

University of Wales Trinity Saint David

**Module Name: DEVELOPING EMOTIONAL INTELLIGENCE
SKILLS FOR THE WORKPLACE**

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**Report Title: WHY BUILDING AN EMOTIONALLY
INTELLIGENT WORKFORCE SHOULD BE A BUSINESS
PRIORITY IN THIS CURRENT VOLATILE ECONOMIC
ENVIRONMENT AND HOW EMPLOYERS CAN TRAIN AND
DEVELOP THEIR EXISTING STAFF TO MAKE THEM
EMOTIONALLY INTELLIGENT WORKFORCE?**

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1.0 Introduction

Emotional intelligence is a significant tool for modern business organisations focusing on effective development and sustainable business practices. The study concentrates actively on a key problem which involves a discussion of emotional intelligence as a tool to provide support to business organisations in an economically volatile market. Discussing different tools and models of emotional intelligence, the study will incorporate different organisational information and circumstances of British Gas. Understanding the application as well as accommodation of various theories and models of emotional intelligence in the current organisational context can contribute towards better understanding and knowledge. Considering the significance of the research, emotional intelligence is a viable method by which effective relationships and team working can be promoted in the organisation. Business organisations can effectively contribute toward mitigating individual issues and promoting the professional as well as personal attributes of employees.

The research is important in the current organisational context in which economic volatility can significantly impact the performance and efficiency of the organisations. Understanding and introducing emotional intelligence in the current working environment can encourage better management of the employees and also promote a high-performing working culture. Appropriate establishment and comprehensive changes in the business environment can also contribute towards the sustainability and management of the employees. Employees need to focus on the satisfaction and development of a professional career. The study also accommodates different secondary research based on organisational context and political aspects regarding emotional intelligence to provide suitable circumstances and guidance to the organisation as well as towards individual employees.

2.0 Organisational overview

British Gas is a UK-based energy and home service provider which operates across the country and accommodates comprehensive services to more than 10 million houses. The organisation is a limited company which was founded in 1997, with headquarters in Staines-upon-Thames England, United Kingdom. The organisation is one of the leading industrial establishments across the UK which provides services including gas, electricity, boilers and Central heating, renewable energy sources and home appliance services. The organisation accommodates significant market popularity and effective participation of different subsidiaries to encourage suitable organisational performance. Emotional intelligence can be considered an important tool

for the organisation by which employee development as well as sustaining effective organisational operations can be managed (Salavera 2020).

British Gas uses different distributors and supply chain management strategies to provide effective services to the consumers and also encourages the compatibility of organisational operations. Promoting performance and better working efficiency can contribute to effective changes in organisational infrastructure and overall compatibility. The organisation needs to take effective measures regarding the establishment and promotion of emotional intelligence as a part of managing human resources. More importantly, the organisation can also encourage better utility of the available workforce to establish a high-performing working culture which can also promote Innovation and sustainability (www.britishgas.co.uk).

3.0 Key models of emotional intelligence

The potential models related to Emotional Intelligence (EI) that can be evaluated by the organisational members at the workplace of British Gas can be summed up in the following:

Ability Model of Emotional Intelligence: The "Ability Model of Emotional Intelligence" primarily focuses on the process of the individual processes along with utilising emotional information in order to navigate the social conditions at the workplace. It significantly suggests that emotions can be used for guiding decision-making as well as thinking in an accurate way (Drigas 2021). The relevant fundamental abilities of emotional intelligence within the current model involve management of emotions, understanding of emotions, use of emotions to assist thinking and expression and perception of emotion. The present model plays an important role in enabling the supervisor at the workplace to be capable enough to assist in motivating the employees through meeting their emotional requirements. The concerned requirements can be fulfilled by the supervisors at the workplace of British Gas through preparing talks, evolving a spirit of competition, generating heart-to-heart conversation, and many more (Görgens-Ekermans and Roux, 2021).

