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Introduction

The development of effective emotional intelligence skills is necessary within a workforce as it enables individuals to become complacent towards self and other's emotional state. The report focuses on initiatives necessary to develop emotional intelligence skills and dictates the relevant concepts of emotional intelligence relevant for organisational development. The analytical report is being developed after the orders of the Head of Department, being submitted to the Senior Management Team aimed to inform leadership decisions related to employee development, leadership capability, and future recruitment strategies. The aim of the report is to identify the applications of emotional intelligence in the workplace and the distinct characteristics relevant for generational groups regarding emotional intelligence (EI). The first task uses relevant models of EI such as Goleman's Emotional Intelligence model, Mayer and Salovey's model and Bar-On's model to dictate the core components of EI and its importance. Task 2 dictates the distinct characteristics of generational groups such as Generation X, Y, or Z important to create an inclusive work environment. The recommendations provided at the end implore initiatives relevant for development of EI skills in the workforce and recruitment strategies shaped by it. Therefore, the report details out the EI related compliances relevant within a workforce to shape an inclusive and engaging culture.

Task 1: Emotional Intelligence in the Workplace

Core components of emotional intelligence (EI)

Emotional intelligence is defined as the capability to manage self-emotions while recognising others' feelings. As reflected by Antonopoulou (2024), strong EI is necessary in the workplace to improve team performance, resolve conflict situations alongside build strong leadership. Five core components of EI involve *self-awareness*, *self-regulation*, *motivation*, *empathy*, as well as *social skills*. Self-awareness indicates knowing about one's own emotions, while self-regulation indicates control of sudden anger during activities. Motivation states to celebrate personal joy whereas empathy reflects to develop understanding of feelings and needs, while social skills are defined to manage relationships with others for boosting performance levels. A person with strong emotional intelligence skills can easily handle multiple tasks by controlling self-emotions, and manage team collaboration successfully.

Role of employees on the application of emotional intelligence components in workplace

In workplace practices, employees can apply EI through self-awareness, self-regulation, social skills, and empathy, helping to boost individual performance and deepen team collaboration. The application of self-awareness supports workers to understand their limitations alongside emotional triggers, helping to make proper judgement under pressure. Similarly, self-regulation helps to stop anger during tight deadlines, supporting to stay on the right track and key focus on the outcomes, resulting in the decreased errors. A Forbes article related to the significance of self-awareness has reflected that, by developing a sense of self-awareness, an employee can easily handle emotions, and regulate activities properly, ensuring the development of team performance in team practices (Cohen, 2023). Self-awareness and self-regulation can boost leadership practices by allowing employees to understand themselves and focus on the enhancement of their contributions on workplace activities.

Empathy as well as social skills is considered key components of EI, allowing boosting workplace collaboration. For example, empathy supports staff to understand diverse viewpoints that can build trust and smooth communication among team members. Similarly, social skills are able to turn conflict into different chances for team performance, that make group communication respectful and transparent (Fiori *et al.*, 2022). The current globalisation marketplace influences current businesses to hire people from different backgrounds for ensuring the implementation of innovative solutions and achieving market competitiveness. In that situation, by showing empathy, employees can easily manage cultural differences and improve mutual understanding and respect.

Apart from that, the application of emotional intelligence in the workplace can also improve physical and mental well-being of employees. As indicated by Kargeti (2023), emotional control can lower stress levels, ensuring the prevention of burnout during tight deadlines, while mutual understanding helps to create a safe workplace, making employees feel more comfortable and valued. Emotional connections support creating healthy boundaries that can improve work-life balance, driving the entire organisational satisfaction.

Application of emotional intelligence models for the critical understandings

Goleman's Emotional Intelligence framework



Figure 1: Goleman's Emotional Intelligence framework

(Source: Goleman, 2024)

The emotional intelligence model of Daniel Goleman outlines four core domains, such as *self-awareness*, *self-management*, *social awareness*, and *relationship management*. This model explains the way proper understanding of self-compatibilities can help to manage relationships with others (Goleman, 2024). In the context of a workplace practice, the development of emotional engagement can drive team productivity, better satisfaction, and stronger teamwork. A Forbes article related to the significance of emotional intelligence has reflected that self-awareness is considered as a core component of EI, which is also the first component of Goleman's EI model (Arruda, 2023). This component indicates that becoming self-awareness is considered as the first stop for personal branding as well. Based on the perspective of this framework, Unilever introduces the "*Unilever Future Leaders Programme*" that is related to self-regulation, aiming to make employees more adaptable and flexible for handling daily operations (Unilever, 2026). Employees can learn new skills and capabilities with the support of self-regulation, helping them to try new things and achieve high standards.

