

## ADAPTATION OF EMOTIONAL INTELLECT IN ORGANISATION

Endeavours of employees depend upon the feedback. Theory of systems state that the feedback is the exchange of information about the work of a part of a system. All company staff belongs to the same system, therefore **the feedback is the driving force for all organisation**. When exchanging information, staff knows if the work is done well and if something is to be changed, improved and etc. “When receiving no feedback, employees feel as if they are walking in darkness: they not know what the manager, colleagues think about them and what they are expected to do” (Robbins, 2003).

Robbins, 2003, speaks about inappropriate communication.

According to Goelman, 2008, majority of leaders do not sufficiently manage the feedback art that directly affects the productivity as well as assessment of staff towards the own work, colleagues and leaders.

Barvydienė, Kasiulis, 2001 **divide the feedback into positive and negative**. “Positive feedback is the praise, compliment (encouraging the positive behaviour); negative feedback is critics – unfavourable opinion about the behaviour of an employee or his results (Barvydienė, Kasiulis, 2001).

Appropriate praise is very important: if positive features are not too exaggerated, then the effect of persuading appears and the conclusion – a person with a satisfied need to be better and the best.

According to Barvydienė, Kasiulis, 2001 this causes and strengthens asthenic emotions and the positive premise for the one who experienced emotions, appears – he feels as if being better and therefore more active.

**Appropriate praise** is paying the attention, agreement, encouragement. They should be specific, concrete, identifying what was done well. Such struggles as activeness, loyalty, support, cooperation, but only the results are also to be praised.

**Praise, compliment is to be given to a worker personally.** Long preparatory speeches sound unnatural: praise is to be said with a name for some concrete achievement. Praising other is difficult for those who have a difficult emotional contact with people, because praise requires some appropriate feelings.

When speaking about critics, it is important to stress that it often sounds not as a wish to solve a problem, but as a personal attack. And this “forces the attacked one to argue and finally to resist silently. Unfortunately the one who is criticising does not think about feelings of the addressee, if the critics shall not affect his working capacity, shall not destroy the self-esteem” (Goelman, 2008).

Barvydienė, Kasiulis, 2001 pay attention that **critics may be constructive and non-constructive** (destructive). “A constructive critics – analysis of the behaviour as well as assessment with a stress on disadvantages and indications for their elimination” (Barvydienė, Kasiulis, 2001).

Authors Barvydienė, Kasiulis, 2001 present information – what does an employer gets upon criticising the employee.