Mixed Model of Emotional Intelligence: The present model of EI can be articulated as a vital element for the organisational individuals of British Gas to combine the personality traits, abilities and competencies for understanding emotional intelligence in a precise manner. The present model can often be utilised within professional settings in order to train and assess the potential and skills of the management effectively. The concerned model significantly outlines essential components of EI including social skills, empathy motivation, self-regulation and self-

awareness. In addition, the present model of emotional intelligence emphasises the role of emotional intelligence in personal and professional success over a definite period. Emotional intelligence plays a vital role in coordinating the performance of the job, leadership effectiveness, decision making and creativity (Zhoc 2020). EI can be helpful to establish positive relationships with colleagues at the workplace along with making an effective contribution to positive teamwork. Empathy can be demonstrated as an essential component of Ei that can be helpful in identifying the requirements of individuals and is important for team cohesion, motivation, and unity.

Trait Models: The "Trait Model of Emotional Intelligence" determines that individuals possess self-perceptions and emotional traits which can be articulated as an essential part of their personality at the workplace. The concerned aspects can be treated as self-identified elements irrespective of scientifically measured and can involve the necessary levels of happiness, self-esteem and assertiveness. The present model of emotional intelligence at the workplace can lead to imposing a necessary impact on the productivity of the organisation along with establishing a stronger workplace environment for British Gas respectively (Edward and Purba, 2020). The necessary components related to the concerned model of emotional intelligence significantly include self-management, effective communication, self-regulation, and many more. As a result, the present model of EI enables the organisational employees to reduce stress along with making improvements in the level of their morale at the workplace extensively.

4.0 Importance of emotional intelligence in current business environment

Application of EI Models at the Workplace

The potential models of emotional intelligence including the "**Ability Model of Emotional Intelligence**," "**Mixed Model of Emotional Intelligence**," and "**Trait Models of Emotional Intelligence**" help to generate a certain level of organisational growth and success through improved employee productivity. The concerned models can be articulated as a vital element for business organisations in order to assist employees in improving and understanding the process of the interaction with their own emotions along with the emotions of other individuals (Sanchez-Gomez and Bresó, 2020). The proper utilisation of the concerned model in the workplace of British Gas can lead to better teamwork, trust and communication along with making a necessary contribution towards effective leadership extensively. The proper understanding of the goals, weaknesses, strengths and emotions of the organisational

employees can lead to evaluating their process of impacting other individuals in a positive manner. It also involves the utilisation of gut feelings among business individuals at the workplace to guide decisions with the help of using the present models of emotional intelligence in an accurate manner.

The present models of emotional intelligence can be utilised by the organisational employees at the workplace in order to evaluate the capability for controlling their emotions along with selecting the appropriate responses, moods and impulses effectively. Furthermore, proper understanding and recognising of the feelings of others along with considering the concerned feelings prior to responding can be improved by the employees at the workplace through enhancing the level of empathy with the help of current models of EI (Doan et al., 2020). Empathetic individuals can be articulated as better listeners along with indulging in representing genuine concern for other individuals at the workplace in a positive way. As a result, the relevant models of emotional intelligence play an important role in providing a necessary framework for the organisational individuals at the workplace in order to make an improvement in the process of their engagement with their emotions effectively. It can also be treated as a vital element for the organisational individuals at the workplace of British Gas to implement a stronger relationship as well as a higher level of success at work extensively (Sembiring 2020).

Importance of Developing Emotional Intelligence in the Workplace

The major significance of developing emotional intelligence at the workplace of British Gas can be demonstrated in the following:

- Emotional intelligence can be articulated as an essential element in the workplace that enables organisational individuals to manage, understand and perceive the emotions of themselves and others accurately. Being capable enough to handle emotions forces the organisational individuals to evolve the capability for assisting and guiding the individuals which can be helpful to be highly successful and happier at the workplace.
- Effective development of emotional intelligence at the workplace forces the organisational individuals to understand non-verbal communication more precisely (Jena, 2022). Organisational individuals at the workplace possess the necessary chance to fix a situation prior to becoming a problem with the help of effective emotional intelligence. For instance, in case the organisational individuals notice a coworker

showing some nonverbal signs regarding sadness the former individual takes the latter individual aside for offering empathy.

