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Module Code: BMSK6006

**DEVELOPING EMOTIONAL INTELLIGENCE SKILLS FOR THE
WORKPLACE**

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Introduction

The author will describe the nature of emotional intelligence or EI, effective management communication, and business advantage in this article, and examine their relationship as well. The author will also critically analyse and select the most suitable model of emotional intelligence that can be used within the author's selected Abbey Cars working environment. The author will then examine the value of emotional intelligence and sensitivity in the chosen organization's working environment. The detailed personal improvement action plan, adapted to the personality of the participant, will be provided with the recommendation to be implemented at the end of this assignment. The author will use the suggested literature, review internet resources, and use the experience he has gained through class duties.

The value of implementing EI in the workplace, the relationship between EI, effective management communication and business advantage

Rose (2014) defines emotional intelligence or EI as “the area of cognitive ability that facilitates interpersonal behaviour”. In 1996, psychologist and behavioural science journalist Dr. Daniel Goleman introduced this concept in the book called "Emotional Intelligence", according to her study. In other words, the person should control his or her feelings to express them most successfully and appropriately. The diagram below shows five main categories of emotional intelligence, followed by a short explanation of each category:

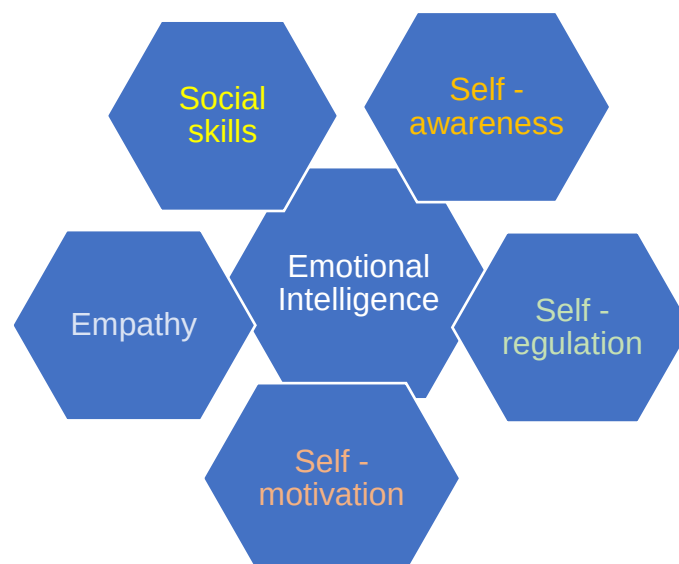


Diagram 1: Five categories of emotional intelligence, based on source: (Goleman, 1996)

Now let's see a more detailed description of those categories:

1. Self – awareness: the indicator of a person's possessing EI self – awareness is when they appreciate their own strengths and weaknesses. They are also alert about how their actions can affect other people. An individual with emotional self – awareness has more ability to learn compared to someone without emotional self – awareness. Daniel Goleman calls self – awareness the “keystone” of EI.

2. Self – regulation: this category of EI is concerned about how to do you governor and accomplish yourself and your emotions, internal resources, and capabilities. It also contains your skills to be able to control your instincts and impulses. SkillsYouNeed (2019) names four main elements of self – regulation:

- ❖ Self – control.
- ❖ Honesty.
- ❖ Flexibility.
- ❖ Novelty.

3. Self - motivation: is basically what is driving you to do certain things. According to SkillsYouNeed (2019), self – motivation itself consists of a few specific skills:

- ❖ Setting high but achievable goals.
- ❖ Being able to assess the risks and their levels.
- ❖ Giving and asking for feedback in order to correct and improve the process of reaching those goals.
- ❖ Constant commitment to personal and organizational goals.
- ❖ Looking out for opportunities and snatching them once they arise.
- ❖ Even in case of failure due in the course of process do not back up and continue to move towards your goals.

4. Empathy: it's the individual's capability to be alerted of the feelings and emotions of other people. Daniel Goleman recognised five main parts of empathy:

- ❖ Being considerate to others.
- ❖ Evolving others.
- ❖ Being service orientated.
- ❖ Political awareness.

Additional research by SkillsYouNeed (2019) also describes three types of empathy:

- ❖ **Cognitive empathy:** the ability to understand the thoughts and emotions of somebody.
- ❖ **Mental empathy:** the emotions of somebody's mental "family" so you can hear them.
- ❖ **Compassionate empathy:** considering the feelings of someone and being able, if necessary, to take appropriate action.

