



(EMOTIONAL INTELLIGENCE)

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07

KOMPETENSI SOSIAL: DIMENSI KESEDARAN SOSIAL



KESEDARAN SOSIAL ialah

- Rasai dan fahami perasaan, keperluan dan kebimbangan orang lain
- Pamerkan empati - dengan kata lain bayangkan bagaimana rasanya berada dalam kedudukan orang lain dan fahami dari perspektif itu
- Awareness of and ability to read body language and other nonverbal communication that includes facial expressions
- Understanding the underlying emotion of a communication from a staff member and responding as effectively to the emotional aspects of the communication as to the stated needs

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7.1

EMPATI



DEFINISI DAN KEPENTINGAN EMPATI

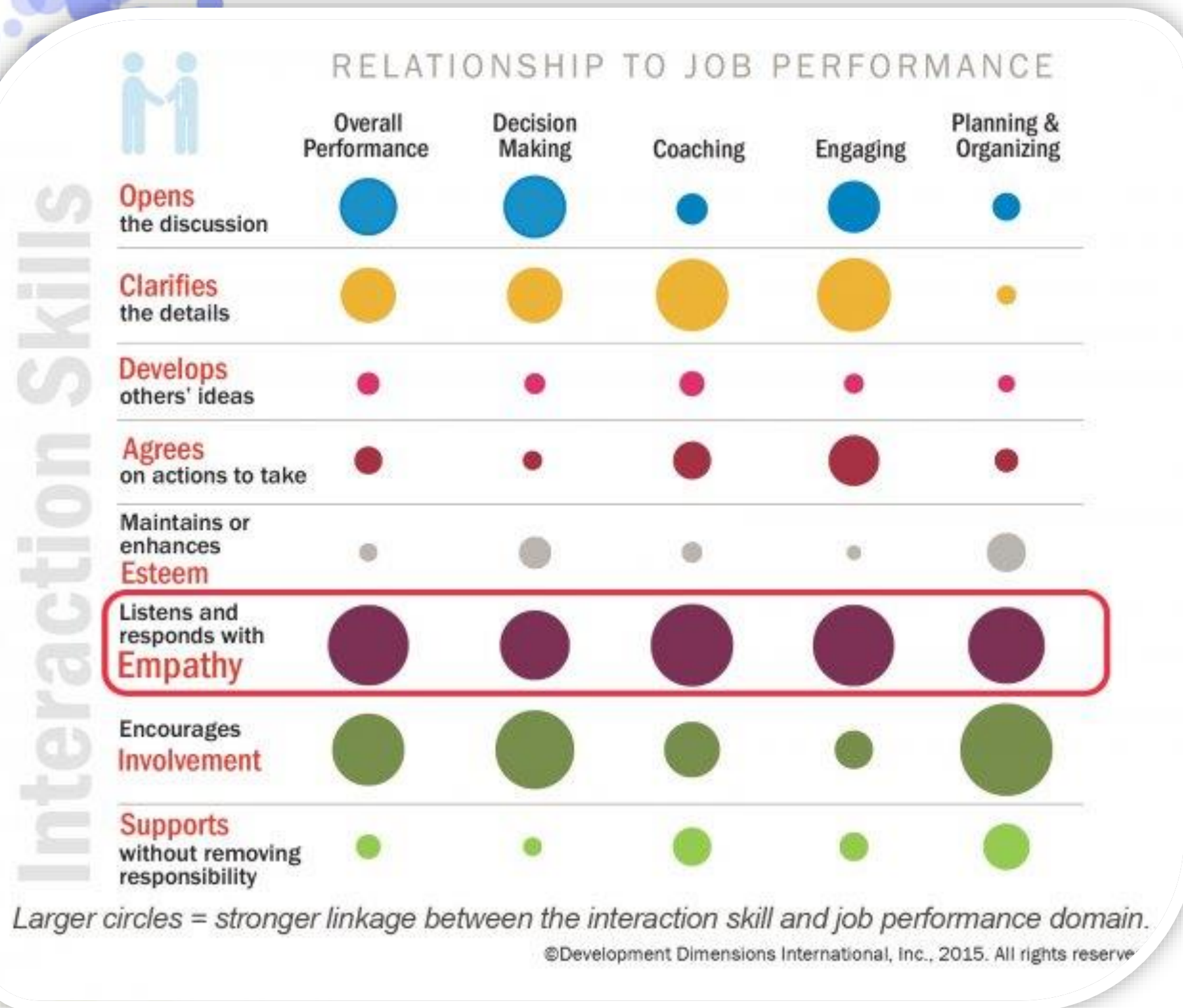
Empathy allows us **to understand the intentions of others, predict their behavior, and experience an emotion triggered by their emotion.** In short, empathy allows us to interact effectively in the social world. It is also the “glue” of the social world, drawing us to help others and stopping us from hurting others (Baron-Cohen & Wheelwright 2004, Dvash & Shamay-Tsoory 2014)

Empathy is the ability to accurately put yourself "in someone else's shoes"— **to understand the other's situation, perceptions and feelings from their point of view** – and to **be able to communicate** that understanding back to the other person. Empathy is a critical skill for you to have as a leader

Empathy has 4 elements (Shukla 2019).

- ✓ A cognitive & thinking capacity to understand and adopt different perspectives
- ✓ A capacity to self-regulate behavior and emotions while keeping track of the origin of thoughts, emotions, and behaviors (self & others)
- ✓ An affective (emotional) capacity to respond and sensibly react to other's emotions
- ✓ A social capacity to share emotions appropriately

DEFINISI DAN KEPENTINGAN EMPATI



Empathy in the modern workplace is not just about being able to see things from another perspective. It's the cornerstone of teamwork, good innovative design, and smart leadership. It's about helping others feel heard and understood. (Schwantes 2020)

Empathy helps us cooperate with others, build friendships and make moral decisions. Humans begin to show signs of empathy in infancy and the trait develops steadily through childhood and adolescence. Still, most people are likely to feel greater empathy for people like themselves and may feel less empathy for those outside their family, community, ethnicity, or race (Psychology Today 2020)



DEFINISI DAN KEPENTINGAN EMPATI

Cognitive empathy

Cognitive empathy is the process of inferring or reasoning about others' internal states [64, 184]. In other words, cognitive empathy relates to the detection of how someone is feeling. For instance, a successful cognitive empathic inference entails an observer recognizing a person's feeling as sad when that person is in fact sad.

