# Professional Development

## Executive Summary

This report identifies the central role of emotional intelligence (EI) in developing a team for the resolution of the problems at Case Management Inc. Emotional intelligence, through social awareness and relationship management, emerges as integral to developing job performance and employee satisfaction. The management will have the capacity to understand the emotions of the employees, and redirect them towards positive pursuits of goals within the organization. Managers will praise and give loyalty rewards as positive reinforcement, while according the hardest schedules and taking away privileges as negative reinforcement.

EI is also viewed as essential to the development of proper decision making and social skills. Its ability to improve communication and compel behavioral example will act as a basis for effective practice. Here, the managers will be able to acquire information from employees and bank on their support for decisions. The social skills will also ensure their own behavioral management, leading the staff by example towards more job engagement.

Developing effective teams will rely on the ability to define goals and roles, diversity, an emphasis on emotional intelligence, and proper leadership. In order to achieve the proper team dynamic, strategies featuring practiced open communication and deliberate physical closeness will be developed. The strategy will also feature clear role definition, which will diminish the possibility of role conflict and ensure immediate focus on the tasks.

The team will implement a reward system. Developing the system will depend on employee preferences from a prior survey. The reward system includes extrinsic rewards in the form of pay raises and bonuses for performance and intrinsic rewards in the form of praise, vouchers, and additional days of leave for behavior. Combining these elements will facilitate effectiveness of the management team and achievement of motivated employee performance.

Having conceptualized the current condition among the employees at Case Management Inc., it is essential to consider the potential interventions that can enhance productivity. Developing these interventions relies strongly on the elements of motivation and emotional intelligence, while also identified the critical features for effective teams and reward systems.

## EI and Motivation

The ability to understand the emotions surrounding a person are inherently based on the ability to understand personal emotions and manage them (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2011). Among the building blocks of emotional intelligence, social awareness and relationship management are the most important to determine the ability of management to influence employee job performance and satisfaction.

Social awareness involves empathy. It is the ability to understand the emotions of other people and exploit the understanding for performance improvement (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2011). For the management of Case Management Inc., the presence of social awareness will help to recognize workers that are emotionally fatigued. For instance, the staff that has to deal with individuals that are yet to begin their treatment may have to contend with the various moods of the people and instances when the customers rely on them to remain consistent in their interventions. Identifying changes in emotions and the implications of these changes on the performance of the staff is critical for development of work schedules that offer some reprieve, or alternatives like therapy for staff. Social awareness, therefore, will be critical for management to recognize the nature of individual staff emotions and the necessary interventions.

Relationship management banks on the building of rapports. Management should be able to build good relationships with others, and direct their emotions positively (Goleman, 2009). At Case Management, the managers require this component of EI to remind the workers of the importance of their job. Facilitating recovery from chemical abuse is a significant effort, and constant reminders may be necessary of the impact they have on society. As long as the management and staff have a rapport, accomplishing this directionality will be possible.

In order to achieve the influence over the staff, tangible solutions taking the form of positive and negative reinforcement will be necessary. Positive reinforcement involves the recognition and reward of positive behavior in order to encourage repetition (Niehaus & Price, 2013). The current problem manifests most clearly in the form of absenteeism and turnover. As positive reinforcement, the management should make sure to praise employees that arrive to work early and never miss work. Employees should also receive awards of loyalty for every year they remain with Case Management Inc. these rewards may be monetary or medals.

Negative reinforcement, on the other hand, encourages changes in behavior through subjection to poor working conditions. Change in behavior, therefore, is perceived as a pursuit for the removal of the bad conditions (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2011). In this case, Case Management could subject the most chronic cases of absenteeism to the schedules that employees perceive as the worst. They could also reduce their compensation for, say, every three days a person is late or absent. Alternatively, any team privileges they may have had such as priority access to the system could be removed. These aspects will ensure that the employees improve behavior in an attempt to escape the negative conditions.

## EI on Social Skills and Decision-Making

The management team will benefit further from emotional intelligence due to the accompanying social skills and the capacity for decision-making. Emotional intelligence encompasses the component to communicate openly, which is essential for the setting of norms and the confrontation with team sections exhibiting poor performance (Goleman, 2009). This communication drives effort and collects information essential to the decision-making process. As such, team members with high EI will have the ability to develop their social skills, encouraging the contribution of employees to decisions through their voicing opinions as well as enabling their support for management decisions (Goleman, 2009). For instance, engaging employees openly will enable identifying the aspects of the tasks at Case Management that are most strenuous, and the implementation of decisions like expanded teams or changes in routines. The managers will gain first-hand information from the employees, which will increase support for future decisions regarding the matter.