- The proper development of emotional intelligence at the workplace of British Gas can lead to enhancing the level of efficiency among the organisational employees. The significant understanding and empathy among the organisational employees of the emotions of other individuals can be helpful for the concerned business employees to implement decisions with ease and complete the task in a more efficient way (Giao 2020).
- The employees can be capable enough to encourage others to develop strong interpersonal skills with the help of effective development regarding emotional intelligence at the workplace of British Gas. The emotions can be articulated as a contagious element along with displaying the explicit motivation, responsibility and teamwork that could encourage the organisational team to follow along in an efficient manner.

Relationship between Emotional Intelligence, Business Advantage and Effective Management Communication

Emotional intelligence plays an important role in providing a positive influence on the business outcomes, workplace dynamics and communication of British Gas in an accurate manner. Organisational individuals with higher levels of emotional intelligence can be capable enough to adapt their style of communication to various audiences and are highly skilled at understanding and listening to the emotions of other individuals. It can also be demonstrated as a vital element for the organisational employees at the respective workplace to evaluate better conflict resolution, problem-solving, and decision-making (Kundi and Badar, 2021). In addition, organisational employees with a greater level of emotional intelligence primarily tend to experience a higher level of job satisfaction. The ability of the concerned organisation individuals in terms of navigating challenges, effective communication and managing positive relations can lead to an immense contribution towards a positive experience at the workplace. As a result, it can lead to in turn huge rates of retention as well as gaining a more motivated and engaged workforce.

Emotional intelligence plays an important role in leveraging emotional control, honesty and awareness among the organisational employees of British Gas enabling effective

communication skills which inspire trust along with developing strong and meaningful relationships (British Gas, 2024). Emotional intelligence can be effectively developed by the organisational employees at the workplace with some practice and intention in terms of developing awareness in order to improve their level of productivity at the time of conducting organisational operations effectively. As a result, emotional intelligence plays an essential role for organisational individuals in terms of adapting their potential style of communication to various audiences. It can enable the organisational individuals to facilitate meaningful and effective interaction with stakeholders, clients and colleagues in a detailed way. Therefore, the proper execution of emotional intelligence at the workplace can be articulated as a vital element to provide essential contributions towards better decision-making as well as problem-solving skills among the organisational individuals at the workplace.

5.0 Application of models of emotional intelligence to meet needs of the individual

British Gas is a popular business organisation which can accommodate emotional intelligence for the comprehensive development of organisational performance and efficient management of the company. Considering the current circumstances of organisational performance and accommodation, the mixed model of emotional intelligence would be the most convenient and appropriate. The model effectively discusses emotional intelligence as a mix of skill and personal qualities which encourage personal attributes and performance. The organisation can effectively promote the development of individual skills and personal qualities through different training and development measures. The model particularly discusses emotional intelligence as an achievable attribute and can be used to motivate and improve the circumstances of the business environment (Valente 2020). On the other hand, the ability model of emotional intelligence mentions emotional intelligence as a specific skill which can be learnt and applied. British Gas as well as team leaders needs to understand the difference between the two models. The mixed model discusses emotional intelligence as a mixture of different skills whereas the ability model mentions emotional intelligence as a specific attribute or skill.

The application of different theories and models of emotional intelligence in business environments allows different benefits. The models earlier discussed have their specific applications and circumstances by which organisations can accommodate emotional intelligence as a comprehensive tool for Organisational development. The trait model is effective

in certain cases but for British gas, the model cannot provide appropriate results. The model effectively mentions emotional intelligence as a personal attribute which is naturally acquired by the individuals. It is more important for the team leaders as well as individual employees to understand the effectiveness of emotional intelligence to integrate appropriate development practices. Emotional intelligence can significantly contribute to improving personal relationships and subsequently enhancing collaboration (Dobrovolska 2021).