Empathy is related to social awareness, stating that, by showing empathy at the workplace, an employee can understand others' feelings, which helps to develop organisational awareness and team collaboration. Relationship management covers different social skills including conflict managing capabilities, teamwork, leadership, as well as mentorship, allowing an employee to not only manage conflict situations, but also guide other members to set a clear vision and stay on the right track for achieving measurable outcomes. Goleman's EI framework develops a performance-based model, reflecting the necessity of understanding people and managing their emotions to achieve success in both personal and professional lives.

Mayer and Salovey's Ability Model

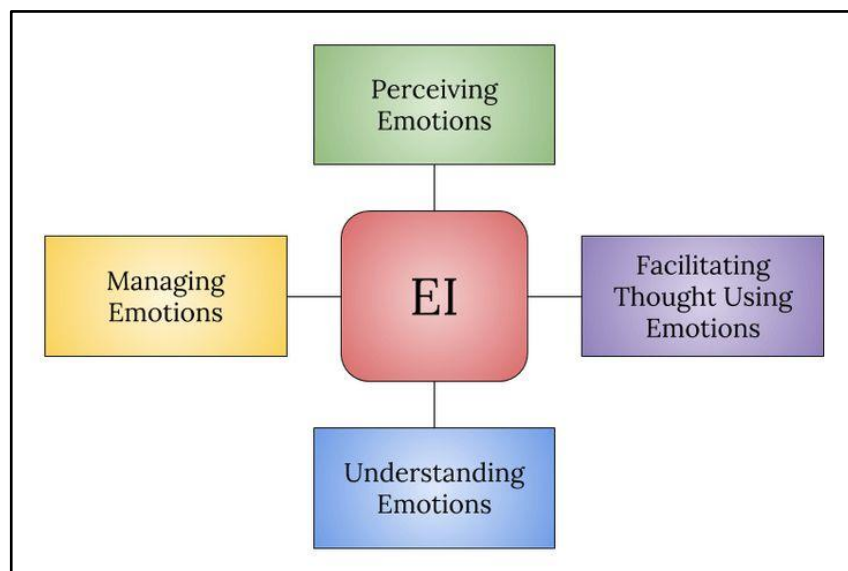


Figure 2: Model of Mayer and Salovey

The ability model frames EI as a distinct cognitive ability rather than just a personality trait. This model focuses on four key skills, such as perceiving emotions, utilising emotions for enhancing thinking capabilities, understanding complex emotional signs and managing emotions in order to achieve targeted goals (Megías-Robles *et al.*, 2024). This framework ensures to divide human emotional processing into those categories that can help to manage complex cognitive integration.

The first level, *perceiving emotions*, states that EI is the ability to identify and register emotions in both self and others. In workplace practices, M&S focuses on the application of emotional intelligence, to support employees for understanding self-emotions as well as measuring others' emotions as well (M&S, 2020). It helps to improve facial expressions and maintain emotional tone in both written and spoken language. The second level, *using emotions for facilitating thought*, describes the effectiveness of emotions on practices (Megías-Robles *et al.*, 2024). For example, getting better knowledge about the representation of emotions, one can easily prioritise cognitive processes, alongside optimising problem-solving capabilities that directly support making informed decisions. The third level states *understanding emotions*, which indicates that better understanding of complex emotional cues can boost an individual's capabilities to maintain different relationships, while reducing probability of conflict situations (Mayer *et al.*, 2024). The application of EI can allow an employee to understand hidden feelings of others that can help to manage vocal tones and show empathy, helping to handle aggressive behaviours and maintain emotional relations. The last level, *managing emotions*, is considered as the highest level of EI that reflects one's ability to regulate emotions on both self and others (Nieto-Carracedo *et al.*, 2024). It covers being open-minded or flexible to understand different feelings and divide them into positive and negative emotions, supporting to achieve desired outcomes. An adaptable and open-minded employee can easily apply EI to understand different emotions and maintain those for achieving measurable outputs. This model defines that, it is important to view emotional intelligence for enhancing abstract reasoning, rather than just self-progress.

