

Study on the Cultivation of Interpersonal EQ of Small and Medium-sized Entrepreneurs in China

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Abstract—In the increasingly competitive market competition environment, many small and medium-sized private enterprises in China are faced with the problem of "entrepreneurship" and "keeping business", and the most important thing is how to use their interpersonal emotional quotient to forge a high performance entrepreneurial team. Through the depth analysis of the "Sixteen word real gold" of the medium and small entrepreneurs' interpersonal emotional quotient training in China, the interpersonal emotional quotient ability of small and medium entrepreneurs is fully forged by "recognizing themselves, knowing the society, controlling themselves and dealing with the relationship". The purpose is to improve the communication ability and coordination ability of the small and medium entrepreneurs in the team work. The goal of this study is to comprehensively enhance the entrepreneurship and business-keeping ability of entrepreneurs of small and medium-sized enterprises in China.

Keywords—China; medium and small entrepreneurs; interpersonal EQ; training

I. INTRODUCTION

Emotional Quotient, or EQ, is mainly about emotion, willpower, emotion, tolerance and frustration. People with high EQ are usually very keen, easy to get along with, able to understand or understand other people's feelings, and are good at empathy. These qualities are very important for small and medium-sized entrepreneurs. EQ is the way to control self-emotion, the understanding and intuition of others and their emotions, and also the important concern in interpersonal communication. Although EQ has not been recognized in the field of management science, EQ has been regarded as an important ability at the core of self-cognition. There are three main advantages for team leaders to develop and enhance self-cognition.

- Small and medium-sized entrepreneurs understand their strengths and weaknesses as well as the strengths and weaknesses of team members, which means that they can play their individual and team capabilities more effectively.
- Small and medium-sized entrepreneurs understand how they view the world, which means taking a step back to assess themselves objectively and realizing that others may have different views from themselves - in order to better communicate with others.

- Small and medium-sized entrepreneurs' understanding of themselves and their reactions to other people's emotions can help individuals cope with various complex emotional environments, such as disappointment, conflict or emotional mutation, so that they can better manage themselves and others.

"Success in life = 20%IQ+80%EQ" is a formula that western scholars summed up in life. In this formula, it is very clear to entrepreneurs that the success of life depends on the EQ, not the IQ (Intelligence Quotient, for short, the index of the individual intelligence test scores and the age test scores). For SMEs, entrepreneurs need not only higher IQ but also higher EQ. The level of EQ plays an important role in the degree of self-cognition. This article will focus on the "sixteen character real gold" of the sunflower collection.

Richard Boyatzis, a famous western expert on emotional intelligence, has summarized the "golden 16 words" of emotional intelligence framework through long-term observation, interview and personal practice, as shown in "Table I".

TABLE I. EQ FRAMEWORK

Project	Self (Personal Ability)	Others (Social Ability)
Cognition	Self-cognition Know your emotions ●Emotional Self-Cognition and Self-confidence ●Correct self-assessment	Social cognition Understand the feelings of others ●Understanding others ●Empathy
Adjust	Control oneself Ability to control one's emotions (especially negative emotions) and impulsive behavior ●Self-control ●Initiative ●Adaptability ●Conscientious ●Self-motivation	Processing relationship Ability to work with others and accomplish work ●Building communication ●Channels ●Controlling conflicts ●Cooperation ●Development of Employees ●Persuade

Next, the researcher focuses on "four levels, sixteen words" to carry out the analysis of EQ ability training.

II. SELF COGNITION

Stephen Covey, a western scholar, said, "self-cognition can help us to study and understand ourselves at the standpoint of the bystander. It not only affects our own behavior and attitude, but also how we look at other people in the way we take them."