A cooperative working environment and effective focus on communication are sources of building emotional intelligence. Moreover, an emotionally intelligent work environment and individuals can significantly contribute to helping business organisations cope with different fluctuations and changes in the external market environment. The organisations have to maintain a supply chain, distribution network and many more business operations to establish a profitable financial output. Emotional intelligence can also contribute to improving decision-making and the workplace culture of the organisation. Contributing toward effective leadership and teamwork provides comprehensive knowledge about self-awareness and empathy in the working environment (Secundo 2020). These important attributes can majorly help business organisations establish a high-performing working culture along with appropriate management of sustainable practices.

Appropriate uses of different models based on organisational circumstances also integrate different advantages and disadvantages of these models. Team leaders and managers can specifically focus on the advantages of certain models to encourage emotional intelligence effectively in the business environment. As an example, the Mixed model of emotional intelligence assimilates different skills and features of an individual to emphasise the efficiency of emotional intelligence in the working environment. Team leaders can focus on important skills like communication skills, decision-making skills, and behaviour skills as well as providing various practical circumstances to enhance the experience of the employees. This practice will allow different circumstances for Employees to manage their behaviour and also their responses to different working circumstances (MacCann 2020).

Different HRM practices can also be integrated into the process of establishing emotional intelligence in British Gas by which the organisation can effectively focus on diversification of the workplace as well as individuals. Comprehensive development of different working principles as well as organisational working culture can introduce innovation as well as high performing nature. This practice along with the establishment of emotional intelligence can

contribute toward extensive productivity and performance of the organisation. Moreover, emotional intelligence can also help British Gas justify different resources and accommodate personal growth. In summary, emotional intelligence can contribute to different working levels and individual aspects of business activities which extensively promote organisational as well as individual ability to achieve various goals and objectives through development and improvement (Miceli et al., 2021).

Using emotional intelligence can build effective relationships as well as sustain appropriate communication within the organisation. British Gas has to focus on comprehensive training and development of employees as well as incorporating mindfulness techniques. Enhancing self-recognition and self-awareness practices can promote better emotional regulation as well as comprehensive reflection and feedback. Appropriate use of feedback can significantly help business organisations contribute toward improved emotional intelligence as well as sustaining cultural sensitivity. Cultural sensitivity can play a vital role in maintaining emotional norms and interpersonal values to improve diversification and cultural accommodation (Bru-Luna 2021).

6.0 Recommendation

Comprehensive development of organisational performance and accommodating new changes require appropriate business infrastructure along with a compatible workforce. Considering the current economically volatile business environment, emotionally intelligent employees play a significant role in the effective development of organisational performance and managing the growth of the companies. The employees need to use emotional intelligence as a comprehensive tool to promote the working efficiency and compatibility of the employees. As discussed in the study, British Gas can effectively use emotional intelligence to enhance organisational efficiency and compatibility of the employees to meet the current demand of the market.

Considering organisational employees and the current needs of the customers, emotional intelligence can guide better changes in the organisation toward sustainable development and mitigating challenges (Estrada 2021). Moreover, the application of different theories and models can significantly ensure the establishment process by focusing on risk factors and different challenges. Focusing on effective human resource management will allow British Gas to introduce changes in management practices as well as the efficiency of the employees to mitigate challenges. Understanding and utilising different market respects can also encourage employees to utilise interpersonal skills and experience.

Emotional intelligence provides a comprehensive ability to accommodate appropriate behaviour and interaction which significantly contributes toward promoting effective relationships. Sustainable changes and accommodating appropriate training and development measures are also important in the organisational context to achieve better emotional intelligence (Di Vaio et al., 2020). Motivational theories like Maslow's Hierarchy Of Needs, Johari window and different models describe the process of motivation which ultimately contributes to better engagement and flexibility for the Employees.