Emotional convergence

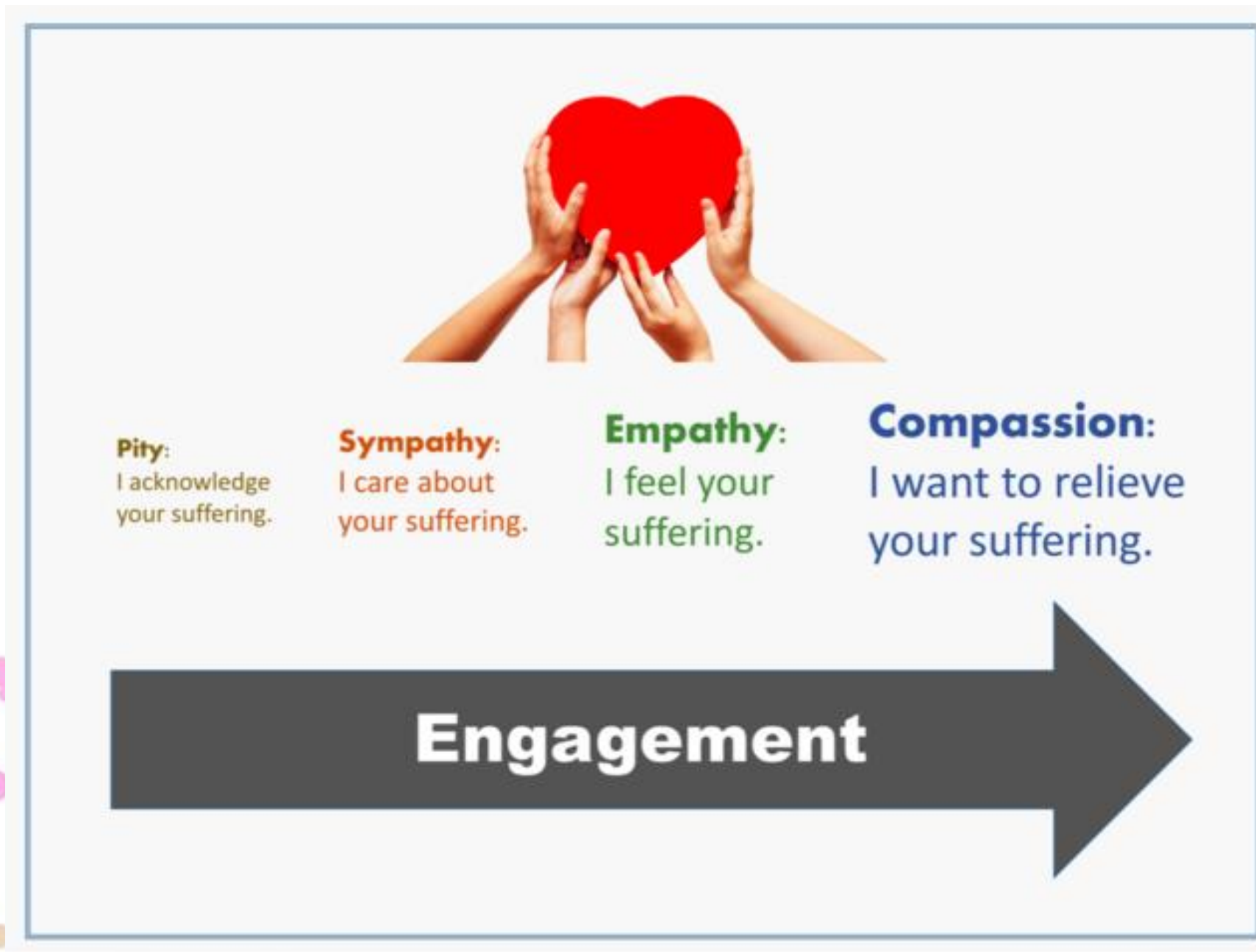
Emotional convergence is the process of emotions of two (or more) interacting individuals becoming more similar (because emotions of either one or both individuals adjust to another's state). This process is often thought to arise from implicit emotional contagion processes. Emotional contagion is defined as "the tendency to automatically mimic and synchronize facial expressions, vocalizations, postures, and movements with those of another person and, consequently, to converge emotionally"

Empathic responding

The third component of empathy consists of someone's response to another person's distress [57]. This response can consist of sympathy, focusing on alleviating the other's distress [13]. Sympathy consists of feelings of sorrow or concern for someone else

(Jansen 2012)

DIMANA AMALAN KITA...



Pity is a feeling of discomfort at the distress of one or more sentient beings, and often has paternalistic or condescending overtones. Implicit in the notion of pity is that its object does not deserve its plight, and, moreover, is unable to prevent, reverse, or overturn it.

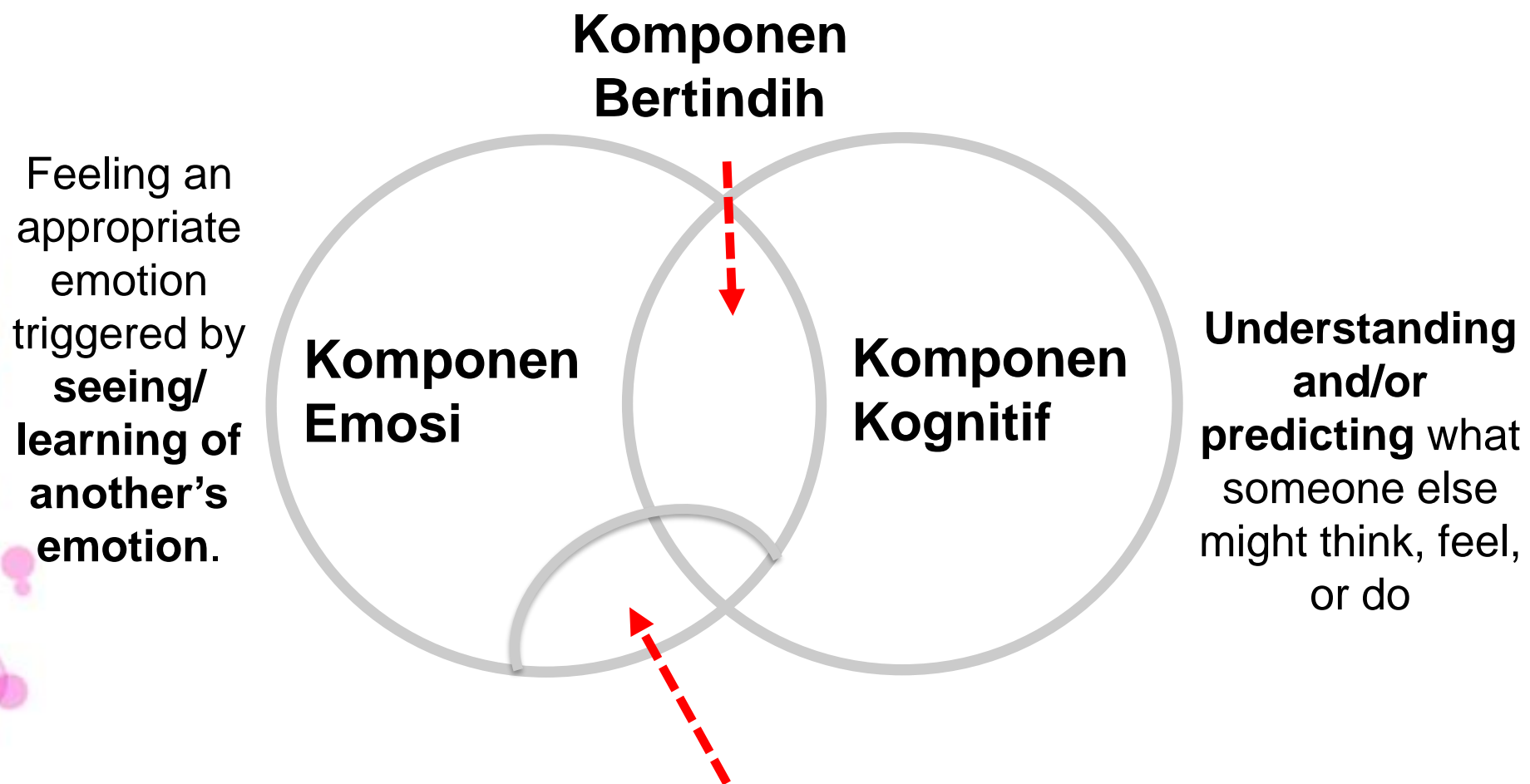
Sympathy ('fellow feeling', 'community of feeling') is a feeling of care and concern for someone, often someone close, accompanied by a wish to see him better off or happier. Compared to pity, sympathy implies a greater sense of shared similarities together with a more profound personal engagement.

