

Developing Emotional Intelligence Skills for the Workplace- BMSW6106

Lecturer- Charles Nwaogwugwu

Individual Report by Magdalena Kovacheva (2030039)

Introduction

Emotional intelligence and mindfulness are recent trends that have been adopted in organizations as critical elements for improving leadership and organizational performance. Emotional Intelligence can be defined as a person's capability of understanding feelings that he, or she, or other people have and regulating such feelings, as well as the abilities related with making correct assessment and management of such feelings in the workplace, and especially when leading employees (Tariq, 2024). Thus, with a growing attention paid to the matter individuals with impressive EI contribute to the creation of the circumstances, the accomplishment of the goals, and the achievement of the objectives that let the teams, and the organizations function at their best and become more successful (Tariq, 2024).

Another concept that has been identified is mindfulness, which refers to the ability to pay attention in a particular activity and time perspective without criticising or judging it (Treves et al., 2024). Studies suggest that mindfulness strategies enhance positive neuroplasticity patterns that may enhance the person's ability to cope with demotivating stimuli in the course of their work (Treves et al., 2024). Mindfulness can be applied to leadership and organizational activities so that employees will develop the capacity to become more adaptable and empowered.

This report seeks to critically discuss the concept of EI and mindfulness at workplace and looks at how these factors can be useful in gaining competitive edge. Influenced by the theory of EI and mindfulness especially towards Clarke's case in FAYE Inc, the report will seek to illustrate the value that these theories can bring out to augment organizational culture, performance and well-being of employees to prepare organizations to thrive in the current competitiveness.

Theoretical Framework

Emotional Intelligence Innovation (EI) and mindfulness having two effective approaches to express the behaviours of people in each organization especially in leadership and decision-making. This section aims at discussing the theory behind both sets concepts 'applicability to gain success at the workplace.

Emotional Intelligence can be described as the capability of an individual to effectively manage and understand the feeling in self as well as in other individuals. It is truncated in leadership and organizational behaviour literature and research, of which the most popular model is the one developed by Daniel Goleman. Goleman's model comprises of the following; self-awareness, self-regulation, motivation, empathy and assertiveness. These components enable a person to understand the social systems, to control one's own emotions, and to recognize other's emotions that are of paramount importance for the leader (Antonopoulou, 2024). For instance, self-awareness enables leaders such as Clarke at FAYE Inc to identify how they are

feeling toward certain issues affecting workplaces while empathy helps them to feel what the employees are going through, hence building a trustworthy rapport. “Self-regulation plays a key attitude of regulating emotions for better decision-making and conflict resolution when it comes to leadership “(Antonopoulou ,2024).

Moreover, EI is effective in improving the performance of employees as well as the success of the organization. Empathy is part of the personality that influences working conditions for their improvement, as well as to lessen stress and increase motivation. Motivation which is part of EI plays a vital role to help the individual to achieve the organizational goals and objectives and foster individual and organizational performance (Antonopoulou ,2024).

On the other hand, mindfulness is the opposite of mindless operation; it is being fully aware of what is happening around and within oneself without passing any judgement. Some of the metacognitive strategies include the use of mindfulness that is received for its skills to manage emotions, enhance concentration, and reduce stress. At the workplace, it helps one to reason in unity than to act on impulse, which is especially useful in the case of leaders and managers. If mindfulness is incorporated in the learning environment, it makes the children to have better emotions intelligence in terms of knowledge on how to regulate their emotions (Schoonen, 2024). For instance, aspects such as leadership challenges, which Clarke faced at FAYE Inc., can be managed using Mindfulness techniques and this would help in regulating his emotions and take heed of his multi-cultural employees' demeanour.

EI and mindfulness are linked and are used hand in hand in the promotion of effective leadership. Those leaders that practice mindfulness are likely to have enhanced more view on Emotional intelligence because mindfulness positively impacts the person's need for emotional regulation. EI and mindfulness can enhance relations among individuals in the contexts of early year's education, and the same applies to leadership positions in companies. In Clarke's case, it shows that increased EI through mindfulness practices will complement his leadership skills and offer benefits to the formation of the organization by empowering a strong and unified staff.