Emotional intelligence is also responsible for bringing better resilience and innovation in the working environment (Buşu, 2020). Hence, organisations can set clear goals and objectives for emphasising emotional intelligence as a critical point by which they can target individual behaviour, personality and perception to different working principles and guidelines. Apart from internal attributes, British Gas can also consider various external aspects for the effective utilisation of emotional intelligence in the current working environment. Changing market demand and situations in the economic performance of different market environments contribute to necessary changes and innovation in organisational performance. Brand differentiation as well as focusing on organisational diversity can also contribute to effective development and changes in overall business management.

Focusing on a proper plan developing effective strategies based on change management and defusing the change in the organisation will allow British Gas to introduce comprehensive changes in organisational culture as well as accommodation in employee management. Emotional intelligence is a beneficial practice but it requires appropriate justification and acknowledgement from stakeholders across different levels and segments. British Gas should focus on improving the knowledge and understanding of employees about emotional intelligence for volunteer involvement and engagement. Appropriate planning which includes the distribution of resources and comprehensive elaboration about various risk factors and changes should also be included.

Moreover, the organisation can also integrate emotional intelligence through continuous accommodation of feedback and regulatory changes (Errida and Lotfi, 2021). Encouraging changes in recruitment and retaining strategies will allow HRM to focus on the effective management of organisational talent as well as attaining better focus on skills like leadership qualities, problem-solving and emotional intelligence. The emotionally intelligent workforce can significantly help British gas to attain appropriate changes and also contribute towards better

professional and personal lifestyle management of employees. Hence, effective uses of theories as well as a comprehensive focus on subsequent changes, frequent monitoring and evaluation can significantly contribute to achieving an appropriate working culture promoting emotional intelligence and its sustainability (Kulkov et al., 2024).

7.0 Conclusion

British Gas is a popular organisation across the UK which serves more than a million houses. The organisation needs to focus on the comprehensive development of the working efficiency and productivity of the company to meet the demands of the consumers. Appropriate use of different management and development tools such as emotional intelligence can contribute to a high-performing working culture. The study effectively discusses the role of emotional intelligence in improving the effective working environment and workforce to contribute to organisational development in an economically volatile market. Accommodating different theories and models along with providing discussions on emotional intelligence can help readers to justify its importance and accommodate it.

The study is important based on different discussions and authentic information provided. Appropriate uses of emotional intelligence can promote compatibility and effective engagement of the employees to introduce sustainable changes and better management of their organisation. Moreover, accommodation of different HRM practices and organisational needs can help Tim leaders and managers to implement emotional intelligence strategies. In summary, emotional intelligence is a significant aspect which provides appropriate guidance to individuals regarding management of individual response and behaviour contributing towards building relationships and better management of personal attributes. Although the research lacks some of the aspects which involve detailed organisational evaluation and planning to establish emotional intelligence creating a limitation. Appropriate analysis of consumer information as well as market data guides the organisation to properly plan and utilise the strategies of emotional intelligence for encouraging a better work force and overcoming other challenges.

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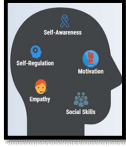
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DEVELOPING EMOTIONAL INTELLIGENCE SKILLS FOR THE WORKPLACE



Introduction

The critical issues related to emotional intelligence critically involve difficulties in understanding and recognizing emotions along with regulating the emotions and utilizing the concerned aspects to achieve objectives at the workplace. Individuals with lower levels of emotional intelligence can have trouble with social cues, expressing ideas, impulsive reactions, mood changes, and many more. The principal motive of implementing the present part of the study is to analyse the issues of EI along with the necessary strategies that can be utilised by the individuals to overcome those challenges at the workplace of British Gas precisely.

a. Reflection

The critical issues related to emotional intelligence possessed by me critically involve the lack in the aspects of "social awareness," "self-management" and "self-regulation" at the workplace of British Gas respectively. The lack of self-awareness skills in terms of emotional intelligence can reduce my ability to understand my own emotions and therefore my individual performance extensively (Dutton and Evers, 2022). It can be challenging for me to be honest with ourselves in terms of our emotions, especially with the difficult ones at the workplace.