Compassion, or "suffering alongside" someone, is more engaged than simple empathy, and is associated with an active desire to alleviate the suffering of its object. With empathy, I share your emotions; with compassion I not only share your emotions but also elevate them into a universal and transcending experience. Compassion, which builds upon empathy, is one of the main motivators of altruism

(Burton 2015)

PERBEZAAN EMPATI DAN SIMPATI

KOMPONEN EMPATI



SIMPATI

Feeling an emotion triggered by **seeing/learning of someone else's distress** which moves you to want to alleviate their suffering

A simple model showing the two overlapping components of empathy and how sympathy is a special case of the affective component of empathy (Baron-Cohen & Wheelwright 2004).

PEMIMPIN BEREMPATI

Such leaders fail to recognize empathic opportunities with their followers for two reasons: one is conscious avoidance because they **cannot deal with people's emotions**; the other is they are so **focused on their own agenda** they ignore their employee's concerns



Source: Kalavana and Andreou

THE FOUR TYPES OF LEADERS

Emotional leaders who have high cognitive and high affective empathy create a **warm, friendly environment and easily establish rapport**

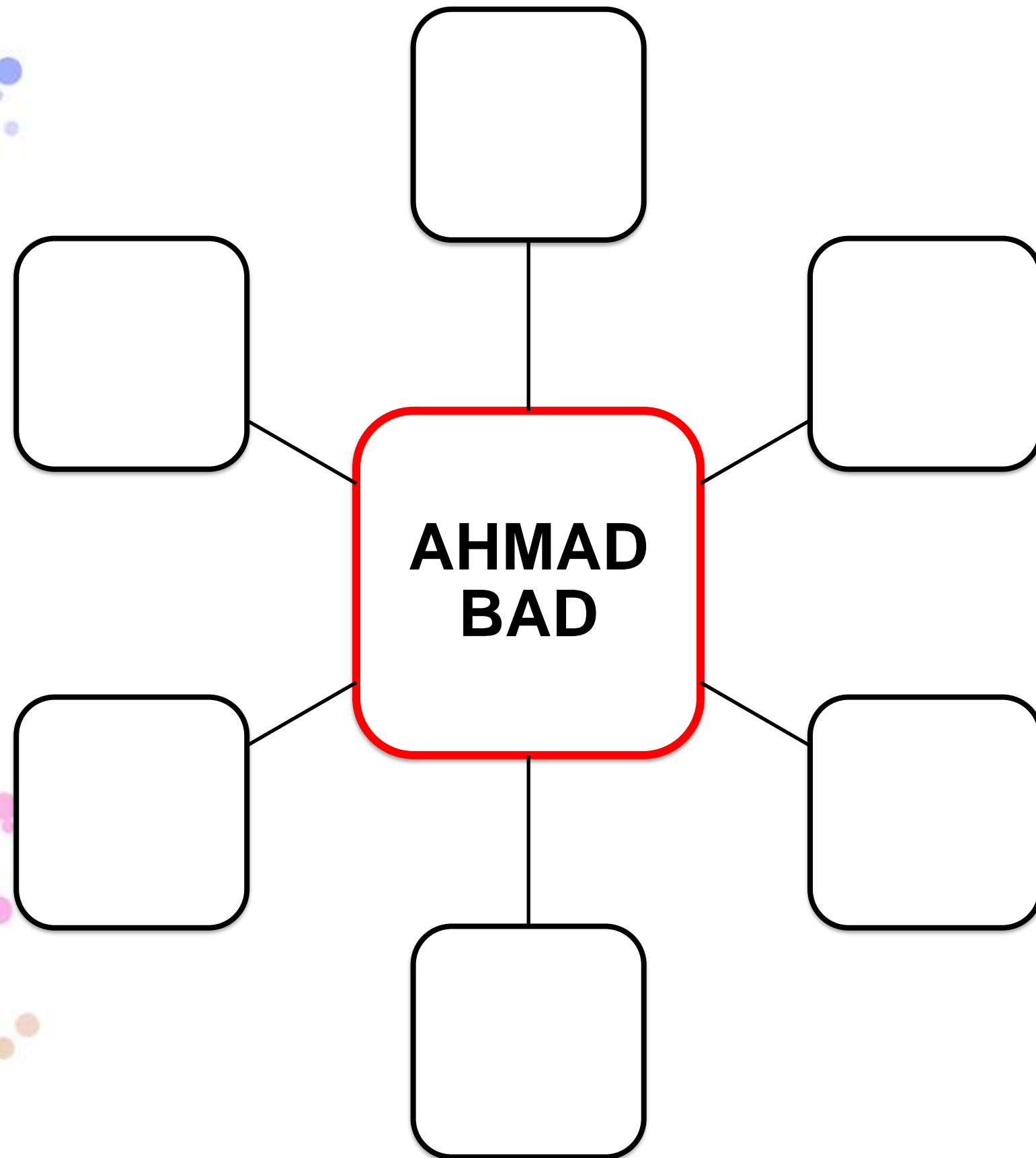
Fortunately, empathy isn't an inherent trait but a muscle that managers can develop. Here are some ways leaders can boost their cognitive empathy skills while learning to control affective empathy:

