

BA Leadership and Management Skills for the Workplace
UNIVERSITY OF WALES TRINITY SAINT DAVID

Developing Emotional Intelligence Skills for the Workplace
(BMSW6106 _LON)

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EVALUATION OF EMOTIONAL INTELLIGENCE IN WORKPLACE CONTEXT

1. Introduction

Emotional intelligence (EI) is emerging as an important factor in shaping leadership effectiveness, workplace dynamics, as well as employee engagement. In modern organizations, one's ability to recognize, manage, as well as responding to emotions both on a personal level and those of their colleague's affecting productivity, collaboration, and the overall employee morale. Companies cultivating emotionally intelligent leaders and workforce strategies are often known for experiencing stronger team cohesion, improved communication, and enhanced decision-making abilities. This report makes a critical evaluation of the role of emotional intelligence in workplace context, with a specific emphasis on FAYE Inc, that is facing leadership challenges because of the cultural misunderstandings as well as the different interpersonal communication styles.

Clarke's case study shows the complexities of EI in cross-cultural workplace interactions particularly the leadership. His initial struggles like the difficulties adjusting to diverse workplace norms, inappropriate workplace greetings, as well as the rigid managerial approaches show the impact of emotional intelligence on the leadership effectiveness. Clarke's experience makes a perfect reflection of the common challenges that professionals transitioning into multicultural workplaces face on a daily basis, with more emphasis on the need for more adaptive EI strategies that encourage inclusivity and hence employee satisfaction.

The report makes an analysis of the relevance of EI at FAYE Inc., by exploring the influence of emotional intelligence on leadership success, employee morale, and cohesion in the organization. It investigates the lack of social awareness, self-awareness, and empathy leading to workplace tensions and a reduction in the productivity, particularly in culturally diverse teams. In addition, the report presents EI models capable of providing strategic solutions for improving emotional intelligence in leadership roles and enhancing Clarke's workplace abilities. EI frameworks, like Goleman's five components of emotional intelligence, and the Mayer-Salovey EI model were examined as effective approaches in facilitating emotional intelligence in a professional setting.

Through the application of structured EI principles, organizations such as FAYE Inc. will develop leadership effectiveness, enhance workplace relationships, and create a positive workplace culture. The findings in this report are in support of the integration of policy improvements, EI-focused training, and adaptive leadership techniques as a means of ensuring smooth cross-cultural interactions and improving employee engagement and a conclusion is made.

2.The role of EI in the workplace and FAYE Inc. in particular.

Emotional intelligence (EI) is a very important component of effective workplace interactions, especially in environments requiring leadership, collaboration, and cultural sensitivity. For the case of FAYE Inc., employees are coming from diverse backgrounds, the need for leaders who are emotionally intelligent is highlighted in the challenges faced by Clarke, who is a new supervisor. He struggles with being able to adapt to his team's cultural expectations clearly highlights how empathy, self-awareness, and social skills are very important in fostering a healthy work place. Clarke's experience shows the possible consequences of having low emotional intelligence, may lead to unintentional behaviours like inappropriate greetings and rigid work style are negatively impacting employee morale, workplace harmony, and productivity as Conroy (2023) suggests.

Clarke's first challenge is about how he interacts with female employees, with him casually addressing them as 'my love,' being unaware that such a greeting is perceived as uncomfortable and inappropriate in the new work place. Such lack of emotional intelligence, especially the social sensitivity and self-awareness, are contributing to this issue. Clarke fails to anticipate that workplace norms are different across cultures and workplaces, which also demonstrates that making assumptions based on previous work environments leads to miscommunication and eventual discomfort. If Clarke had exercised emotional intelligence by participating in active listening and adaptation to feedback, he would have been able to adjust his behaviour proactively, instead of reacting with surprise after being informed about other employees' concerns according to Chakraborty et al (2025). This shows that leaders should always remain attuned to workplace expectations and be quick in modifying their behaviours in a way that support inclusivity as well as professionalism according to Gonzales (2022).