Bar-On's Emotional-Social Intelligence Model

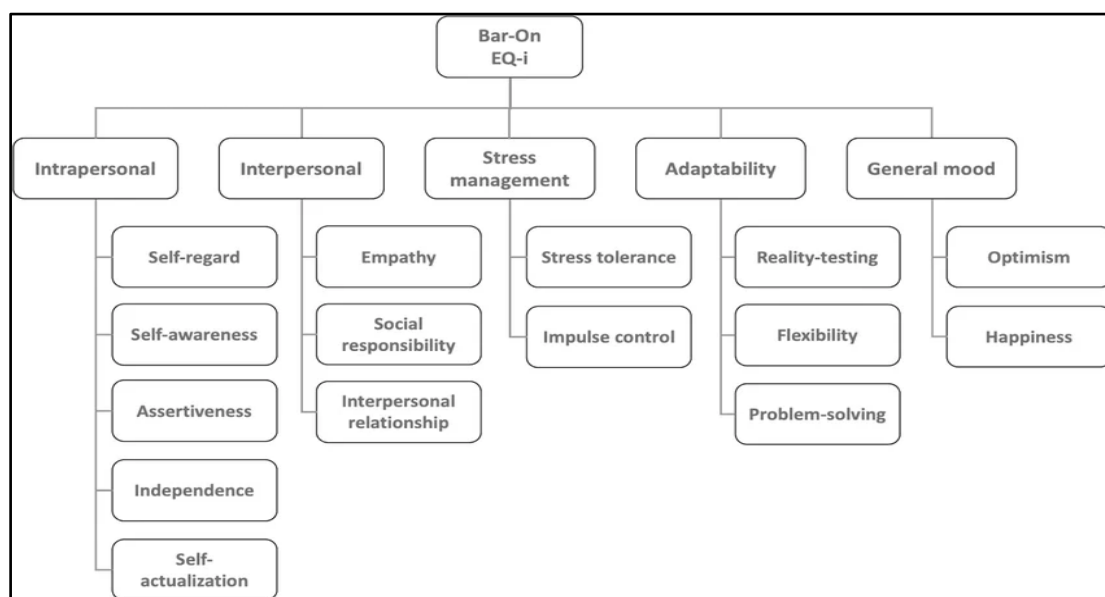


Figure 3: The Bar-On model of emotional-social intelligence

(Source: Rosenberg *et al.*, 2024)

The Bar-On model on emotional-social intelligence can be utilised for understanding emotional skills and capabilities. This model states five core components of emotional-social intelligence (ESI), such as *intrapersonal* (understanding oneself), *interpersonal* (being aware of others' emotions), *stress management* (ability to manage stress), *adaptability* (being flexible and adaptable) and *general mood* (being positive and self-motivated) (Rosenberg *et al.*, 2024). This model provides a strong theoretical base of emotional-social intelligence, stating that it is defined as interrelated emotional and social skills, allowing an individual to not only understand oneself but also measure others' emotions and relate them with their own demands and interests. According to Sfetcu (2023), ESI areas are both teachable and learnable allowing individuals to increase effectiveness, while fostering self-actualisation and improving well-being. Key principles of this theory states that, in a workplace, through the management of others emotions, it is important to focus on different capabilities that are reflected as social skills, a core component of EI. One can boost self-awareness and self-regulation; with the application of intrapersonal skills that directly support them to not only understand self-strengths but also focusing on sharing ideas with others. This implication can help to raise entire workplace outputs, while boosting individuals' leadership quality with the support of teachable emotional skills. One employee, with strong interpersonal skills, builds empathy and develops team performance by providing significant support to team members regarding targeted objectives, helping to build strong working relationships. As reflected by Korniienko *et al.* (2023), the application of stress management ability, an employee can manage multiple tasks in an organised manner, while maintaining proper quality specifically during the tight deadlines. The capability to manage stress can make staff more productive and flexible, alongside controlling self-emotions, allowing them confidence and positivity during hard situations.