5. Social skills: those are required to handle and impact other people's emotions in the most effective way. In the context of emotional intelligence this term covering skills such as:

- ❖ Communication skill.
- ❖ Skill to manage conflicts.
- ❖ Leadership skill.
- ❖ Team – working skill.
- ❖ Alteration management skill.

So, why is EI is so important in the workplace? Moss (2018) gives us a very extensive and constructive explanation of EI importance. This explanation is based on a recent study that involved over nearly 2,600 managers from HR departments of various businesses. 71% of respondents valued emotional intelligence very high. The reasons for that are listed below:

- ❖ Employees with high EI are managing to stay calm under pressure.
- ❖ They are very good listeners.
- ❖ High EI employees give an example to follow.
- ❖ They are making more thoughtful business decisions.
- ❖ Employees with high EI are taking criticism very well and can admit their mistakes in order to learn from them later.
- ❖ They keep their emotions under control.
- ❖ Employees with high EI can resolve the conflict in the most effective way.
- ❖ High EI employees have an empathy to their colleagues at work and can respond accordingly.

The next question the author would like to ask himself: are there any disadvantages of emotional intelligence? According to Revermann (2019), there are a few:

- ❖ *Time*: Some time needed to mature the skills essential to entirely explore emotional intelligence. This is impossible to be done instantly. Learning how to be able to manage your emotions, become self – aware, self - motivated, the capability to identify the emotions of other people and manage your personal relationships cannot be done overnight.
- ❖ *Testing*: It's tough to exam emotional intelligence. The biggest issue with testing methods is the discussion on whether emotional intelligence is built on a person's character and nature, or whether it is learned and developed through life experience. It's the case of nature versus nurture. The nature-based testing will examine the person's personality, emotional firmness, and thoroughness to rule EI. Supporters of nurture will look at socially recognised aspects of interpersonal skills in leadership, teamwork, and cultured skills.
- ❖ *Negative views*: Some individuals do not take the status of EI very seriously. As with many features of life, this theme is open to personal opinions. Some people in the world of business have confidence that in the working environment there is no place for emotions. Some individuals believe only in the logic ruling.
- ❖ *Misuse*: this knowledge can be used to manipulate others. Sometimes EI can be used for tempting people into buying some service or item they don't really need.

Heibutzki (2018) describes Effective Management Communication or EMC as capability not only to be able to exchange information between managers and employees but also to be able to see the emotions and intentions behind that information. Managers with good communication skills are becoming good problem solvers, which is very important in the modern diverse working environment. Maguire Training (2019) has identified five main characteristics of effective management communication:

- ❖ *Proactive participation*: effective communicators actively seek opportunities to develop their skills by offering their opinions and information in group discussions or meetings appropriately. Other prospects include volunteering to lead a meeting or manage the team. Being proactive rather than waiting to be asked to subsidise shows that the communicator is skilled and assured in his or her abilities.
- ❖ *Capability to learn from others*: getting better management communication is a long journey, there is always something to learn from others and implement it for own personal use. Efficient management communicators are keen to be mentored by those with better skills and experience.
- ❖ *Being a good listener*: it's a trademark of an effective communicator. Instead of just "hearing", listening includes receiving and absorbing information, processing it, understanding its concept and later effectively consuming it for the right purpose. An inability to listen with proper attention can create misunderstanding and damage business communications as a result.
- ❖ *Readiness to practice communication skills*: in order to keep improving their communication skills, every communicator needs lots of practice. It can include perfecting telephone techniques and polishing off public speaking or presenting skills. Making the content of the documents or emails close to perfect can also be counted towards practicing and improving communication skills.
- ❖ *Being focused*: paying attention to whoever you are holding a conversation with, without being distracted by the phone ringing or incoming text message, is another very important characteristic of effective management communication.

There is a proven relationship between EI and EMC that is very close. Emotional intelligence is the "key" for effective communication, according to Sinha & Sinha (2007). People with high IE can make their communication skills more powerful, resulting in more efficient and productive work output.

The author should examine the relationship between EI and the business advantage at the end of this section of the assignment. Research by the author in tandem with the Elite World Hotels (2019) research describes five key relationships between emotional intelligence and business advantage:

1. *Motivation*: By enchanting advantage of emotional intelligence in business, we can manage our emotional state and achieve the solution of any issue. By doing so we are donating into the teamwork and keep conflicts under control. A positive working environment makes the workforce happier, more creative and more productive.