1. Look for situations that call for applying empathy and respond accordingly.
2. Never ignore an opportunity to be empathic but deal with your own emotions before listening to the difficulties of others.
3. Practice active listening skills. Focus on what you are hearing and recognize and validate the other person's experience. For example, say, "This must be hard. No wonder you couldn't ..." instead of, "If I were you, I'd ..."
4. Be an observer of what you are listening to and keep some psychological and emotional distance. For example, say, "It sounds as if this is a difficult time for you," instead of, "I am sorry for you."
5. Focus on the problem, not on the emotions that are the result of the problem.
6. Keep your own feelings to yourself. When you listen to others' feelings, acknowledge them but keep in mind that what happened had nothing to do with you. Control your feelings of guilt especially when what you are hearing has no relation to your own actions. Feeling sorry creates an unequal relationship.
7. Don't reflexively apologize. Say sorry only when what you are hearing was a result of an action that you took.
8. Be genuine in your reactions. What you say must reflect in your facial expressions.

(Kalavana & Andreou 2018)



GERAK KERJA II



- Tulis nama anda dalam kotak merah
- Tulis nama individu yang merupakan kunci kepada kejayaan anda di tempat kerja
- ✓ Siapa yang anda perlu memberikan lebih usaha untuk mengetahui atau memahami keperluan dan kebimbangan mereka dan mengapa?
- ✓ Siapa yang anda mudah fahami dan mengapa?
- ✓ Siapa yang anda dengar pandangannya dan mengapa?
- ✓ Siapakah atau apakah yang perlu anda lebih dengari
- ✓ Dimana anda perlu pamerkan empati dan membina hubungan
- ✓ Pilih atau atau dua individu dan teruskan



08

KOMPETENSI SOSIAL: DIMENSI PENGURUSAN PERHUBUNGAN

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PENGURUSAN PERHUBUNGAN ialah

- Membangun dan mengekalkan hubungan yang baik
- Bekerjasama baik dengan orang lain

- Menambahbaik kebolehan dalam dimensi ini akan membantu menjadi lebih efektif dalam mengendalikan konflik, meningkatkan semangat berkerja, membantu orang lain mencapai potensi dan membina jaringan kerja pada semua peringkat.

RELATIONSHIP DEFINITION AND ELEMENTS



Relationships tend to be defined as **close connections** between one or more people. A relationship can be formed by an **emotional bond** that starts with a simple interaction. The initial bond tends to **grow and expand**. **Common experiences begin to strengthen the bond**, thus a relationship grows and is filled with added variety along with common experiences

STAGES AND MAINTENANCE



STAGES OF HUMAN RELATIONSHIP

IT ALL STARTS AND ENDS INSIDE OF YOU!

STAGE ONE (EYES)

You see him/her and you are attracted to something he/she has that you don't have or just something you like when seeing a person.

STAGE TWO (MOUTH)

You achieve contact via a certain mean of communication. A social contract has been achieved by both parties.

STAGE THREE (HEART)

You accept every piece of knowledge you acquire on the person, and he/she does the same. The social contract has reached the next level.

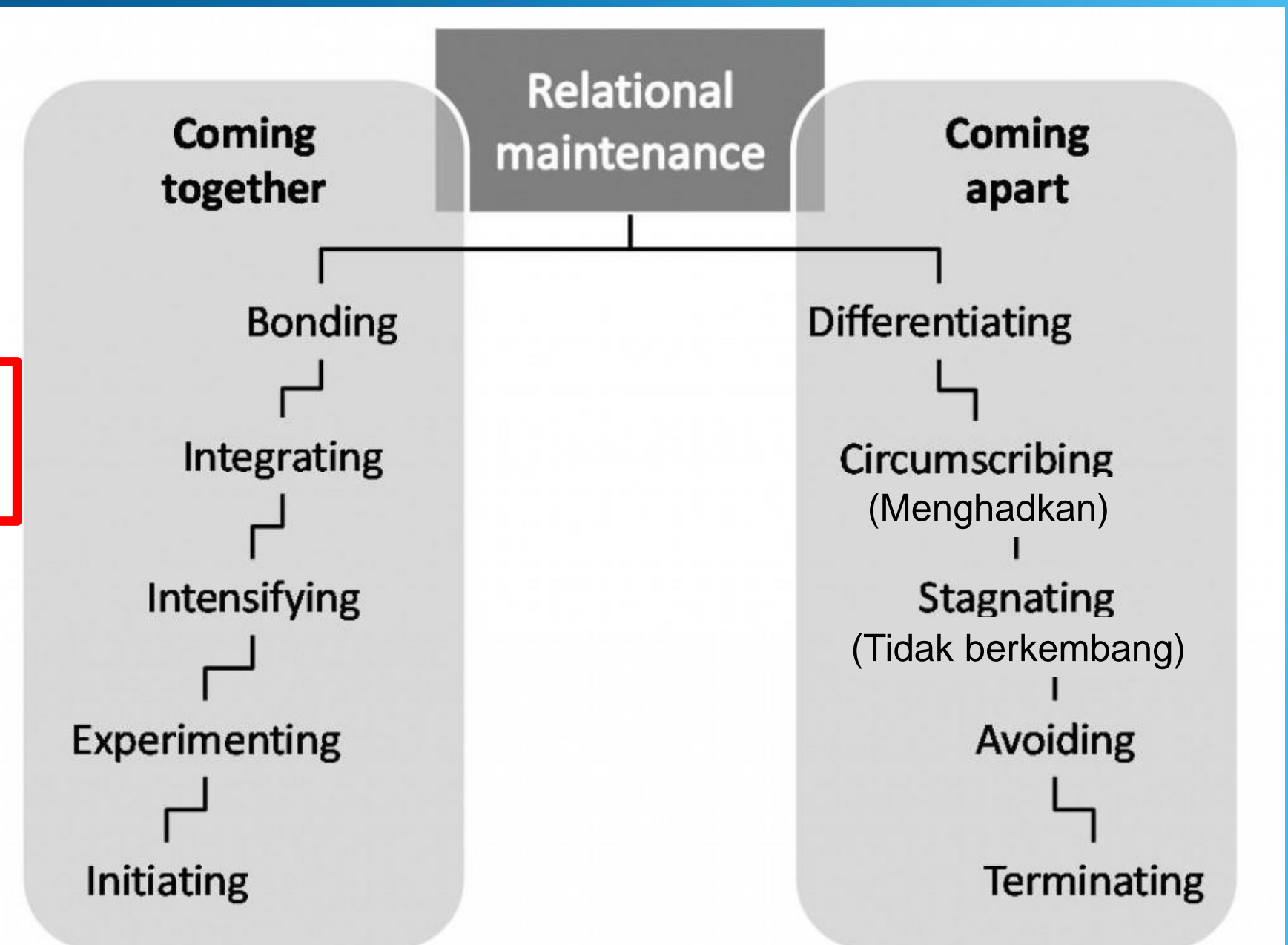
STAGE FOUR (STOMACH)

You have the sudden urge to acquire more knowledge and experience with him/her. This leads you to disregarding vital areas of your life.