The current market dynamics has influenced working professionals to become flexible for adapting new skills and capabilities with the alignment of industrial preferences. Based on this aspect, the Bar-On model reflects adaptability as a core ESI component that supports workers to not only improve problem-solving capabilities but also enhance contributions on reality testing, ensuring to handle pressured situations successfully, and confidently (Korniienko *et al.*, 2023). Lastly, the general mood reflects optimism and happiness that are focused on self-motivation. In workplace practices, by encouraging employees to be positive and look at the brighter side of life can help individuals to become confident and motivated.

On the contrary, happiness reflects feeling content with self, others and life that can support workers to handle complex situations easily alongside improved leadership capabilities by making others happy and motivated. Based on the application of ESI in organisational processes, Tesco introduces *Employee Assistance Programme* (EAP) to support employees for controlling their emotions that enhances leadership effectiveness, company culture and team collaboration (Tesco Careers, 2026). The better communication between leaders and employees ensures to express different ideas in a clear manner, while improving active listening skills of staff. Similarly, in teamwork, emotional connection helps teams to feel safe and share ideas among each other without any fears, supporting them to make informed decisions as per targeted objectives. The negligence over cultural differences can influence workplace accountability, negatively affecting job satisfaction and innovation integration process, raising concerns about high turnover rates. In that situation, the implications of ESI components, staff can feel value and confidence that directly help to improve team collaboration level, making the whole group more confident and stronger to handle any types of unexpected changes in businesses without any panic and confusion.

Task 2: Managing a Multigenerational Workforce

Generation X

Values, communication styles, motivation, and technological adaptability

Gen X defines those, who were born from 1965 to 1980, described as skeptical and independent. A report of Forbes reflects that, Gen X prioritises to bridge gaps between analogue and digital fluency, having strong adaptability to handle both manual and digital tasks (Lancioni, 2025). Communication style of this generation involves straightforward and activities preferences. On one hand, they prefer formal emails, while on the contrary, they also feel comfortable to utilise text messaging for handling quick coordination. They value privacy and for which those employees prioritise remote working policies. Managers must focus on the management of workplace flexibility to motivate those employees and help them to enhance their contributions on organisational practices. In the context of emotional intelligence, managers must focus on understanding their preferences and supporting them to manage both personal and professional duties (Kaposvári and Petőné Csuka, 2025). The recognition of self-awareness can make them more involved in working practices while the maintenance of transparency and authenticity on workplace policies can help to build trust. Gen X prefers straightforward feedback instead of manipulated quotes, indicating the necessity of respecting their time and values while providing them proper freedom to reduce their dissatisfaction level.

Managers' responsibilities on managing generations

Managers need to focus on autonomy, flexible working policies, and straightforward communication to develop connection with Gen X. In the context of the recruitment process, it is necessary to show the impact of the role in their both personal and professional lives. Additionally, clear goals and objectives must be defined for promoting organisational values and ethics. In the management of Gen X employees, it is important for managers to set their own pace while providing them support to manage their own time without tight deadlines. In the workplace communication process, the utilisation of direct emails and brief meetings with operational efficiency can help to boost their motivation levels, while the development of flexible working hours rather than rigid office policies, managers can easily make them feel valued and respected (Krajac and Samardzija, 2024). In the development of Gen X's retention level, managers must provide flexible schedules to workers, so that they manage both personal and professional duties successfully. The proper skill training, specifically with a key focus on technological innovation, while recognition based on their performance can help to develop both satisfaction and retention levels.

Generation Y (Millennial)

Values, communication styles, motivation, and technological adaptability

Gen Y born between 1981 and 1996, who influence organisational culture and continuous career growth. They value family over tasks and prioritise personal well-being rather than professional responsibilities. In workplace practices, they value inclusive environments and open collaboration to maintain transparency. As indicated by Krajac and Samardzija (2024), communication styles of Gen Y involve digital preferences due to the focus on instant messaging and collaborative applications. They prefer low power-distance in professional environments, compared to rigid hierarchic choices; alongside they expect proper feedback and regular inputs that often creates conflict situations with older people. Their motivation levels are driven by personal values and recognition rather than financial compensation, while preferring flexibility to tight deadlines. They are adaptable and flexible to use digital tools quickly, while ensuring to utilise digital literacy in the workplace in terms of improving performance efficiency and bridging gaps between traditional and digital workplace.