Also, Clarke's approach to the Chinese who are visiting at FAYE Inc. shows additional emotional intelligence challenges. He preference for efficiency instead of building relationships first which contradicts the cultural norms of the Chinese team, which values friendship, family, as well as trust before formal work discussions. The idea of that he encourages Chinese employees to adopt English names, regardless of the intention of attempting to simplify communication, undermines the importance of respect and cultural identity in a professional setting. A leader with strong emotional intelligence should prioritize cultural understanding, by making sure that their interactions foster mutual respect instead of imposing such unfamiliar expectations. His rigid management style could possible hinder collaboration and create an atmosphere that is unwelcoming and hence emphasizing significance of being adaptable in emotionally intelligent leadership as stated by Gonzales (2022).

The effective development of Emotional intelligence enables leaders to navigate workplace challenges while ensuring inclusivity, sensitivity, which fosters a more positive employee engagement. The fact that Clarke is concerned about the unintentional impact of leadership on employees highlights his recognition of the need for greater emotional intelligence development. Had he adopted EI strategies like active listening, empathy-driven leadership and flexible management approaches, he would have been able to create a more supportive environment at FAYE Inc., leading to a higher employee satisfaction and better team cohesion. Without emotional intelligence, the leadership would risk becoming disconnected, inflexible, from employees' experiences, and ultimately detrimental to workplace morale (Majka, M. (2024).

This above case study shows how emotional intelligence is not just a leadership skill but a necessity for navigation of interpersonal relationships, fostering cultural awareness, and promoting organizational success. Through the strengthening of emotional intelligence, leaders such as Clarke could be able to enhance their ability in building trust, improving workplace interactions, and creating an environment where employees feel valued and understood. The role of EI in a workplace is, therefore, very important to employee well-being, leadership effectiveness, employee well-being, and overall organizational harmony.

3.El models of to enhance Clarke workplace abilities.

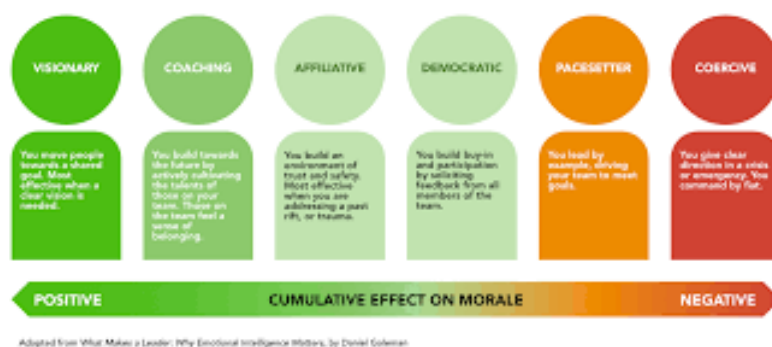
Emotional Intelligence models are key in providing a structured framework for the improvement of leadership effectiveness, interpersonal skills, and being adaptable in a workplace (Goleman, 2001). As for Clarke, his challenges at FAYE Inc. are rooted in the rigid communication styles, and cultural misunderstandings, so the application of EI models in enhancing his ability to foster inclusivity, navigate workplace relationships, and improve employee morale.

The integration of established EI frameworks like Mayer-Salovey's Ability Model, Goleman's Five Components of Emotional Intelligence, and the Emotional Competence Framework, would develop Clark's empathy, self-awareness, and adaptability, that way, he can address employee concerns with more effectiveness. Such models provide insights into recognition and regulation of emotions, fostering of positive communication by understanding social cues, all of which are vital for workplace harmony. Embracing EI principles can shift Clarke from his task-driven leadership style to a more emotionally attuned approach, which ensures the building of stronger connections with employees and respecting cultural differences (Cherniss, et al., 2006). This section below explores how various EI models improve Clarke's leadership approach, which enables him to cultivate a supportive work environment valuing diversity and interpersonal relationships. Through structured emotional intelligence development, Clarke could transform his management practices, by creating a more inclusive workplace, and improving his overall leadership effectiveness

3.1 Goleman's Model of emotional intelligence

Daniel Goleman, a psychologist as well as science journalist, was key in the introduction of a groundbreaking model of emotional intelligence (EI) that has profoundly influenced workplace dynamics, its leadership, and personal development. His model implies that EI is as important as important as cognitive intelligence (IQ) in the determination of success, effective leadership, as well as interpersonal relationships.