Emotional Intelligence in the Workplace

The Role of EI in Leadership

Leadership EI and the connection between the two concepts has attracted significant concern especially in relation to change management and decisions. Leaders that have a high of EI are in a good position to deal with the various issues that may be expected when implementing change” (Higgs and Dulewicz .2024). This is especially the case today's dynamic business world where

more change is expected to be the new norm, and the manager is expected to lead the change process while keeping the employees motivated. One of the aspects of EI, self-regulation helps leaders to stay calm in the middle of the crisis, which in turn, instils confidence in the employees (da Silva et al., 2025). Thirdly, through EI, leaders can also learn how to display some of the right emotions that affect the emotional climate and hence productivity of the members.

EI and Organizational Culture

The role of organizational culture is critical when it comes to establishing the performance level of the company and EI is a major component of the culture that we need. Self-aware leaders should be able to enhance a positive organisational culture when they have regard for the emotional wellbeing of fellow members of staff. Empathy which is part of EI facilitates the recognition of the needs of the employees and establishment of an environment that is non-prejudiced (Paredes-Saavedra et al ,2024). Thus, employees of managers that care for them as people have higher job satisfaction and organization commitment. This strengthens the interaction between doctor and patient, nurse and doctor, fellow employees and so on, which are critical in the accomplishment of organizational objectives such as the ones Faye Inc. has got.

EI and Team Collaboration

Emotional Intelligence also fosters cohesion and cooperation in the workplace and enhancing them will lead to their improvement. It is also important for the teams to show empathy to accommodate for the interferences of other teams to be agree. EI and makes it easier for it assist in solving conflicts and in efficient dealing with any interpersonal issues that might surface among the teams. “When leaders possess high levels of EI they are better placed to create compromising environments that allows teams to contribute to and solve problems without fear or reluctance. It plays an important role in teaching leaders on how to approach their people and establish good relations with them to improve the performance of their organizations through several measures” (da Silva et al ,2025).

Impact of EI on Organizational Performance

To sum up, Emotional Intelligence has significant influence on the level of leadership and organizational outcomes. Self-aware leaders with high EI, mutual trust, engagement, and endorsement, and resistance to attitude frequently lead to boosting performance. Self-awareness and empathy enables the leaders to take appropriate decisions, address disagreements and manage change in organizational settings. The EI must therefore be assimilated into leadership strategies of organizational practices to support the formation of a sustainable, efficient, and competent organization.

Mindfulness in the Workplace

Mindfulness is the “state of being attentive, of being present, of consciously and deliberately focusing on what is taking place in the present moment without becoming overwhelmed by it.” Currently, mindfulness has been adopted in the workplace to address the multiple problems associated with stress, lack of concentration and increased volatility among the people in organizations and managers (Bhojani and Kurucz, 2021). This practice is associated with several benefits such as improved decisions, enhanced emotional intelligence, as well as, beneficial working atmosphere. This paper seeks to understand the efficacy of mindfulness in the current complex organizational environment that presents several stressors to enhance the well-being of individuals and organisations.

Impact of Mindfulness on Stress Reduction and Mental Clarity

Mindfulness is a practice that offers an individual several advantages, major of which is the ability to help get rid of stress and increase focus. Channawar (2023) says that there are several practices that work towards managing stress including meditation and focused breathing in order to decrease cortisol, the stress hormone, in the body. This decrease in stress is particularly helpful especially in organizations that are so competitive, and employees work under extreme pressure, demanding fast and intelligent decision-making or problem-solving skills.

For example, Clarke could apply mindfulness techniques in managing emotional reactions in handling issues in the organization such as employee relations issues, as well as issues arising from cultural differences at Faye Inc. In that case, had Clarke adopted mindfulness, they would have been in better position to contain his passion and avoid developing reflexive defence mechanism whenever the employees are unhappy with his greeting style. This will improve his interpersonal relationship and makes him handle conflicts better thus enhancing leadership and resulting to good working environment.