STAGE FIVE (DOWN THERE)

You achieve maximum closure with him/her. The aftermath is unexpected for the maximum closure results to something you'll just be surprised to experience.

RELATIONSHIP



Knapp's Relationship Model



8.1

KOMUNIKASI

DEFINISI DAN JENIS KOMUNIKASI



DEFINISI

Satu **proses perpindahan maklumat, perasaan, idea, dan fikiran** seseorang individu kepada individu atau sekumpulan individu yang lain. Ia merupakan proses interaksi yang bererti antara hidupan

Komunikasi (dari bahasa Latin komunikasi, yang bermaksud "untuk berkongsi" atau "berhubungan dengan"). Merupakan **perbuatan menghantar maklumat dan proses untuk bertukar-tukar maksud** supaya dapat menghasilkan pemahaman. Komunikasi boleh mengambil bentuk, baik secara lisan mahupun tidak, misalnya bahasa gerak-geri, bahasa isyarat, sentuhan, hubungan mata dan penulisan

JENIS KOMUNIKASI

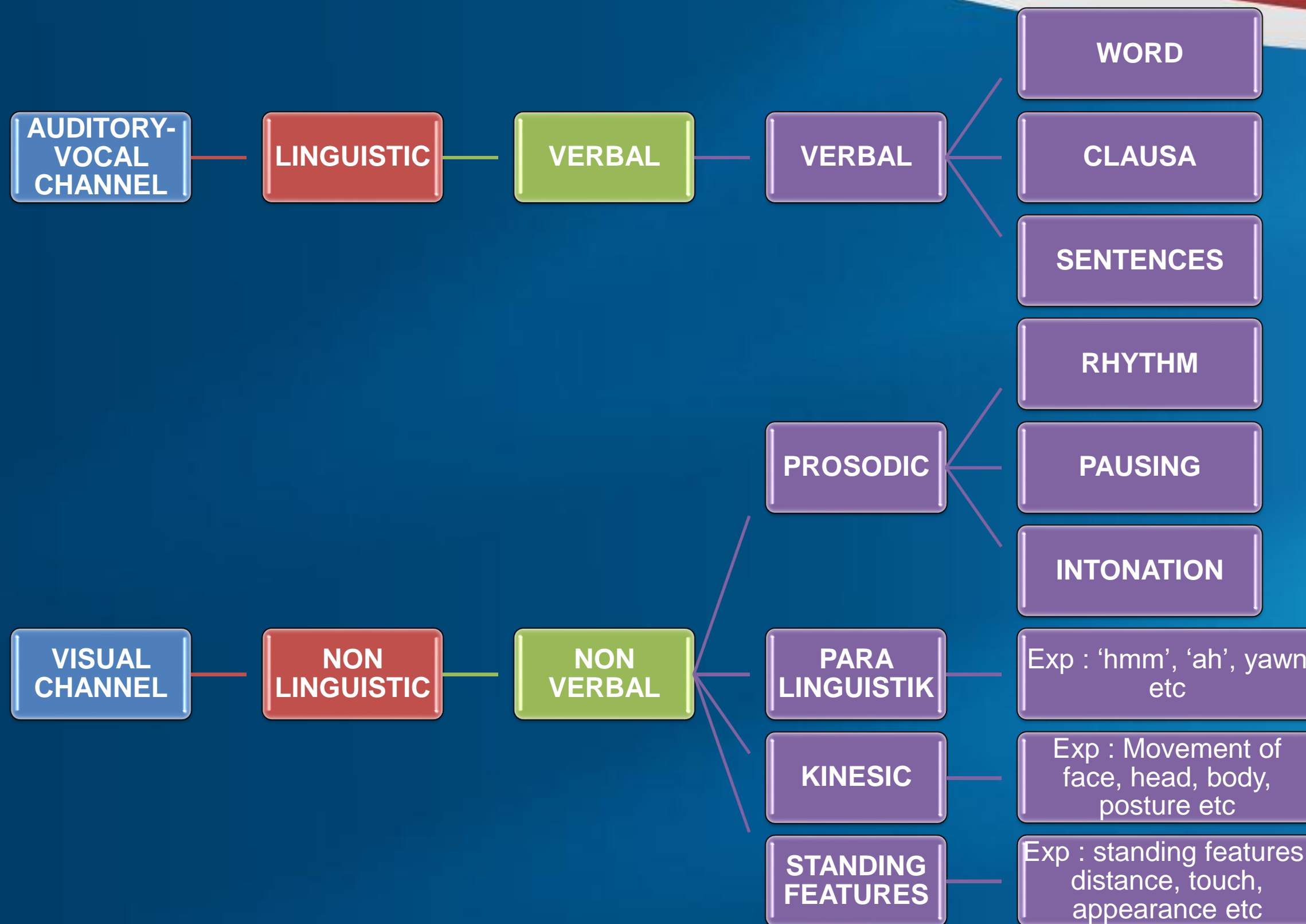
Komunikasi Interpersonal

Proses komunikasi antara individu (lebih dari seorang individu). Proses komunikasi diantara seseorang dengan seseorang yang lain.atau antara manusia.

Komunikasi Intrapersonal

Kontemplasi, intuitif, pemikiran (taakulan), meditasi (bercakap dengan diri sendiri), monolog.

SISTEM KOMUNIKASI



Ellis, A & Beattie, G. (2010). The Psychology Of Language And Communication

KAEDAH KOMUNIKASI



- Perkataan
- Singkatan perkataan
- Ayat
- Tulisan

PERTUTURAN/UCAPAN
(LISAN)

1

- Ekspresi wajah
- Kontak mata
- Gerakan anggota badan
- Nada suara
- Jarak ketika berkomunikasi
- Penampilan diri
- Sentuhan

BAHASA TANPA
PERTUTURAN (BUKAN
LISAN)

2

- Whatsapp / sms
- Surat
- Kad ucapan
- E-mel
- Media Sosial

PENGGUNAAN
PERANTARA
KOMUNIKASI

*

Apabila orang lain atau kumpulan menyerap mesej, mereka memberi tumpuan kepada seluruh persekitaran di sekeliling mereka, bermakna orang lain menggunakan kelima-lima deria dalam interaksi : **penglihatan 83%, 11% pendengaran, 3% bau, 2% sentuh dan rasa 1%**

Burgoon, Guerrero & Floyd (2011)

Komunikasi bukan lisan mewakili **dua pertiga** daripada semua bentuk komunikasi

Hogan & Stubbs (2003)



MENDENGAR

Listening is the ability to accurately receive and interpret messages in the communication process. Listening is key to all effective communication.