The components of emotional intelligence also influence the approach to leadership. EI builds social skills, which limits the tendency to subject employees to work while the leader watches idly (Goleman, 2009). Instead, the emotionally intelligent leader uses their behavior as an example. At Case Management Inc., managers that have gained self-management will be able to overcome their own feelings of emotional fatigue. Their continued engagement with tasks regardless of the strain will challenge employees, compelling equal commitment to the organizational tasks and goals among them.

## The Effective Team

Creating an effective team requires recognition of the basis for measuring effectiveness. An effective team has high team performance levels, team viability, and the satisfaction of members (Schermerhorn, et al, 2011). In order to meet this effectiveness, there are some core attributes that the team at Case Management Inc. will require developing. The team requires having members with high emotional intelligence (Niehaus & Price, 2013). This aspect will ensure that the members can control their own reaction, communicate, and understand the emotions of the rest of the team members as well as for the entire organization. High emotional intelligence will, therefore, ensure the accomplishment of high performance levels and mutual satisfaction among members.

Additional attributes include clear goals and defined roles. The clarification of goals ensures that the members of the team can align these goals with their personal objectives, while the clarification of roles averts conflict and assures individual contribution (Niehaus & Price, 2013). For instance, it will be important that the team clarifies the goals on the pursuit of increased employee output including the metrics for measurement. At the same time, the team requires identifying the way each member of management will interact with the various task groups within the organization. It is also important to have the presence of additional attributes including diversity and clear leadership. Diversity will bring a range of opinions and, with them, an equally diverse set of strategies to problem solving (Niehaus & Price, 2013). The leadership is also inherent to the directionality of the team and focus on the accomplishment of goals within given times. The expectation is that the CEO will take charge of the management team. With the combination of these elements, the team will most likely effectively execute the tasks involved in improving employee engagement and satisfaction.

In order to develop the team dynamics of this team, some essential strategies will be useful. Primarily, it will be necessary to make efforts to ensure that the team is physically together. Separation of team members tends to diminish the cohesion, which translates into poor performance in the long run (Schermerhorn, Osborn, Uhl-Bien, & Hunt, 2011). As such, selecting this team may require deliberately including people that are in the same branch of Case Management Inc., or diversifying to include multiple teams at each location. In addition, all the team members require involvement in the setting and reviewing of goals. This aspect will create agreement, and form the basis for the beginning of creation of team norms.

An additional element of strategy will involve defining roles clearly from the onset. This role definition overcomes the problems that may be induced by the heterogeneity of this team, considering the multiple racial and gender composition as Case Management Inc. Finally, the process will apply an emphasis on open communication as a strategy. This strategy will ensure that conflicts are resolved immediately, and all members have an equal say in the context. The combination of these aspects will improve the team dynamics and increase their effectiveness.

## Reward System

The reward system for this organization will feature both intrinsic and extrinsic rewards. This system will also reward employees both on the basis of performance and behavior (Schermerhorn, et al, 2011). In order to define the specific elements of the system, the management will engage employees to determine the kind of features they are most likely to appreciate.

### The Types of Rewards

The organization will develop a system of bonuses and pay raises for employees that record exemplary performance, both awarded annually. Judging performance will be on the basis of customer numbers and successful program completion among the clients. The amount of the bonus will depend on the degree of difference of the performer against other employees, while the pay rise will depend on the performance and the spell of time they have worked.

The organization will also make use of benefits. Employees demonstrating extra commitment to the work will earn extra days of paid leave, as well as vouchers to yoga classes and hikes. The vouchers will be awarded on a monthly basis.

### Identifying Recipients

The choice of employees for awards will depend on both the management and employees. Monthly awards are at the discretion of management based on their observations and attendance records. The annual awards, however, will be conducted based on employee votes through the organizational intranet.

The managerial team, therefore, has a series of commitments to pursue in order to transform this system. Nevertheless, its performance is dependent on the capacity of its members for emotional intelligence. Where each of the members demonstrates considerable degrees of this element, they will accomplish efficient decision-making and employee motivation, and eventually improve performance.

**References**

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