2. **Common vision:** Because we are all spending lots of time at work, during this time we are experiencing various emotions, positive ones and negative ones too. In those situations, emotional intelligence is what arises to save us. By using the advantage of our emotional intelligence, we can determine steady behaviour to this change of our emotions and communicate positively to the people surrounding us. Only, in that case, the common vision of the team can be achieved.
3. **Change:** Every individual who desires to be professional in the business world must be able to adapt to changes. Persons with high EI can control gravity, concern, and nervousness in the business environment and convert it into a chance.
4. **Communication:** Individuals with high EI can express themselves more clearly and concise. By doing so they are creating a positive communication atmosphere within the business environment. They also can resolve issues by staying cool, they are happy to get help from other members of the team and becoming a great example of influence. As a result, it creates peaceful and productive, rich in ideas working environment leading to business advantage.
5. **Leadership:** The basis of success in the business environment is positive and effective management, possessing outstanding leadership skills. And this skill starts with the individual being able to take control of their emotions and thoughts. Such an individual later can also inspire others in the right direction and lead them towards achieving a business advantage.

Identification and analysis of the models of EI, applying the selected model of EI within the chosen organisation

The author will analyse and evaluate the selected emotional intelligence model that can be applied in the nominated business environment in this part of the assignment. The author has selected the company for which he works, Abbey Cars Group, for that purpose. The author started as a driver with this company, later becoming a shift controller and is currently performing duties as a part-time branch manager assistant due to his study commitments. Abbey Cars Group short introduction. The company was founded in 1968 to work in the transportation sector as a family project. Today, it is one of Britain's largest private hire and taxi operators. The headquarters of the company is in Greenwich. Abbey Cars currently employs over 4,800 full-time, part-time and zero-hour drivers. The company's range of transportation services includes private hire minicab, chauffeur service, licencing PCO, UK, and Europe coach and bus hire, transportation to school and hospital. The main competitors of Abbey Cars on the transport market are the black cabs of London, Uber, and Addison Lee.

First, the author will look closely at all EI models available. There are three key EI models, according to Faltas (2017). They are shown in the following diagram:

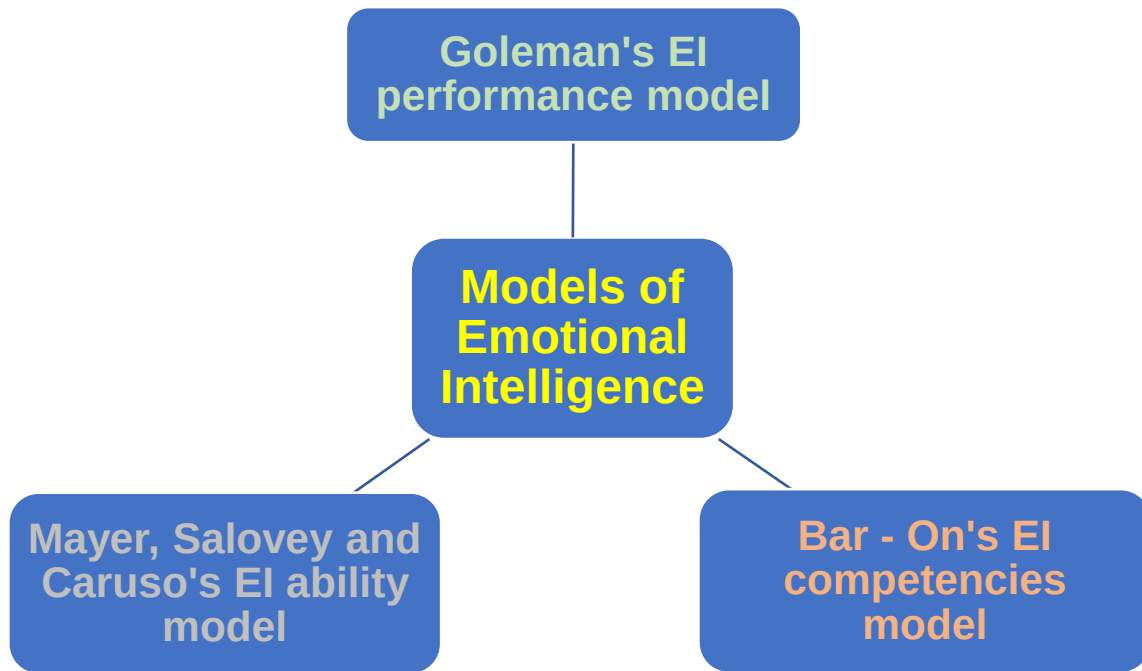


Diagram 2: Three models of EI, based on source: (Faltas, 2017)