Figure 1. Goleman's emotional Intelligence model



(Goleman, 2001)

Unlike earlier models that viewed emotional intelligence as being purely psychological or cognitive, Goleman's framework makes an integration of EI into real-world applications like education, business, and social interactions. The model consists of five core elements, each playing a vital role in developing emotionally intelligent individuals (Goleman, 2001).

1. Self-awareness

The recognition of one's own emotions is the ability to understand one's emotions, its triggers, strengths, as well as limitations. Which means that highly self-aware individual is capable of

- a) Accurately identifying emotions and their influence on behaviour.
- b) Recognizing emotional patterns and avoiding reactive or impulsive responses.
- c) Maintaining confidence in decision-making, grounded in emotional clarity.

For example, in a workplace setting, a self-aware leader has a clear understanding of how stress affects their communication style, ensures they do not project frustration onto their team.

2. Self-Regulation

The managing and controlling emotions are the ability to maintain composure by controlling emotional reactions and adapting to changing circumstances. It involves the management of impulses to prevent rash decisions, staying calm and focused under pressure, as well as maintenance of ethical standards and personal integrity.

In leadership, emotional discipline is important in making rational decisions and responding thoughtfully instead of emotionally. For example, an emotionally intelligent manager faced with workplace conflict is able to remain objective, listen attentively, and proposes solutions without emotional bias.

3. Motivation

Driving oneself toward goals in other words motivation, within Goleman's EI framework, is about passion, internal drive, and persistence in achieving personal or professional goals. Emotionally intelligent individuals demonstrate a growth mindset, and embrace challenges instead of fearing failure, commitment to long-term success, instead of seeking short-term gratification, and optimism and resilience, even in difficult situations.

For example, a highly motivated employee seeks continuous improvement, adapts to workplace challenges, and stays committed to professional growth, regardless of setbacks.

4. Empathy

Understanding and relating to others involves the ability to recognize and respond to the emotions of others as a key cornerstone in strong workplace relationships and leadership. It involves active listening and acknowledgement of others' concerns, understanding diverse perspectives and emotions, as well as responding with compassion, making people feel valued and respected.

A leader with high emotional intelligence recognizes their team's emotional needs of, ensures they feel heard, appreciated, and supported. For example, in difficult work periods, empathetic leaders offer encouragement, check in on employees, and provide emotional support, instead of focusing solely on productivity.

5. Social Skills

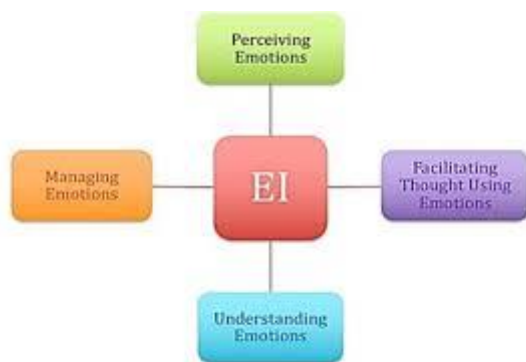
Building strong relationships in Goleman's model refers to the ability to manage relationships effectively, including a clear and persuasive communication, fostering teamwork, Conflict resolution strategies, ensuring workplace harmony, adaptability in social interactions, adjusting communication styles based on context, clear and persuasive communication, fostering teamwork, conflict resolution strategies, ensuring workplace harmony as well as adaptability in social interactions, adjusting communication styles based on context.

Successful leaders are capable of engaging with teams meaningfully, inspiring collaboration, and resolving disputes diplomatically. In business environments, social intelligence enhances networking abilities, which ensures individuals can foster partnerships, navigate negotiations, and build trust across professional settings.

Daniel Goleman's emotional intelligence model provides a more comprehensive framework for both personal and professional success, which reinforces the importance of emotional control, self-awareness, motivation, empathy, as well as social skills. By integrating EI into workplace culture and leadership practices, individuals improve relationships, decision-making, and the general effectiveness in their roles. Organizations that prioritize EI development tend to have stronger teamwork, better leadership, and improve employee satisfaction, making Goleman's model a vital tool in creating a healthy and productive work environment.