The self-cognition of EQ training requires that the professional people fully analyze their own strengths and weaknesses, carry out a deep analysis of themselves and focus on their own shortcomings and shortcomings. Do not compare themselves as "perfect" or "saints", and do not do the "self-preoccupation" or "nonself", never have "The working attitude of the earth does not turn away from me. In interpersonal communication, language behavior always keep humble attitude and "low-key", with "three man" mentality, at any time to learn from others to implement emotional communication, so as to enhance their ability to adapt to others and society, with the "Blue Ocean Strategy" thinking to develop their interpersonal relationships in the blue sky.

III. SOCIAL COGNITION

Social cognition, mainly refers to the cognitive character of others, for others' feelings of cognition, relationships with others, cognition, cognitive reasons of the behavior of others.

Social cognition requires small and medium entrepreneurs to fully understand their own advantages and disadvantages. They need to analyze the pace of the times closely, understand the current situation of social development and the future trend, and give full play to their subjective initiative, enthusiasm and participation, with the principle of "survival of the fittest". Small and medium-sized entrepreneurs should have the working attitude of "sailing together, sailing through the wind and waves". Small and medium-sized entrepreneurs should also learn to integrate into the team, into the collective, and achieve synchronous development with the times. Small and medium-sized entrepreneurs need to have a motto in social cognition: "the only thing in the world is change; the only change in the world is to change themselves".

IV. SELF CONTROLLING

Controlling oneself requires small and medium-sized entrepreneurs to learn good self-control, through good emotional management, to the maximum possible access to the best external working environment and a good atmosphere of interpersonal communication.

Self-controlling requires small and medium entrepreneurs to learn to control their emotions, not to be angry and irritable at any time, otherwise it will greatly affect your entrepreneurial team or partner, and affect the partnership within the team members or between the team and the team. Small and medium-sized entrepreneurs need to cultivate a strong "internal control mechanism", with a nice smile to face the various difficulties in entrepreneurship, development and conservation, various difficulties in the business buried in the bottom of the heart, and they should not easily show

the feelings, with an optimistic and confident attitude to lead your team through the difficulties. Since each of them is the "helmsman" of the enterprise, if he shows it is very sad or painful, the team members cannot support the leadership, and will take the initiative to make the choice of leaving due to the hardships. Only when medium and small entrepreneurs can control the emotions of self-impulsivity, can they gather the strength of the team, accumulate strong connections, and lay a solid foundation for the success of the business and the success of the business.

V. DEALING WITH THE RELATIONSHIP

In general, the relationship is to coordinate and deal with the relationship between the good and the people, and the relationship between people includes family relations, kinship, classmate relations, friends, friends, teacher-student relations, colleague relations, employer and employee relations, the relationship between leadership and being led, etc.

In a deeper sense, handling relationships is to accumulate their strong connections through handling various kinds of relationships. The key to the accumulation of human connections is not how many people you know, but how many people you can attract. The key to attracting each other is how much you can offer each other to the other person's value, such as business value, emotional value, social value, credit value, entertainment value, value of learning, and the value of human connections.

A. *Dealing with Employee Relationships Within a Team*

To deal with the relationship between the EQ training of small and medium-sized entrepreneurs, first of all, entrepreneurs need to coordinate the staff relationship within the team. Dr. Belbin, founder of the role theory of Belbin, once said, "Nobody is perfect, but a group can be perfect." Small and medium entrepreneurs need to fully guide the team members to learn to appreciate each other, and to forge a fully functional and high performance team through complementary human resource allocation.

B. *Dealing with the External Customer Relationship of the Team*

Team external customers are not only your sales targets, but also your working partners, suppliers, distributors, competitors and other social public. The key for small and medium-sized entrepreneurs to handle the external customer relationship is your interpersonal communication skills and abilities. The key to improving the interpersonal communication skills and abilities of small and medium entrepreneurs is to apply three weaknesses of human nature flexibly.

1) *Everyone likes to be a leader:* Modern professionals like to express their views in verbal communication and strive to create themselves as "opinion leaders". Small and medium-sized entrepreneurs use earnest listening, smiling, nodding and appreciating to close the emotional relationship with the people they are communicating with.