Enhancing Leadership through Mindfulness

Mindfulness is a concept that has been closely linked to leadership and addressing key aspects such as emotions, attitude and other aspects of self. Mindful leadership impacts leadership behaviour when it is introduced, stating that the practice improves the abilities of empathetic understanding, listening, and reflection. These shall improve on management styles, improve relations with the employees, and help in designing a positive work culture within the organization (Doornich and Lynch ,2024).

In the context of Clarke at FAYE Inc., it could have been very beneficial for him to develop mindfulness to be able to become more sensitive as well as get a feeling of what his team

members feel. With mindfulness, Clarke would have been able to grasp the effect within his team especially when the Chinese division visited UK. Culturally, mindfulness would have enabled Clarke to understand the need for different gentle approaches that respect the culture of the employees.

Thus, leaders who use mindfulness also have an enhanced capacity to focus on what is happening in the present moment more than dwelling on past failures or other things that may worries them. It is significant in making decision so that those decisions are precise and efficient. In the case of FAYE Inc. applying the principle of mindfulness would ensure Clarke pays full attention during meetings with employees and is fully attentive to their concerns and peculiar suggestions when answering them. These assertive and increased interpersonal communications would also help Clarke be a stronger leader on the job and make the work setting more efficient and harmonious.

Mindfulness and Employee Well-Being

Another important part of the analysis is the role of mindfulness in enhancing employee's well-being, which has a positive impact on the satisfaction and performance. Mindfulness practices help the employees to build the capacities required in dealing with feelings of stress and burnout in the workplace. Employing the concept of mindfulness at work helps in increasing the level of employee engagement, reduce the level of burnout, and enhance the level of work-related perspective towards work (Bunjak et al. ,2022).

In the case of FAYE Inc, the implementation of mindfulness programs at work could help the employees feel less stressed, especially after going through a leadership under Clarke. If the company has a problem of communication and cultural awareness or insensitivity other strategies such as debut and exercising mindfulness might ensure one is alert and attentive thus improving the business outcomes of the company.

Had mindfulness practiced by Clarke at FAYE Inc., there would have been better handling of the cultural issues and enhancement of morale thus rendering the centred organization more productive. In other words, Mindfulness enables an organization to create a healthy work environment that enhances staff's emotional intelligence, teamwork, and productivity.

Emotional Intelligence Models and Their Relevance to Clarke's Workplace Abilities

In the context of FAYE Inc., Clarke's leadership challenges, particularly those involving intercultural communication and emotional misalignment with staff, highlight the importance of Emotional Intelligence (EI) for effective workplace management. Two widely recognized EI models—Daniel Goleman's Model of Emotional Intelligence and Reuven Bar-On's Model of Emotional-Social Intelligence (ESI)—can provide valuable guidance for improving Clarke's emotional regulation, decision-making, and relational leadership skills.

1. Daniel Goleman's Emotional Intelligence Model

Daniel Goleman's model breaks Emotional Intelligence into five core components:

- **Self-awareness:** Recognizing one's own emotions and how they affect thoughts and behaviour.
- **Self-regulation:** Managing emotions in healthy ways, adapting to change, and avoiding reactive behaviour.
- **Motivation:** Being driven to achieve for the sake of achievement, not just external rewards.
- **Empathy:** Understanding the emotions of others, essential for building trust and strong interpersonal relationships.
- **Social skills:** Managing relationships, inspiring others, and fostering collaboration.

Relevance to Clarke: Clarke's difficulties in responding to team feedback and managing cultural diversity could be addressed through enhanced self-awareness and empathy. For example, understanding how his greeting style affected the Chinese team and self-regulating his emotional responses would improve his relationship with staff. Developing social skills would also help Clarke manage team dynamics and build a more cohesive workplace culture.