3.2 Mayer-Salovey EI model

Figure 2. Mayer Salvey's EI Model.



Mayer and Salovey (2007).

Emotional Intelligence (EI) is a vital factor in interpersonal relationships, effective leadership, and workplace collaboration. The Mayer-Salovey EI model, developed by psychologists Peter Salovey and John Mayer, acknowledges emotional intelligence as a cognitive ability enabling individuals in the perceiving, understanding, regulating, and using emotions effectively. Unlike Daniel Goleman's broader EI model, which integrates social and leadership skills, the Mayer-Salovey model shows EI as an intellectual process, which focuses on the individuals' processing of emotional information in making decisions, interacting, and regulating behaviour. In the case study of Clarke at FAYE Inc., the model provides a structured approach in analysing workplace challenges as well as improving emotional intelligence in leadership settings.

1. The Four Branches of the Mayer-Salovey Model

The Mayer-Salovey model breaks emotional intelligence into four main abilities and these are.

Perception of emotions

This is the ability of recognizing emotions in oneself as well as others, including tone of voice, facial expressions, and body language.

Use emotions to facilitate thought

The use of emotions in enhancing reasoning, problem-solving, and creativity.

Understanding Emotions

Comprehension of the evolution, interaction, and influence of behaviour on emotions.

Managing Emotions

Effective regulation of emotions supporting workplace leadership, harmony, and decision making.

By applying these components to Clarke's workplace experiences it shows gaps in emotional intelligence as well as opportunities for improvement.

2. Perceiving emotions – Clarke's struggle with workplace sensitivities

Perceiving emotions is about the individual's ability to recognize emotional signals from colleagues as well as adjust their behaviours accordingly (Mayer et al., 2000). As per FAYE Inc Clarke, could not perceive discomfort among the female employees at the time of casually referring to them as 'my love.' A greeting that was considered inappropriate in the new workplace and this lowered the moral of the employees.

In addition, Clarke's rigid approach to scheduling affected his relationship with the visiting Chinese division at FAYE Inc. whose workplace interactions are rooted in trust and building relationships.

3. Using Emotions to Facilitate Thought – Decision-Making and Workplace Adjustments

The second element of the model emphasizes the influence of emotions on decision-making and problem-solving. Leaders with high EI tend to leverage emotional insights in making informed workplace adjustments. Clarke's decision, however, potentially practical, disregarded cultural identity and emotional considerations. Had Clarke used emotions as a guide, he would have been able to recognize that respecting cultural naming conventions creates inclusion and trust.

Workplace leaders need to integrate emotional awareness into strategic decisions, to ensure that policies and communication approaches align with employees' cultural and emotional needs.

4. Understanding Emotions – Navigating Workplace Morale and Leadership Effectiveness

Understanding emotions requires recognition of the evolution of emotions and influence on interpersonal interactions. Clarke initially failed to notice how his behaviours were affecting employee morale, which results in tension and disengagement. However, after recalling insights from an emotional intelligence training session, he started recognizing how leaders unintentionally impact workplace culture by applying rigid practices and insensitivity.

Had Clarke applied deeper emotional understanding, he would have anticipated the emotional reactions caused his style of greeting, which was perceived as inappropriate and insensitivity. An improvement in his ability to anticipate emotional responses, would proactively adjust leadership techniques and make an improvement in employee engagement.

5. Managing emotions – regulating workplace behaviour for positive leadership

The final component of the Mayer-Salovey model emphasizes the management of emotions effectively to create workplace harmony as well as personal composure. Leaders managing emotions well are able to remain calm under pressure, adapting to cultural expectations, as well as navigating workplace challenges without unnecessary conflict. Clarke started demonstrating some emotional regulation after reflecting on the influence of workplace policies and leadership approaches on employee well-being.

However, he needs to develop greater flexibility in leadership approaches instead of enforcing rigid structures, recognize and regulate personal emotional responses to workplace misunderstandings and improve his ability to adapt, by allowing himself to listen more actively to employees' concerns.

