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Practical Academic Discussion

(Individual)

1. Intro

Leadership plays a central role in shaping team productivity, particularly in operational retail environments where performance depends heavily on people management.

At Tesco, managers operate in fast-paced, customer-facing settings, requiring not only technical competence but also strong interpersonal and emotional skills. Leadership approaches that fail to address emotions, motivation, and wellbeing can negatively affect morale, engagement, and productivity.

Emotional intelligence—defined as the ability to recognise, understand, manage, and influence emotions in oneself and others—has been identified as a key differentiator of effective leadership.

Tesco's internal leadership and culture materials emphasise inclusive leadership, psychological safety, and wellbeing, all of which align closely with EI principles.

This study therefore investigates how leadership emotional intelligence relates to team productivity within the Tesco context. Example of team build exercise done with senior managers

1. Business Problem Statement

– What organizational challenge are you addressing, and why is it significant? **I'am adressing the relationship between leadership and Emotional Intelligence (EI) on team productivity at Tesco**

It is significant because it directly impacts employee motivation, fosters a positive culture in a high-pressure environment, and drives measurable improvements in operational performance and profit.

Because in a retail environment that demands high performance and customer focus, EI allows leaders to effectively manage stress, resolve conflicts, and motivate teams, resulting in stronger team cohesion and better business outcomes.

2. Literature Review

2.1 Leadership and Emotional Intelligence

Emotional intelligence theory suggests that leaders with high EI demonstrate self-awareness, self-regulation, empathy, and strong relationship management.

These competencies enable leaders to

- Adapt their style
- Manage stress
- Resolve conflict,
- Maintain trust within teams.

Research consistently indicates that such leadership behaviours improve communication quality, employee satisfaction, and commitment.

Within Tesco's leadership frameworks, emphasis is placed on inclusive leadership, wellbeing, and creating environments where colleagues can "be their best every day," reflecting EI-driven leadership expectations.

3. Research objectives and questions:

b) how do your research question focus on solving the identified dilemma while advancing knowledge in your chosen field.

R: (Solving the identified dilemma)

- **Identify the Emotional intelligence Gap:**
- **R; Ask how specific EI traits "self- regulation or empathy" in managers directly correlate with checkout speed or stock-fill rates in tesco floor.**
- **Analyze Leadership Styles:**
 - R: Investigate which leadership style " Transformational vs Transactional " best mitigates the stress of peak times" like holidays to maintain output.

- **Measure tangible productivity**

-Connect soft skills to hard metrics by asking how managers (EI) scores influence Tesco Key Performance indicators (KPIS)

4. Methodology:

A) Why did you choose your specific approach (qualitative, quantitative, or mixed methods)?

4.1 This study adopts a **qualitative case study approach**, focusing on Tesco as the organisational context. Data sources include:

- Internal leadership culture and learning materials
- Organisational communications related to leadership and people management
- Academic literature on EI and leadership effectiveness

The methodology allows exploration of *how* and *why* emotionally intelligent leadership behaviours influence productivity, rather than measuring specific quantitative outputs, which may vary by role, format, and location.

5. Conclusion

This study demonstrates a clear positive relationship between leadership emotional intelligence and team productivity within the context of Tesco. Emotionally intelligent leadership contributes to higher engagement, stronger psychological safety, and more resilient teams, all of which underpin productivity in complex, people-led environments.

Tesco's leadership culture and learning frameworks already reflect strong EI principles, suggesting that continued investment in emotional intelligence development can further strengthen performance outcomes. Future research

could build on this study by incorporating quantitative performance data or colleague engagement metrics to deepen empirical understanding.