2. Bar-On's Emotional-Social Intelligence (ESI) Model

The Bar-On model defines EI as a cross-section of emotional and social competencies that determine how effectively people understand and express themselves, relate to others, and cope with daily demands. It includes:

- **Intrapersonal skills:** Self-awareness, assertiveness, independence, self-regard.
- **Interpersonal skills:** Empathy, social responsibility, interpersonal relationship.
- **Adaptability:** Problem-solving, reality testing, flexibility.
- **Stress management:** Emotional regulation and impulse control.
- **General mood:** Optimism and happiness.

Relevance to Clarke: Bar-On's model highlights areas where Clarke could make tangible improvements. Enhancing his adaptability and stress management could help him adjust more effectively to new cultural dynamics and challenging feedback. Strengthening interpersonal skills like empathy and social responsibility would foster stronger connections with his team, while building general mood components such as optimism would support a more positive organizational climate.

By developing his Emotional Intelligence through Goleman's and Bar-On's frameworks, Clarke can significantly improve his leadership effectiveness. These models not only provide tools for better emotional and social functioning but also align with the broader goals of fostering an inclusive, high-performing workplace at FAYE Inc.

Synergy between EI and Mindfulness for Enhanced Performance

EI and mindfulness practices can work hand in hand in improving organizational and personal performance. EI can be described in relation to two aspects, namely relationship management and decision making; mindfulness on the other hand encompasses present people's focused attentiveness in handling their feelings. Sierra and Jardón (2025) have also noted that both the leaders as well as the employees in the workplace-to-be should harness their emotional intelligence as well as their mindfulness to enhance the organization's culture. This culture fosters

free communication, ensures trust, and shared working between employees, which are key factors towards creating innovations and solving challenges.

Another priority area is based on the interaction between EI and mindfulness for enhancing the concept of organizational agility, which refers to the capacity of an organization adjusting itself to the changes within the marketplace. The kind of leaders who exercise mindfulness are those with high EI when managing their teams during the uncertain or calamitous times. Through such a model, an organization can ensure that it remains competitive especially in an environment that is characterized by rapidly changing technology or changing market dynamics.

Exploring the EI and Mindfulness as a Source of Competitive Advantage

Therefore, EI and mindfulness in the work setting improve competencies by influencing leadership, decision making, and organizational culture. EI and mindfulness contribute towards enhancing employees' productivity, keeping key talents within an organization, and handling various challenges, whereby organizations that focus on the same are bound to benefit. Thus, EI and mindfulness will remain important assets in sustaining long term success and developing competitive advantage for the businesses in the intensifying business environment.

Conclusion and Recommendations for FAYE Inc.

Hence, EI and mindfulness are essential for leadership development at FAYE Inc., especially with Clarke due to his issues in handling employees and issues to do with cultural diversity. Moreover, EI and mindfulness enhance decision making, affective self-regulation, and interpersonal relationships that are fundamental in enhancing a favourable organisational climate and increasing organisational commitment. By so doing, there is the likelihood of having a strong human resource within the place of work since conflicts and changes are inevitable.

Considering these findings, it is recommended that FAYE Inc. conducts EI training and mindfulness across the organization with a special emphasis on executives to create a company-wide culture of mental health awareness and promotion. Specifically, Clarke should use mindfulness techniques to reduce stress and emotional responses that would graduate in his treatment of employees and consequently boost the morale of the staff. Mindfulness can perhaps also assist him for the purpose of embracing the cultural diversity within his organisation by paying better attention to the social relations within the team so that there could be less conflict between cultural homogeneity of two members in the team.

In addition, FAYE Inc. should organize training sessions on EI and Mindfulness in the workplace with the view to enhance on work life balance among its employees. These can be designed in a way that enhances the counter parts of emotional intelligence such as emotional intelligence, empathy as well as stress management which in effect enhances the performance of the employee and reduces staff turnover. There should also develop a feedback mechanism that could help in continuous improvement and to know where areas lacking.

