consistent with this model, to be emotionally and socially intelligent is to

effectively understand and express oneself, to understand and relate well with others, and to successfully cope with daily demands, challenges and pressures.

This is based, first and foremost, on one's intrapersonal ability to be aware of one, to understand one's strengths and weaknesses, and to express one's feelings and thoughts non-destructively.

On the interpersonal level, being emotionally and socially intelligent encompasses the ability to be aware of others' emotions, feelings and needs, and to establish and maintain cooperative, constructive and mutually satisfying relationships. Ultimately, being emotionally and socially intelligent means to effectively manage personal, social and environmental change by realistically and flexibly coping with the immediate situation, solving problems and making decisions.

06. How to Become Empathetic..... by 3 Guru's

Meditation is a great way to work on empathy. .As you meditate about a certain person, you begin to pick up empathy [21]for a certain person and messages. Many disregard this as imagination when it usually isn't. it is all about what they are feeling. To work on your ability to be empathic and have empathy for people, you must meditate quite often (about once per day) and use the technique of focusing on one certain person. To some this comes easy, and to others it is much more difficult. At any rate, empathy is something that should be worked on by all people to create a more caring and loving world.

"Idealists" - people who use empathy to engender trust and build bonds, catalysts who are able to create positive communities for the greater good. But even if empathy does not come naturally to some of us, its firmly believed that we can develop this capacity.

Here are a few practical tips [22] one might like to consider:

1. Listen - truly listen to people. Listen with our ears, eyes and heart. Pay attention to others' body language, to their tone of voice, to the hidden emotions behind what they are saying, to contextual aspects.
2. Don't interrupt people. Don't dismiss their concerns off hand. Don't rush to give advice. Don't change the subject. Allow people their moment.
3. Increase the ability to understand others' non-verbal communication, because often people don't communicate openly what they think or feel.
4. Use people's names. Remember the names of people's spouse and children so that one can refer to them by name.
5. Be fully present when one is with people. Don't check email, look at the watch or take phone calls when a direct report drops into the office to talk. Put yourself in their shoes. How would one feel if your boss did that to you?
6. Smile at people.
7. Encourage people, particularly the quiet ones, when they speak up in meetings. A simple thing like an attentive nod can boost people's.
8. When one gives praise, spend a little effort to make our *genuine* words memorable for our constituents. "You are an asset to this team because...."; "This was pure genius"; "I would have missed this if you hadn't picked it up."

9. Show people that you care by taking a personal interest in them. Show genuine curiosity about their lives. Ask them questions about their hobbies, their challenges, their families, their aspirations.
10. Spend time with the people who work for you. Get out from behind your desk and walk around and meet them in their turf. Talk to them. Sit down for a moment so that both at the same level while you are talking.
11. Have your finger on the pulse of your department or organization. Learn how to read the mood of a group.
12. Be sensitive to diversity. Make an effort to understand constituents of different cultures.
13. Read a good book on emotional intelligence. Better still, attend a workshop on EQ. Consider hiring a coach.
14. As much as one can, hire people who are empathetic. Empathy is an emotional muscle that becomes stronger the more we use it.

07. Conclusion

As one question remains raised again and again that is empathy a “foundational element” for business performances, or is it just a soft skill needed for success?

This report doesn't put an end to this ever growing topic but it showcases the window to the world of Empathy management as created by Bar-on. Bar-on [24] describes that empathy in animals can also be noticed in many cases and that animals can also understand the feelings of their masters to the most extent.

He goes on to describe that empathy can lead to both positive aspects such as a more skilled instinct for what is "behind the scenes" with people, but also to difficulties such as rapid over-stimulation, overwhelm or stress caused by an inability to protect oneself from the so-called 'pick-up'. Such people may for example find crowds stressful simply due to picking up what is often described as "white noise" or multiple emotions as they pass through it, a phenomenon not to be confused with agoraphobia. Empathy is ability to be aware of and appreciate others' feelings; ability to show caring

It has both positive & negative faces

Good: Helps with anticipating and understanding the perspectives of customers, team members and key stakeholders.

Poor: Can run rough shod over others. Poor empathy often feeds off of poor self awareness.

Empathy is very important parameter for growth of any organization. Empathy is valued relationship currency. It allows us to create bonds of trust; it gives us insights into what others may be feeling or thinking; it helps us understand how or why others are reacting to situations and it sharpens our people acumen and informs our decisions. Its very important in decision making, to handle stress situation, to handle relations among people.

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