Managers' responsibilities on managing generations

Generation Y favours continuous career growth, workplace flexibility and proper feedback on a regular basis. Considering those preferences, in the recruitment process, it is important for managers to highlight social responsibilities, modern culture alongside ethical behaviours. The information related to tech-driven organisational application systems in job posts can help the generation on the recruitment process, while detailed information about salary structures and core benefits can also attract top talents. Managers need to develop open communication practices in the workplace and involve them in the decision-making process.

The feedback on a regular basis and the integration of two-way communication systems can motivate those (Bińczycki *et al.*, 2023). In terms of improving satisfaction and retention level of Gen Y employees, it is important to develop a clear pathway of future career growth. The arrangement of mentorship sessions can help to provide emotional support to those staff while ensuring their collaboration with industrial professionals. The development of personalised reward systems based on individuals' contributions can improve their satisfaction levels, while encouraging them to develop their involvement in organisational processes.

Generation Z

Values, communication styles, motivation, and technological adaptability

This generation was born from 1997 to 2012, valuing flexibility, alignment, and mental well-being with key preferences on informal and digital collaboration. Core values of this generation reflect on work-life balance, ethical alignment, and transparency. They prioritise personal values and personal well-being over traditional workplace management. In spite of structured communication politics, they expect an open communication process for sharing ideas with each other (Shinde and Surve, 2025). Communication styles of this generation reflect on their preferences on visual elements, emoji and instant messaging rather than formal emails and phone calls. Gen Z favours open dialogue, while focusing on the utilisation of sensitive language in order to embrace diverse perspectives. Motivational factors of this generation reflect on continuous learning opportunities and purposeful tasks that can provide direct impact on their lives and careers. Gen Z expects seamless integration of advanced AI tools and modern technologies at employment practices and personal lives for enhancing collaboration. They focus on making workflows innovative and attractive rather than boring, while ensuring to bridge gaps between management and employees by sharing tech influence.

Managers' responsibilities on managing generations

Gen Z prioritises transparency and flexibility and in response to this, managers must highlight workplace diversity and inclusion during the recruitment process. The inclusion of clear salary packages with mental health support programs, it can be easy to attract talented Gen Z. In addition, for managing Gen Z in the organisational process, managers need to judge their works as per outcomes rather than working schedules. The arrangement of training session for future career growth can motivate them, while real-time feedback sessions can help to develop their engagement in the workplace (Romadhoni, 2025). Managers can improve retention levels of Gen Z employees by offering them skill-based learning opportunities and psychological safety with genuine policies and regulations. The job stability and responsive workplace environment support to retain young talents while developing long-term relationships.

Conclusion

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The report concludes that EI is a key trait for employees that enable firms to enhance collaboration, well-being, and engagement of the workers. Models such as Goleman's EQ model, Mayer, Salovey's model, and Bar-On's model, dictating the key areas of EI and its core factors support the arguments of the report. The characteristics of Generation X, Y, and Z regarding communication styles, motivation, and technological adaptability are highlighted in Task 2. Therefore, the report demonstrates that development of EI skills within a workforce is crucial to implement an inclusive culture that respects the emotional state of others.

Recommendations

Recommendation 1: Mandatory emotional resilience training

It can be recommended that firms should adopt mandatory emotional resilience training for its employees, urging them to enhance their emotional moderation. Training on emotional resilience would prevent any form of emotional outbursts during the work and allow employees to remain calm and composed. The training can be conducted by either contacting a training agency or using an online platform to facilitate training. The benefit of the recommendation would be the development of an emotionally resilient workforce with high levels of adaptability and minimal disruptions to productivity.

Recommendation 2: Implement Situational judgement tests for EI assessment during hiring

HR managers or executives can be recommended to implement situational judgement tests wherein hypothetical situations on emotions would be covered. The tests would help leaders assess the level of EI proficiency and identify ones that would need training further. The judgement tests would also test the moral views of employees and help to shape their behavioural outcomes through post-induction training. The benefit of the recommendation is that the hiring process of the firm would be refined and only emotionally resilient employees with a strong moral compass will be hired. Therefore, it can be denoted that the recommendation can be facilitated by underpinning tests wherein the moral views and their emotional responses are assessed prior to hiring.

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GAI Declaration

In this report, no GAI tools have been used for collecting data and information. Based on the requirements, only secondary sources have been utilised here for ensuring the collecting of authentic data and providing genuine information.