Applying effective emotional regulation techniques, enables Clarke to create an emotionally supportive workplace, with better communication, collaboration, as well as cross-cultural engagement.

The Mayer-Salovey emotional intelligence model offers a structured approach in enhancing workplace leadership by emphasizing emotional facilitation, perception, understanding, and management. Clarke's experiences at FAYE Inc. shows how deficiencies in emotional intelligence have a negative impact on workplace interactions and employee morale. Strengthening his EI, improves decision-making, fostering cultural sensitivity, and regulating emotional responses, which leads to a more effective leadership approach. Organizations incorporating EI development programs using the Mayer-Salovey model enhance employee engagement, leadership capabilities, and workplace harmony.

6. Discussion on the role of culture in understanding EI and mindfulness of employees.

Culture plays a critical role in shaping emotional intelligence (EI) as well as influences individuals' respond to interpersonal interactions, expressions of emotions and practicing of mindfulness in a workplace environment. Clarke's case study at FAYE Inc. underscores the challenges that arising the inadequate consideration of cultural differences in leadership and workplace dynamics.

1. Cultural Influences on Emotional Intelligence

Emotional intelligence is mostly shaped by cultural norms, dictating how emotions are expressed and interpreted whereby Some cultures encourage open emotional expression, while others prioritize reserved interactions. What is considered as appropriate workplace behaviour greetings such as 'my love' are not acceptable in informal work settings but considered inappropriate with in professional spaces depending on cultural context. Different cultures define effective leadership differently, emphasizing either relationship driven management or strict efficiency.

2. Cultural Differences in Workplace Communication and EI

The diversity of workplace communication styles is vast across cultures, which affects how employees perceive leadership and collaboration. In a Direct vs. Indirect Communication while some cultures prefer straightforward communication, others use indirect language to convey concerns diplomatically. Chinese workplace culture values trust and friendship building before

engagement in formal business discussions, whereas Clarke prioritizes task efficiency without small talk, which creates tension in the interaction. With an adjustment in Clarke's leadership approach to align with FAYE Inc.'s cultural expectations, he could create a better morale, stronger team cohesion as well as a more effective workplace collaboration.

3. Mindfulness and Cultural Sensitivity in Leadership

Mindfulness is about awareness of emotions, behaviours, as well as responses in a workplace setting, allowing individuals to engage in thoughtful interactions rather than reacting impulsively. In diverse workplaces, mindfulness assists leaders with the recognition of the emotional impact of cultural differences and adjusting behaviours, accordingly, slowing down workplace interactions ensuring employees feel heard, respected, and valued, encouraging inclusive communication prioritizing cultural awareness over personal preferences.

Clarke's assumption that Chinese employees being able to adopt English names reflects his lack of mindfulness, which overlooks the importance of cultural respect and identity in workplace relationships. By practicing mindfulness, Clarke could improve his emotional regulation, adjust his communication strategies, and build stronger trust with employees from the different backgrounds.

Culture is vital in emotional intelligence and workplace mindfulness, which shapes communication styles, leadership expectations, and interpersonal interactions. Clarke's experiences at FAYE Inc. are a clear demonstration of how cultural misunderstandings negatively impact workplace morale as well as collaboration. Incorporating cultural awareness and mindfulness into his leadership approach, would help Clarke in developing better emotional intelligence, enhancing workplace relationships, and creating a more inclusive organizational culture.

Culture plays a major role in emotional intelligence and workplace mindfulness. It shapes leadership expectations, communication styles, as well as interpersonal interactions. Clarke's experiences at FAYE Inc. shows the negative impact of cultural misunderstandings on workplace morale and collaboration. Incorporating mindfulness and cultural awareness into Clarke's leadership approach, would help him in developing better emotional intelligence, enhancing workplace relationships, and creating a more inclusive organizational culture (Neubauer and Freudenthaler, 2005).

7. How can FAYE Inc. further harness the benefits of EI and mindfulness among her employees.

FAYE Inc. could harness the benefits of Emotional Intelligence (EI) and mindfulness by creating a culture of adaptability, awareness, and inclusive leadership. The organization should start by implementing structured EI training programs for employees and leaders, which ensures they develop emotional regulation, self-awareness, and empathy in workplace interactions. Because of Clarke's challenges with workplace communication, getting training on active listening, cultural sensitivity, and adaptable leadership is instrumental in improving morale.