Furthermore, the lack of self-management skills can also be articulated as one of the critical issues faced in terms of emotional intelligence at the workplace. It can negatively impact my ability to control emotions along with managing the behaviour in a manner which is productive and constructive. As a result, I can be articulated as a challenging element for me at the workplace of British Gas to stay composed and calm in difficult conditions. In addition, the lack of social awareness skills with regard to emotional intelligence aspects is also articulated as one of the major issues possessed by me (Rusler et al., 2020). It can hamper my capability to understand the emotions of other individuals along with the process of the feelings of other individuals in a critical way. It can be difficult for me to read the emotions of other individuals who are not expressing them in an open way at the workplace.

ab. Use of Emotions

• The relevant use of my emotions at the workplace can be summed up in the following:

- It is important for me to keep myself engaged along with possessing a positive, optimistic and professional attitude in order to manage emotions at the workplace in a positive manner. It is necessary for me to analyse the situation at the workplace in an objective way by using my emotions in an accurate way. I need to make an improvement in my personal weaknesses along with strengthening the better traits within me to gain a certain level of productivity at the workplace (Gao et al., 2022).
- It is important for me to stay away from anger by managing my emotions at work. It can be implemented by me through performing yoga in order to keep myself composed and calm in critical situations in the workplace. The proper adaptation to the culture of the workplace is essential for me in terms of managing my emotions at the workplace by possessing a neat and clear desk.
- I need to be significantly engaged in maintaining a proper work-life balance in order to arrive at a better proposition between the personal and professional aspects. I need to be significantly engaged in taking care of my personal health which is based as an essential prerequisite for me respectively (Sudrajat et al., 2023).

ac. Improvement in Emotional Intelligence

• The necessary aspects that need to be utilised by me in order to make an improvement in my emotional intelligence at the workplace can be articulated as follows:

- I need to understand my level of emotions along with reacting to situations and people by making an improvement in self-awareness skills. Self-reflection can be articulated as a beneficial answer for me to make an enhancement in the level of emotional intelligence at the workplace. I need to have high empathy in the workplace which can be articulated as an essential factor for making an improvement in the aspects of emotional intelligence.
- I need to be capable enough to make and know other individuals in a social setting which can be demonstrated as an essential element for handling pressure along with working in groups in a good way (Carmeli, 2021). The proper implementation of emotional intelligence when we can be helpful for me to stay as well as respond in a thoughtful way to the situation irrespective of letting the emotions.
- Emotional intelligence can be demonstrated as an essential element of emotional intelligence that can be helpful for me to stay positive along with performing organizational tasks in a good way even in challenging conditions. I need to be capable enough to respond and recognize the emotions of other individuals, which is important for me to make an improvement in the level of my emotional intelligence at the workplace (Jana, 2022).
- Effective enhancement in the level of ability regarding self-management of my emotions along with maintaining a positive outlook within difficult conditions can be essential for me to improve emotional intelligence aspects extensively (Kato and Saito, 2021). It is also for me to make an improvement in my level of relationship management skills that can be helpful for me to establish strong connections along with establishing a sense of purpose and only in an accurate manner.

Conclusion

The critical issues in emotional intelligence possessed by me at the workplace along with the necessary steps to make an improvement in my aspects of emotional intelligence can be articulated as one of the major motives for implementing the present study. The crucial strategies for overcoming the challenges of emotional intelligence at the workplace have also been implemented in the above part of the study in a detailed way. The relevant aspects that are important to utilise in order to make any improvement in aspects of emotional intelligence at the workplace have also been highlighted in the current part of the study in a significant manner.

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Poster presentation