



Enhancing Knowledge Sharing

The Moderating Effect of Emotional Intelligence on
Dysfunctional Mental Models:
A Framework for Enhancing
Communication and Knowledge Sharing



Mental Models (MMs)

*Psychological representations
of the environment and its
expected behavior*
Holyoak (1984)



Interpersonal Communication

*Ongoing process of transaction between
people who reflect and build personal
knowledge of one another and create
shared meanings*
Wood (2004)

Communication in Organizations

Refers to individuals:

- Collaborating
- Interacting
- Engaging in reflection
- And sharing knowledge

Barker & Camarata (1998)

Dysfunctional MMs

- Stereotypes
- Attitude polarization
- Prejudgments
- Others

Dysfunctional MMs and Ineffective Communication

- Prejudice
- Inadequate listening
- Criticism
- Polarization
- Emotional reactivity
- Contradictory non-verbal cues
- Low assertiveness

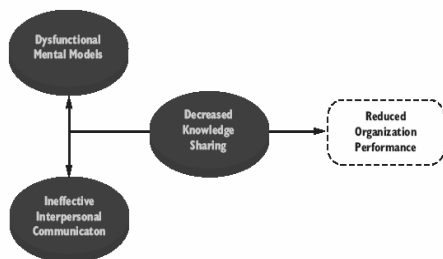
Emotional Intelligence (EI)

- Awareness (Self and Others)
- Regulation (Self and Others)
- Empathy
- Non-verbal emotional expression

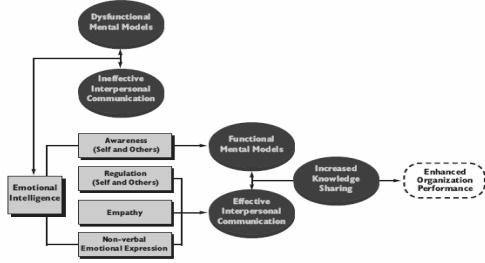
Propositions:

1. Dysfunctional Mental Models hinder knowledge sharing by decreasing the interpersonal communication competence of individuals and teams
2. Emotional Intelligence has a positive moderating effect on dysfunctional mental models, thus enhancing knowledge sharing

Dysfunctional MMs and Ineffective Communication



Moderating Effect of Emotional Intelligence (MOEEI)



EI Effect in MMs

Dysfunctional vs. MOEEI

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Stereotyping <ul style="list-style-type: none"> ▪ Assumptions ▪ Generalizations ▪ Polarization ▪ Prejudgment | <ul style="list-style-type: none"> Openness Desire to understand Focus on specifics Common ground Inquiry |
|---|--|

EI Effect in Communication

Dysfunctional vs. MOEEI

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Contradictory cues ▪ Language barriers ▪ Emotional reactivity ▪ Ignore ▪ Criticism ▪ Low assertiveness | <ul style="list-style-type: none"> Accurate non-verbal cues Extract meaning Regulate emotions Demonstrate interest Ask questions Advocacy |
|---|---|

EI Effect in Knowledge Sharing

Dysfunctional vs. MOEEI

- | | |
|---------------------------|-----------------------------|
| ■ Disengaged | Active participation |
| ■ Withhold ideas | Verbalize ideas |
| ■ Control information | Exchange information |
| ■ Discard new information | Seek new knowledge |
| ■ Inhibit problem solving | Generate creative solutions |
| ■ Interpersonal conflict | Collaboration |
| ■ Segregation | Teamwork |

Applying MOEEI model leads to:

- Learning goal-orientation vs. performance goal-orientation
- Increased communication competence
- Environment conducive to knowledge sharing

MOEEI Model Helps Leaders to:

- Understand mental representations that influence faulty communication, ineffective behaviors, and reduced knowledge sharing
- Recognize MMs and emotions in the self and others
- Regulate behavior in the self and others
- Model effective communication
- Establish rules conducive to effective teamwork and knowledge sharing