<https://www.skillsyouneed.com/ips/listening-skills.html>

The listening process involves four stages: receiving, understanding, evaluating, and responding. The act of listening involves complex affective, cognitive and behavioral processes.

<https://en.wikipedia.org/wiki/Listening>



MENDENGAR

- mendengar mudah tapi sukar dilakukan
 - tunjukkan minat ketika mendengar
 - Beri respon sebagai tanda kita bersama dalam cerita
- Kurang kemahiran mendengar menyebabkan kita membuat kerja dua kali, salah faham, pendaman perasaan, kekeliruan, kehilangan maklumat penting, menyebabkan rasa malu, kecewa, gangguan emosi dan pertelingkahan antara individu.

M - *Mesra dengan orang lain*

E - *Empati semasa mendengar*

N - *Naluri yang positif*

D - *Dari hati yang ikhlas*


E - *Elakkan membuat penilaian*

N - *Nak catat pun tak pa*

G - *Gerak laku kena jaga*

A - *Apa idea nak disampaikan*

R - *Releks, respon, respek*

- 
1. Berlatih mendengar secara **aktif dan memberi fokus** apabila berkomunikasi. Tumpukan pikiran dan perhatian anda untuk bertanya soalan agar dapat digunakan untuk memahami apa yang diperkatakan.
 2. Membuat ringkasan dan **memberi maklum balas** tentang perkara yang anda dengar. Melakukan pengesahan pemahaman samada kandungan yang difahami sama seperti yang dimaksudkan.
 3. Mengenalpasti emosi dan perasaan. Tanya tentang perasaan yang dialami setelah memberi atau menerima maklumat. Kebanyakan pekerja akan berkongsi permasalahan atau pendapat apabila anda menunjukkan minat untuk mengetahui.
 4. Berlatih memerhati bahasa badan atau komunikasi bukan lisan. Biasakan untuk mentafsir bahasa badan sebagai cara untuk memahami komunikasi
 5. Perhatikan reaksi anda sendiri terhadap interaksi. Pastikan anda bertindak balas terhadap fakta dan emosi yang mendasari interaksi berkenaan
 6. Analisis bagaimana anda bertindak balas dalam situasi yang beremosi. Dapatkan maklum balas daripada orang yang anda percayai.

DEFINISI DAN DAPATAN KAJIAN KONFLIK

Ketidaksetujuan (disagreement) **antara dua pihak atau kumpulan** tentang perkara yang mempunyai kepentingan bersama (mutual interest)

Percanggahan dalam diri atau diantara dua atau lebih individu tentang isu tertentu yang melibatkan perasaan, pemikiran atau tingkah laku yang boleh merosakkan perhubungan (Reasoner 2000)

- **Konflik ditempat kerja (tugasan dan hubungan) memberi kesan negatif** kepada kesejahteraan (Sonntag et al. 2013)
- **Fleksibiliti kognitif, fokus diri dan orang lain yang seimbang, kawalan emosi, konsep penerimaan** mampu meningkatkan kejayaan dalam pengurusan konflik (Oore et al. 2015)

- Konflik keluarga dan tempat kerja mempengaruhi dan memberi kesan kepada tahap kesihatan dan stres (Hammer et al. 2004)
- Konflik interpersonal mempunyai kaitan dengan tingkah laku menyeleweng (Kisamore et al. 2010)

PUNCA DAN SITUASI KONFLIK



Kirchoff dan Adam (1982), Filley (1982) keadaan berlakunya konflik:

- Persekitaran stress yang tinggi
- Peranan dan tanggungjawab yang kabur
- Situasi terdapat ramai ketua
- Kewujudan teknologi yang canggih
- Tugas dan peranan tidak jelas
- Halangan dalam komunikasi
- Kebergantungan
- Konflik dan mengejar matlamat peribadi
- Perbezaan kumpulan dalam organisasi

KLASIFIKASI KONFLIK

CLASSIFICATION OF CONFLICTS

Organization conflicts can be classified as follows:

1. Intrapersonal Conflict

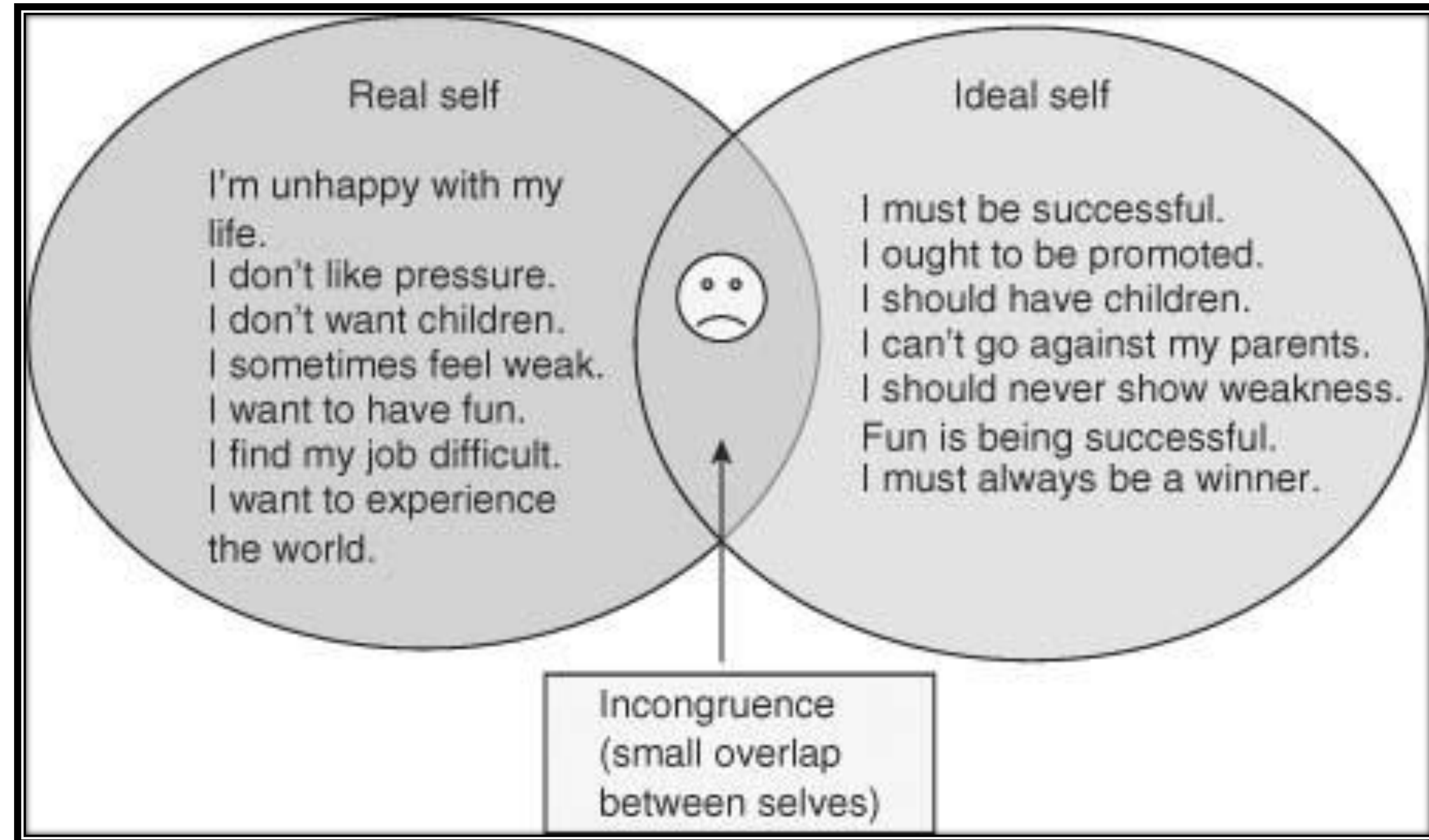
- ❑ In the **process of achieving his goals, an individual may experience stress and frustration** and may face internal conflict. This is referred to as intrapersonal conflict.
- ❑ In organizations, **intrapersonal conflict can result from role ambiguity.**
- ❑ Sometimes **superiors and subordinates may have conflicting expectations from an employee.** This is especially true in the case of middle managers.