2) *Everyone likes to hear well*: Modern professional people are vainer in interpersonal communication, and they all like to listen to pleasant words. There is no doubt that "loyalty to the ear is beneficial to the mouth, the good medicine is good for the disease", but every day small and medium-sized entrepreneurs listen to the "good advice of the ear" and drink the "bitter medicine" every day, and the confidence and the sense of accomplishment of life will disappear. Modern professionals in the interpersonal relationship moderate praise, the other will quickly close the emotional relationship with the object of communication.

3) *Everyone has only one "Mask"*: In interpersonal communication, modern professionals are often exposed to their own feelings of joy and sadness, and it is easy to see the real face of your person, and it is not conducive to the development of the high performance business team. The small and medium entrepreneurs need to make full use of their own "double mask" to excavate the bottom line principle of each other, obtain the initiative in interpersonal communication, and lay a solid foundation for the final gain of good human relations.

C. Dealing with the Relationship Management

Western scholars have summed up an iron rule: human connections are money and connections, and connections need to be realized through management, management and savings. The person is the pulse passenger who is good at the human pulse. The operation of human connections requires five kinds of people: high person, noble, insider, enemy, and villain.

1) *High men enlightened*: In the process of entrepreneurship, conservation and development, small and medium entrepreneurs are stumbling and stumbling. When you are wandering on the "crossroads" of life, you don't know where to go next. At this time, you need more people to understand, point out and solve the key problems of the entrepreneurs' direction, consciousness and wisdom in their life. Enlightenment is the accumulation of the highest strategic value in the process of life growth.

2) *Valuable people help each other*: Small and medium-sized entrepreneurs in the process of entrepreneurship, conservation and development, always fluctuate, rise and fall, and always face a number of inflection points or lows in the growth curve of life. At this point, if you can get help from others and truly support, you can get out of the predicament and see the dawn before dawn. Helping others is the best way to accumulate contacts in the process of growing up.

3) *Inner pillar*: Small and medium entrepreneurs are indispensable in the process of entrepreneurship, industry development and development. Gu Changan, a classicist tenderness writer, wrote in the book "elegance through time", write, "Behind every successful man there is a great woman. In fact, behind every successful woman there is an equally great man. Because he knows and respects a person,

so he will not confine her in an inch, let her annihilate in the firewood, rice, oil and salt, but give her wings, let her fly to a higher, broader sky."Insiders are the spiritual harbors and spiritual pillars of small and medium entrepreneurs. The backbone of insiders is the accumulation of warmth and highest return in the process of life growth.

4) *Opponents inspire*: Small and medium-sized entrepreneurs in the process of entrepreneurship, business and development, cannot be separated from the encouragement and stimulation of their opponents. In a highly competitive market environment, only active change is the way to survive, and the change of competitors is the driving force to promote their own initiative. All of them have great goals, and they will find their rivals with considerable strength. By understanding their opponents, analyzing their opponents and making a competitive strategy, small and medium-sized entrepreneurs can realize the good blueprint of "knowing yourself and the enemy and fighting the war". Opponent's encouragement is the fastest way to grow in the process of growing up.

5) *Small accomplishments*: In the process of entrepreneurship, business and development, small and medium-sized entrepreneurs cannot do without the supervision of villains. All big people need small people to make you, because villains will remind you and alert you all the time. Without the supervision, reminding and vigilance of the villain, you will become complacent, arrogant, supercilious, disoriented, self-indulged and self-indulged. Villain achievement is the accumulation of the lowest rate of error in the process of life growth.

VI. CONCLUSION

In summary, in the process of EQ training, small and medium-sized entrepreneurs need not forget the initial intention and continue to move forward and entrepreneurial struggle has been on the way. Small and medium-sized entrepreneurs in the struggle process need to find, cherish and thank five kinds of people: thank the guidance of the superior maze; thank the support of the predicament of the noble; thank the selfless dedication of the wife; thank the pressure given by the opponent; thank the torture reminder of the villains.

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