In addition, FAYE Inc. would work at the introduction of mindfulness initiatives, like stress management workshops, guided meditation sessions, as well as reflective practices, to help

employees with staying present, managing emotions, and building resilience in high-pressure situations. FAYE Inc. should encourage diverse communication styles as well as cross-cultural workshops to help employees understand the diverse workplace expectations, which reduces misunderstandings and creates collaboration as suggested by Salovey and Mayer (1990).

8. Conclusion

Emotional intelligence (EI) and mindfulness are vital elements in creating a healthy, productive, and inclusive workplace. At FAYE Inc., Clarke's challenges show how emotional regulation, cultural awareness, and adaptive leadership have a direct impact on employee morale as well as organizational harmony. The struggles he faces with rigid scheduling, workplace greetings, and intercultural interactions indicate the need for improved emotional intelligence among leaders in the creation of workplace inclusivity, better communication and mutual respect.

Applying EI frameworks, like Goleman's five components of Emotional Intelligence and the Mayer-Salovey Model, will help Clarke in the development of self-awareness, effective regulation of emotions, and improvement of social interactions. In addition, an integration of mindfulness practices within FAYE Inc. will enable employees and leaders in becoming more present, managing stress, and responding thoughtfully to workplace dynamics.

As per FAYE Inc. fully harnessing the benefits of EI and mindfulness, opening feedback systems, structured training, as well as the leadership development programs need to be incorporated in strengthening interpersonal relationships and enhancing overall workplace cohesion. Creating an emotionally intelligent workforce, FAYE Inc. will minimize conflicts, boost employee satisfaction, and improve business outcomes, which ensures long-term organizational success in a culturally diverse environment.

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10.Appendices

Appendix A. Poster

DEVELOPING EMOTIONAL INTELLIGENCE SKILLS FOR THE WORKPLACE

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EMOTIONAL INTELLIGENCE has several benefits to us all. At my work place I work with a team on an important project with tight deadlines. Some of my colleagues, try to manipulate the situation to take credit for the entire team's effort. They try to undermine me in meetings and spread misinformation to position themselves as the main contributor. I was required to apply emotional intelligence to overcome the situation. Emotional

EMOTIONAL INTELLIGENCE SKILLS

- 1. Protect me from manipulation**
By documenting my contributions and openly communicating with the team and supervisor, I was able to ensure clarity and fairness in crisis management.
- 2. Understanding Or Considering other Perspectives**
Using emotional intelligence, I can understand that my colleague wanted to manipulate me so they can get credit for the work we did as a team and get a promotion.
- 3. Think before speaking or acting**
I started thinking about the possible consequences of my actions and so I decided to not to act in an unprofessional manner.



BENEFITS OF EMOTIONAL INTELLIGENCE

I benefited from Emotional intelligence by doing the following:

- 1. Self-management.**
During the difficult situation where the colleague is trying to manipulate me and the team, I remained calm and composed. I focused on maintaining a professional attitude despite my colleague's actions.
- 2. Social intelligence**
While the situation is very stressful and annoying, I have been able to analyze my colleague's motives and behavior and get a good understanding of the underlying insecurities driving her manipulation. This has helped me approach the situation with empathy.
- 3. Work Performance improvement.**
Using emotional intelligence, I have managed to stay ahead of the team and that means that I can predict the possible problems and develop solutions even before they happen. This has made a big improvement in work performance by making me proactive.



IMPROVEMENT IN EMOTIONAL INTELLIGENCE STRATEGIES

- 1. Confidence Building**
After conducting a self analysis on myself, I found out that I have some weaknesses like lack of confidence due to the manipulation that I was a victim of.
- 2. Engagement with other team members**
However, because making friends is one of my strengths, I have used emotional intelligence to engage with my team members more which has led to more collaboration and teamwork among my team members.
- 3. Reflecting on my responses**
I use the opportunity that I am open minded to engage with other team members which creates an open collaboration environment, even though I am still facing a threat of being overpowered by the manipulation and need more improvement.