

EI (Emotional Intelligence) vs AI (Artificial Intelligence)

exploring the potential of human emotions in an artificially driven virtual world

Priya Venkatesan Iyer, Pfizer, Chennai, India

ABSTRACT

One amongst the most advanced level of innovative brilliance rewarded by the human mind to the 21st century is the art of Machine learning and Artificial intelligence. Chasing speed and efficiencies at a pace that is unimaginable, we may have forgotten the basic needs of a human and in turn the resources in the corporate sector that still works on principles and emotions. As leaders in today's world, we may want to think before going with facts to also check on emotions. In this time of "The Great Resignation" – let us reflect, what motivates people to work with loyalty and integrity. Communication, thinking with the right intention, being a cheer leader and being empathetic are expectations from a leader today. This paper aims to reflect on the changing dynamics of the professional world and suggestions on what we can do better.

INTRODUCTION

The current descriptive that is best associated to technology, which defines its direction and purpose is not innovative, not disruptive but transformative. A few years ago, it was the world of static and structured data which then moved to being agile with applications and now advancing towards an artificially constructed technological space. We are indeed in the world of artificial intelligence that has challenged human psychology and aims to build more intuitive solutions to be made available for users.

We understand that Artificial intelligence is a more data centric, accurate and highly objective approach, that enables faster processing of larger volumes of data, limiting the chances of bias. As opposed to human intelligence coupled with emotional intelligence, that is highly subjective in nature, judgmental and driven by personalization.

In the need of leveraging the synergies, we have evolved to the cosmos of Chat GPT and Bard, displaying the potential of analytical thinking and developing emotional quotient in tools, via text and pattern recognition, regulation of expectations, aiding proactive methods of communication and collaboration. The need for automations is quite high, but unless driven or controlled by the human intellect, results can still be challenged. One needs to know that at the end, it is still the power of the mind, and there by the human needs to be sustained.

Our industry has ton loads of challenging scenarios driven by artificial emotional intelligence, and a race and chase for survival. The power of partnerships, people experience still goes a long way in ensuring human resources are reserved from being extinct. This paper is a reference to such discussions to trigger the EQ and EI over AI and sustaining leadership in the virtual world.

EMOTIONAL INTELLIGENCE BEING THE NEED IN TODAY'S WORLD

As more and more artificial intelligence is entering into the world, more and more emotional intelligence must enter leadership", says Amit Ray, AI scientist & author of "Compassionate Artificial Intelligence.". Why is it that we need to focus on the emotional aspect of leaders? Would it not be easier to allow automation to take its best course?

Multiple Brain Preference Questionnaire (MBPQ) explores individual patterns or preferences for **head (analytical/cognitive), heart (emotional/affective), and gut (intuition)** based decision-making styles, which accumulatively create an individuals' holistic and integrated response in decision making. Leadership styles are often addressed using these three distinct instincts, which helps strategy, empathy, and the risk appetite within leaders. While there needs to be a balance, we often use one over the others, but with the virtual setting and post pandemic world we are in, there is an obvious sense of leaders activating their empathetic side, over their strategic thinking.

In our current construct, there is a need to redirect ourselves as leaders to being more situational than just operational also diversifying ourselves as coaches providing a growth conversation and invariably creating a culture of trust and belonging.

The further discussion directs us to some of the key emotional indicators/reflectors that help leaders, colleagues and organization address what may be pertinent to the near future.

EMOTIONAL REFLECTORS/INDICATORS

EMOTIONAL REFLECTOR/INDICATOR 1: ENABLING EI FOR COMMUNICATION EFFECTIVENESS

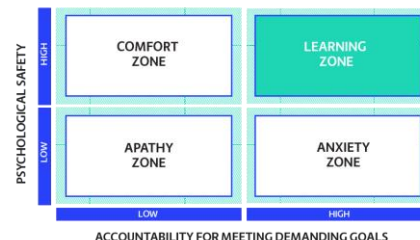
Effectiveness in Communication builds trust and transparency in relationships and in organizations. Some suggestive changes to the way we can bring more effectiveness in communication could be

- **Contextual Communication** or context-based discussion, where the focus is diverted on the background than on the content discussed.
- **Approachability and Ownership**, where ownership is given precedence, allowing leaders the chance to fail and to take more responsibilities, channelling their confidence. Also, most leaders are often available but not approachable and judgemental.
- **Assertiveness** in communication does not necessarily speak about authority and often is misjudged, but it is a need to present thoughts with conviction and right intention
- **Expressing Gratitude** to appreciate good work, acknowledging late work hours, or efforts despite the tough times one may have had, make it a feel good for individual in the conversation.

EMOTIONAL REFLECTOR/INDICATOR 2: CREATING A PSYCHOLOGICALLY SAFE WORKSPACE

Search engine definition of “**Psychological safe environment**” is one that encourages, recognizes and rewards individuals for their contributions and ideas by making individuals feel safe when taking interpersonal risks. A psychological safe space has become evidently a need given the hybrid work culture. However, a balance is advised. Leaders need to understand the impact while creating such a space keeping in mind that it does not slip out on the employee’s accountability to deliver. Other suggestions to create a psychologically safe workspace are listed below.

- **Empowering** leadership and vision
- Clarity of expectations
- **Courage** to fail and learn from failures
- Acknowledge conflicts and differences
- Growth in the **Learning Zone**



EMOTIONAL REFLECTOR/INDICATOR 3: LEADING WITH COMPASSION

When one speaks of emotional intelligence, one cannot miss the word “**Empathy**”. Empathy precedes compassion and is at a higher altitude over sympathy and pity, while compassion can be referenced as a feeling combined with an intent to help or support. A step further to being an empathetic leader with a purpose to support the teams’ needs is where compassion takes over. Compassionate intelligence allows us to

- **acknowledge** the problem and **encourage** colleagues to open up
- makes an active and a genuine **intent to listen and to help/support**
- Is **not directive** but a **coaching model** to find solutions, allowing the colleague to find it by themselves
- Recognizes instincts and patterns and is largely very **observant**
- And finally, is involved or a part of the story.

SUMMARY

Practical application of the above theoretical notes is an experience that each leader goes through for his/herself. While there is an imminent need to addressing the human mind and wellness, one needs to watch out to not be overly drawn into and swiftly be able to detach. Organizational cultures take time to evolve yet it must reflect intent, appreciation, and support as some of the characters. These eventually help sustain and build reliable models and keeps the organization healthy and stable.

REFERENCES & RECOMMENDED READING

- <https://www.linkedin.com/pulse/leaders-your-role-creating-psychological-safety-workplace-lillie/>
- Head, Heart, and Guts: How the World's Best Companies Develop Complete Leaders -David L. Dotlich, Peter C. Cairo, Stephen H. Rhinesmith
- Emotional Intelligence: Why it can Matter More than IQ
- Can AI Teach Us How to Become More Emotionally Intelligent? by Daniel Limon & Bryan Plaster.
- The Fearless Organization, by Amy Edmondson (2019)

ACKNOWLEDGMENTS

Workstream Chairs for PhUSE US Connect 2023
Mentors, Coaches and Leadership at Pfizer and PX business partners
Peer Learning groups
The Bader Group

CONTACT INFORMATION (HEADER 1)

Your comments and questions are valued and encouraged. Contact the author at:
Priya Venkatesan Iyer
Senior Director
Head, Statistical Data Sciences & Analytics, India – Philippines
Global Product Development, Pfizer
No.237, Anna Salai, Chennai, Tamil Nadu 600006, India
Email : priya.iyer@pfizer.com