KONFLIK INTRAPERSONAL

INCONGRUITY

- This gap between the real self and the ideal self, the “I am” and the “I should” is called incongruity. The greater the gap, the more incongruity. The more incongruity, the more suffering.



KLASIFIKASI KONFLIK

2. Interpersonal Conflict

- ❑ When someone **threatens their self-concept**, **people try to retaliate** and this leads to interpersonal conflict. Different individuals have different tolerance levels, and this depends on their personalities. Individuals with low tolerance levels get into interpersonal conflicts frequently. Often, interpersonal conflicts are the result of differences in perception and gaps in communication.



KLASIFIKASI KONFLIK

3. Intergroup Conflicts

- ❑ In an organization, people from different departments compete for limited resources such as funds, personnel and support services. This competition often results in conflict.



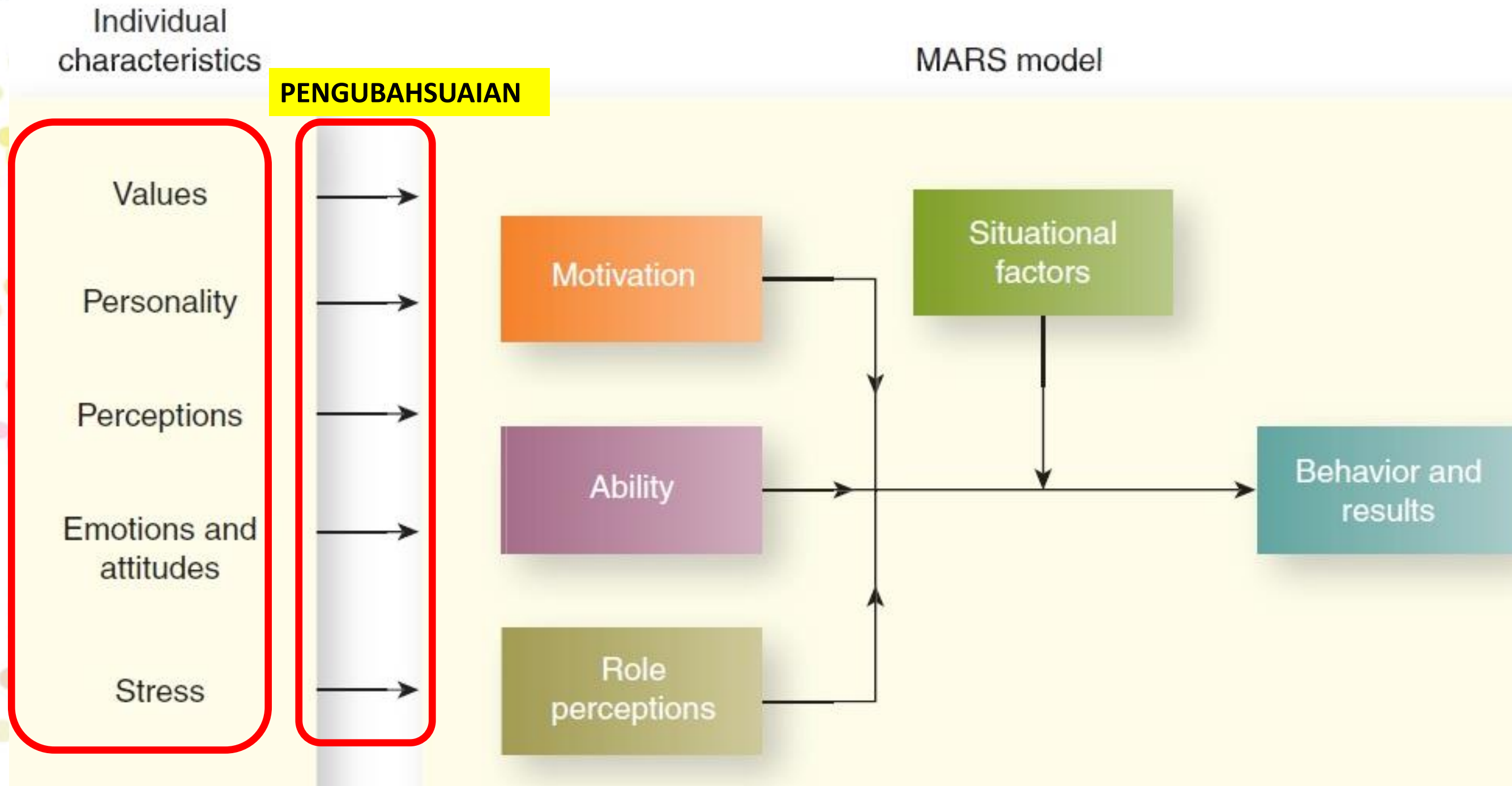


PENGURUSAN KONFLIK: KAEDAH TINGKAH LAKU

Menurut Rahim (1985) pengurusan konflik mampu dilaksanakan melalui kaedah **TINGKAH LAKU** dan **STRUKTURAL**:

1. Tingkah laku merangkumi **perubahan** budaya individu seperti **sikap, nilai, sistem kepercayaan, norma** dan sebagainya
2. Struktural merangkumi pendedahan dan pembelajaran terhadap individu tentang cara gaya dalam menangani konflik

