

How to Recognise Emotions and Use Emotional Intelligence to Boost Service Performance



It turns out that being disagreeable and having poor cognitive ability may not be as bad as the service industry had imagined. Prof. Lorna Doucet from School of Management Fudan University unravels the mystery and beneficial use of emotional intelligence.

Related research:

Doucet, L., Shao, B., Wang, L. and Oldham, G. (2016), *I know how you feel, but it does not always help: Integrating emotion recognition, agreeableness, and cognitive ability in a compensatory model of service performance*, Journal of Service Management, Vol. 27 No. 3, pp. 320-338.



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An alliance with a purpose

THE 3 Ps IN A CoBS POD

 **PERCEIVE**
with a set of key takeaways

 **PROJECT**
with food for thought: on yourself, your organisation and the wider context

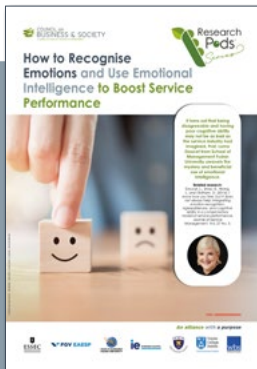
 **PERFORM**
by putting it all into practice using action tips





● PERCEIVE with a set of key takeaways

- Socially responsible investing (SRI or green or ethical investing) is about gaining financial return while seeking to invest in firms demonstrating a conscious effort to improve their impact on business, society and the environment.
- For investors to make the decision to place money wisely – and responsibly – they need to know what a firm is actually doing in terms of responsible business practice and how it performs.
- Cognitive ability and agreeableness are considered to be important traits for an employee in the service industry.
- Agreeableness helps with the 'human' or relational aspect of the job and helps develop future relationships with the customers.
- Cognitive skills help with the technical aspect of the job and help in finding solutions to customers' problems.
- Employees with low agreeableness or poor cognitive skills may benefit from using their emotion-recognition skills. They can perform just as well as the rest.
- Human resource policies should consider emotional intelligence, in particular emotion-reading abilities, in the service industry.
- People can also be trained to develop emotional intelligence. In order to improve performance, human resource professionals can set up training programs to develop emotional intelligence.



Read the full feature:
<https://councilcommunity.org/2020/01/16/recognising-emotions-a-superpower-in-the-service-industrys-arsenal/>



● **PERFORM**

by putting it all into practice

CHECKLIST

- 1. Take into consideration job candidates' emotion-recognition ability,** personality, and cognitive ability while recruiting employees for jobs. This will result in organisations benefiting from improvements in the employee-job role fit.
- 2. Give training for the development of emotional intelligence in organisations.** Through demonstrations, help employees develop the ability to understand the emotional makeup of other people and respond according to their emotional reactions.
- 3. Employ micro-expression and subtle expression** training tools to build employees' emotion-recognition ability in the face of low cognition or agreeableness.
- 4. For academics and instructors:** Think about the course content within your establishment's programmes and identify the instructors and other stakeholders who can help design and conduct emotional intelligence modules.
- 5. Include such sessions as an essential part** of the curriculum and track the progress of students and participants.
- 6. Map out how these modules can help them** in the long run and decide on how to communicate the benefits.



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