1. Goleman's EI performance model:

Craig (2019) claims that Goleman's model describes emotional intelligence as a "cluster of skills and competencies" and names only three skills: self-awareness, relationship management, and social awareness. Within her study, however, Moore (2019) lists five key factors within Goleman's model:

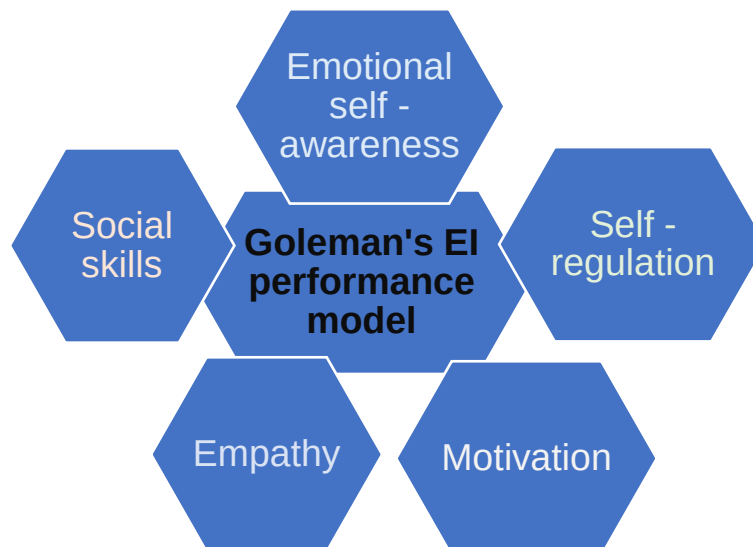


Diagram 3: Five essential factors of Goleman's EI performance model, based on source: (Moore, 2019)

Now we can have a more detailed explanation of each factor:

- ❖ *Emotional self – awareness*: it arises awareness of one person's feelings and determine how those feelings can touch people around that person.
- ❖ *Self – regulation*: it's all about managing one person's own emotions and anticipating their effects.
- ❖ *Motivation*: this factor is about bumping into barriers and dealing with them accordingly.
- ❖ *Empathy*: this factor is about noticing other people's emotions.
- ❖ *Social skills*: This skill helps individuals to manage their social relationships and extract certain reactions from those relationships.

2. Bar – One's EI competencies model:

This model of EI developed by Israeli psychologist Reuven Bar-On consists of five consistent competencies, skills and so-called "clusters", confirms Moore (2019). The "clusters" were chosen by their severity of impact on the human's well – being and performance:

- ❖ Self-consciousness, and self-expression.
- ❖ Social knowledge and relationships between individuals.
- ❖ Control and control of emotions.
- ❖ Management of transition.
- ❖ Individual – motivation.

Bar-On model sees emotional intelligence and cognitive intelligence (IQ) as two separate concepts, it's focused more on the past of an individual's life rather than on its future. In the author's opinion, it is too complicated to be used within the working environment of Abbey Cars.

3. Mayer and Salovey's Four Branch Model of EI:

Mayer and Salovey's Four Branch Model of Emotional Intelligence helps visualise the various EI skills, according to Moore (2019). These two psychologists are recognised as having invented the term "Emotional Intelligence" before other researchers popularise this concept. As shown in the diagram below, the Four Branch Model distributes emotional intelligence skills in four groups:

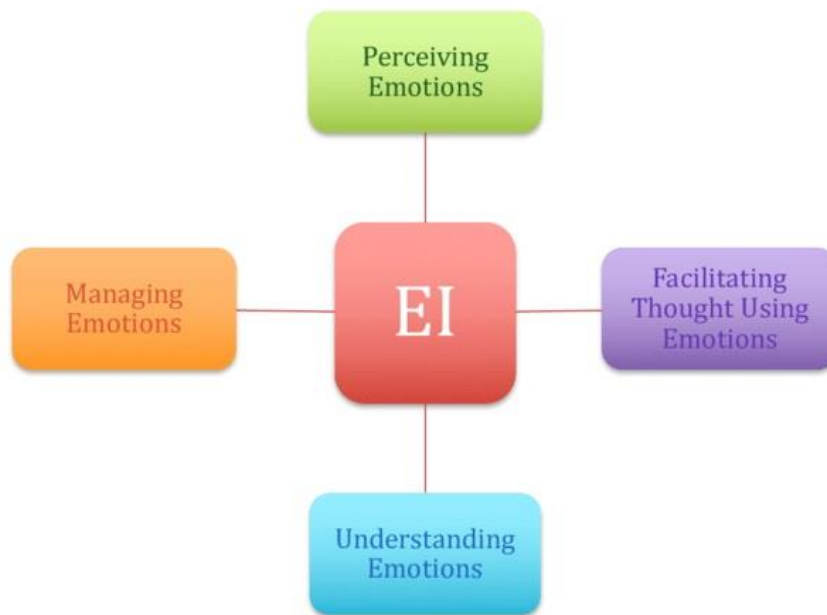


Diagram 4: The Four Branch Model of emotional intelligence, based on source: (Fiori & Maillefer, 2017)

Here is more detailed analysis is of those four branches:

- ❖ *Perceiving emotions:* this is about awareness and being delicate to others' emotions. It's the ability to be able to recognise yours and other people emotions by sensing and translating emotional signals.
- ❖ *Facilitating thought using emotions:* it happens once the emotions are detected and classified. Facilitating thinking uses relays of emotions to analyse and record so-called 'emotional information.' Then integrate it into our intellectual functions at the higher level to improve decision-making, justify and work on problem-solving.
- ❖ *Understanding emotions:* it's the ability to understand how different emotions are related, how they can change depending on the situations to come. If the person can tell how the feelings of somebody differ by the expression of their face, their voice tone, this means that this person has strong emotional management skills. This would result in successful business communications.
- ❖ *Managing emotions:* that skill is responsible for the most effective way of dealing with the feelings of an individual and others. Feelings are generally measured as advanced-level skills and are dependent on the first two (Perceiving Emotions and Facilitating Thought) to work effectively.

In author's opinion the Goleman's model of EI could be successfully used in the working environment of Abbey Cars as the most applicable to. Created below is the example of emotional intelligence training at work for the management of all levels to be conducted by the author of this assignment after finishing his studies at the university and attending some additional training in EI. It is presented in the form of the table:

The Course of EI Training at the Workplace of Abbey Cars	
1. <i>Introducing EI.</i>	1.1. The background of “Emotional Intelligence”. 1.2. Models of EI.
2. <i>Self – awareness.</i>	2.1. The source of emotions. 2.2. Emotional awareness. 2.3. Accurate self – assessment. 2.4. Self – confidence.
3. <i>Self – regulation.</i>	3.1. Feelings, perception and beliefs. 3.2. Self – control. 3.3. How to react under stress and conflict. 3.4. Trustworthiness.
4. <i>Empathy.</i>	4.1. Various behavioural styles. 4.2. Understanding others. 4.3. Effective conversation techniques. 4.4. Political awareness.
5. <i>Motivation.</i>	5.1. Achievement drive. 5.2. Commitment. 5.3. Optimism. 5.4. Developing ability to overcome obstacles. 5.5. Initiative.
6. <i>Social skills.</i>	6.1. Communication, verbal and non – verbal 6.2. Influence. 6.3. Leadership. 6.4. Conflict management. 6.5. Collaboration and cooperation. 6.6. Building teams.
7. <i>End of course self – assessment.</i>	7.1. Short essay about the outcome of the training.

Table 1: *Proposed structure of the course of emotional intelligence training for Abbey Cars, based on source: (Oracle Careers Editorial Team, 2016 & Author’s research)*

In the author’s opinion, such a course will bring the management’s awareness of emotional intelligence to a significantly different level. It will also allow the managers of Abbey Cars to be able to promote the values of the EI through the workforce of the company, meaning drivers and shift controllers. And the importance of that will be analysed in the next part of the assignment.