It is also evident that by pursuing the development of both EI and mindfulness, FAYE Inc. would be able to overcome challenges in leadership, associated with its teams, and escalate a substantive competitiveness in a rapidly evolving organizational setting.

References

Books and Journals

- Antonopoulou, H. (2024) 'The value of emotional intelligence: Self-awareness, self-regulation, motivation, and empathy as key components'. *Technium Education and Humanities*, 8, pp. 78-92.
- Bhojani, Z. and Kurucz, E.C. (2021) 'Sustainable happiness, well-being, and mindfulness in the workplace'. *The Palgrave Handbook of Workplace Well-Being*, pp. 1085-1109.
- Bunjak, A., Černe, M. and Schölly, E.L. (2022) 'Exploring the past, present, and future of the mindfulness field: A multitechnique bibliometric review'. *Frontiers in Psychology*, 13, p. 792599.
- Channawar, S.N. (2023) 'Mindfulness practices for stress reduction and mental clarity'. *International Journal of Futuristic Innovation in Arts, Humanities and Management (IJFIAHM)*, 2(3), pp. 49-59.
- da Silva, T.M.H.R., Hammett, R. and Low, G. (2025) 'Emotional Intelligence in Business: Enhancing Leadership, Collaboration, and Performance'. In: *Building Business Knowledge for Complex Modern Business Environments*, pp. 149-178. IGI Global.
- Daniel, C., Chowdhury, R.M. and Gentina, E. (2024) 'Mindfulness, spiritual well-being, and sustainable consumer behavior'. *Journal of Cleaner Production*, 455, p. 142293.
- Doornich, J.B. and Lynch, H.M. (2024) 'The mindful leader: A review of leadership qualities derived from mindfulness meditation'. *Frontiers in Psychology*, 15, p. 1322507.
- Higgs, M. and Dulewicz, V. (2024) 'Developments in leadership thinking'. In: *Leading with emotional intelligence: Effective change implementation in today's complex context*, pp. 81-109. Cham: Springer International Publishing.
- Krishnan, H.A. (2021) 'Mindfulness as a strategy for sustainable competitive advantage'. *Business Horizons*, 64(5), pp. 697-709.
- Mujtaba, B.G. and Meyer, C. (2022) 'Checklist for professional communication: A path to a healthy personality, reflective mindfulness, and self-development management'.
- Nieto Carracedo, A., Gómez-Iñiguez, C., Tamayo, L.A. and Igartua Perosanz, J.J. (2024) 'Emotional intelligence and academic achievement relationship: Emotional well-being, motivation, and learning strategies as mediating factors'. *Psicología Educativa*, 30(2), pp. 67-74.
- Paredes-Saavedra, M., Vallejos, M., Huancahuire-Vega, S., Morales-García, W.C. and Geraldo-Campos, L.A. (2024) 'Work team effectiveness: Importance of organizational culture, work climate, leadership, creative synergy, and emotional intelligence in university employees'. *Administrative Sciences*, 14(11), p. 280.
- Schoonen, A. (2024) 'Integrating emotional intelligence for early learning pre-service teachers into literature education'. In: *ICERI2024 Proceedings*, pp. 5235-5241. IATED.
- Sierra, C. and Jardón, C. (2025) 'Emotional Intelligence and Mindfulness'. In: *International Managerial Skills in Higher Education Institutions*, pp. 43-76. IGI Global Scientific Publishing.
- Tariq, M.U. (2024) 'Emotional intelligence in understanding and influencing consumer behavior'. In: *AI impacts in digital consumer behavior*, pp. 56-81. IGI Global.
- Treves, I.N., Pichappan, K., Hammoud, J., Bauer, C.C., Ehmann, S., Sacchet, M.D. and Gabrieli, J.D. (2024) 'The mindful brain: A systematic review of the neural correlates of trait mindfulness'. *Journal of Cognitive Neuroscience*, 36(11), pp. 2518-2555.
- Zehra, F. (2025) 'Impact of employee benefits on work productivity and retention'.

Appendix of my poster presentation.