PENGURUSAN KONFLIK: KAEDAH TINGKAH LAKU

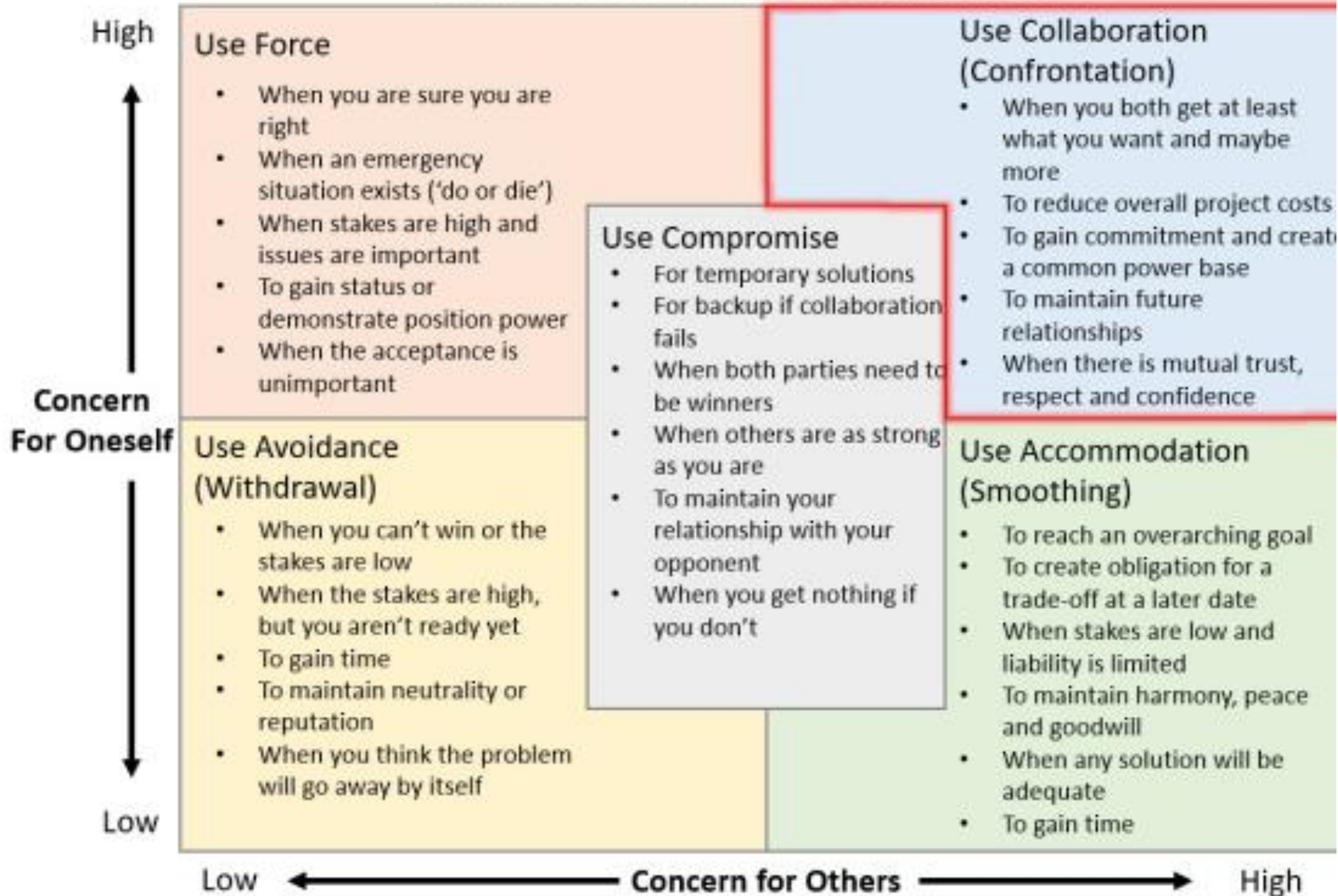


MARS Model seeks to explain **individual behavior as a result of internal and external factors or influences** acting together. The acronym MARS stands for motivation, ability, role perceptions and situational factors

(Relivingmbadays 2020)

PENGURUSAN KONFLIK: KAEDAH STRUKTURAL

Dual Concern - Conflict Resolution Modes




<https://www.leadinganswers.com/2020/07/5-tools-for-team-conflict-resolution.html>




08

MENGENDALIKAN TINGKAH LAKU TIDAK PRODUKTIF



Jika Pelaku....	Anda cuba...
Bersifat agresif dan tidak menghormati	<ul style="list-style-type: none">▪ kekal bertenang▪ memberhentikan serangan lisan dengan menyebut dan mengulang nama pelaku▪ “apabila anda sudah bersedia untuk bercakap dengan rasa hormat terhadap saya, saya akan meluangkan semua masa yang anda mahu untuk membincangkan perkara ini”
Tidak mendengar atau menerima idea	<ul style="list-style-type: none">▪ melakukan persediaan untuk berkomunikasi dengan menyokong persepsi dan idea anda sendiri▪ bawa semula orang itu kepada idea atau maklumat anda dengan frasa seperti "bersabarlah dengan saya untuk satu minit.." atau "apa yang anda boleh tambah baik..."▪ mengakui bahawa pelaku itu juga mempunyai ilmu pengetahuan yang berharga
Bakal 'meletup'	<ul style="list-style-type: none">▪ berehat sebentar (take five) dan kemudian meneruskan perbualan▪ dapatkan perhatian pelaku itu dengan melambai-lambaikan tangan anda dan memanggil nama mereka dengan cukup kuat untuk didengari▪ nyatakan keprihatinan terhadap pelaku itu: “Ali, tiada siapa yang patut diperlakukan seperti ini!, saya ingin membantu anda”



Jika Pelaku....	Anda cuba...
Tidak bercakap	<ul style="list-style-type: none">▪ jadualkan masa yang banyak untuk pelaku itu menjawab idea dan soalan anda▪ bertanya soalan “apa yang sedang anda fikirkan?”, “bagaimana anda ingin teruskan?”, “apa tindakan kita seterusnya?”▪ memandang dengan penuh harapan pada pelaku itu untuk tempoh masa yang lebih lama daripada biasa selepas membuat komen atau bertanya soalan
Mengandaikan situasi tidak akan bertambah baik	<ul style="list-style-type: none">▪ Beri masa kepada pelaku untuk mempertimbangkan rancangan anda dan kembali semula selepas itu▪ Bincangkan dan beri tumpuan kepada aspek negatif sesuatu idea sebelum diperkatakan oleh pelaku

David, S. (2017) HBR Guide to Emotional Intelligence. Harvard Business Review Press: US

RUJUKAN