The importance of EI and mindfulness in the working environment of Abbey Cars

According to Goleman's model, individuals with a high level of EI within the organisation consume a superior ability to self-regulate and achieve from top to bottom levels of inspiration, which may enhance self-awareness and allow them to focus on maintaining long-term goals to diminish an individual's tendency to adjourn. To start evaluating the importance of EI for the workplace of Abbey Cars let's have a look at the specifics of the business the company operates within. Careercast (2010) rated the job of the taxi driver at position number 3 out of the 10 most stressful jobs in the year 2010. Here is why: "Taxi drivers generally work erratic hours, including late nights and weekends. High speed driving in traffic, especially in major cities, is quite dangerous, and they frequently drive in bad weather conditions as well. In addition, taxi drivers are confined to their vehicle all day with a supply of cash, making them vulnerable to criminals". The author, a taxi driver himself with more than 6 years of being in the trade can only add following: apart from unsocial hours of work, dangerous driving conditions, risks of falling asleep behind the wheel and risks of being robbed or even wounded while on duty there are still the customers as another cause of stress. Of course, they all different, those customers, some of them nice and polite, intelligent, sober and smelling of good perfumes. However, another type of aggressive, drunk, under the influence of drugs and smelly customers out there 24/7. And dealing with them causing huge stress to the drivers. The author himself knows a few drivers who were telling him about being constantly under stress because of bad customers, plus long working hours, sometimes low paid jobs coming all day long and inability to deal with all that in the most effective way. Some of them turned to drink or taking illegal substances, as a result, they lost their jobs, families, and freedom in a few cases. That's why emotional intelligence training will be coming very handy in the business environment of Abbey Cars. In addition, EI's important role in the workplace is that it involves communication and monitoring, social interaction, and *under pressure* problem-solving. As it is now, the drivers are the most pressurised part of the workforce. Then the turn of the shift controller, followed by branch managers and assistants. The main concern with the low-level EI branch manager is their incapacity to understand and appreciate the impact of their personal actions on assistants inside Abbey Cars ' working environment. In the author's opinion, the necessity of the training in emotional intelligence is more important on the branch level rather than the head office level. Therefore, his proposed structure of the course training is more oriented to be used in branches of the company. So, *reducing the stress* at work and possibly in personal life too would be one of the factors of the importance of using emotional intelligence at the workplace of Abbey Cars. Now let's talk about the diversity of Abbey Cars working environment. The diversity is quite noticeable in some branches of this company, including the branch of Heathrow, where an author is employed himself. In this division, people from different backgrounds, cultures, and religions work together. Without the use of emotional intelligence, it would be a dangerous place to stay in, being unable to help people with one culture to be more accepting of others by knowing their emotions and feelings and being capable to control their own emotions and feelings.

Emotional Intelligence helps to *reduce diversity* within the workplace of Abbey Cars. Phillpott (2019) states that emotional intelligence is a powerful and effective recruitment tool. This is vital in the case of Abbey Cars in order to assess future employees about aligning with the company's culture. That as a result would make the *workforce more productive*. That would be another key factor of emotional intelligence importance within the working environment of Abbey Cars. Transportation is a customer-facing business, therefore providing excellent customer service was always been a top priority within the organisation of Abbey Cars. Drivers, shift controllers and managers, they are all interacting with the customers either in person, on the phone or online. Individuals possessing a high level of EI will be better networking with the customers, as a result, the *improvement of customer service* and better *customer satisfaction*. They are also will be becoming better in *problem – solving*. If we are talking about *job satisfaction* among the workforce of Abbey Cars, then emotional intelligence can certainly help here as well. EI will improve leadership and team-building skills, making teams working better and more productive. That is when the team leaders and team members will start seeing the results of their efforts and start to feel more satisfied. And to summarise all those key factors of the importance of using emotional intelligence within the workplace of Abbey Cars the author can see how the company becomes *more competitive* in the very tough market of the transportation business.

Conclusion

The author analysed in this assignment the importance of developing and using EI in the workplace in general and specifically in Abbey Cars selected organisation. The author also set out the meaning of emotional intelligence and its relationship to effective communication with management and business advantage. Three key models of EI were later identified and analysed by the author during the assignment. After their detailed description, the author made the recommendation of the use of one of the models in the working environment of Abbey Cars as more suitable. He specifically designed the course of the training in emotional intelligence tailored to the needs of Abbey Cars organisation. Overall, the author feels satisfied with the completed work on this assignment. He hopes the results of his research will be interesting to read and useful in practical life.

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