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1.Introduction

Emotional Intelligence refers to the ability to recognise, understand, and manage our own emotions, while also being able to identify and respond appropriately to the feelings of others. At its core, it involves four key abilities: recognising emotional accurately, understanding how feelings develop and change, using emotions to guide our thoughts, and managing them appropriately

This awareness helps us notice emotional information and use it to guide our decisions and actions (Salovey and Mayer.1990, cited in Neurolaunch,2025)). In today's modern workplace, Emotional Intelligence has become increasingly important. Self-awareness helps us comprehend our own feelings, while empathy enables us to listen respectfully and truly understand how others feel. Being flexible and adapting to different needs also builds stronger relationship. Importantly research shows these skills can be learned, practised, and enhanced over time.

It supports clearer, communication, helps resolve conflicts more effectively, strengthens leadership capabilities, and improve the quality of decision-making across organisations.

This report will examine three models of Emotional intelligence: Daniel Goleman, framework, John D. Mayer and Peter Salovey's Ability Model, and Reuven Bar-On's Emotional intelligence Model. Each approach offers a different perspective on how emotions influence our behaviour and performance at work.

2.Task 1: Emotional Intelligence in the Workplace

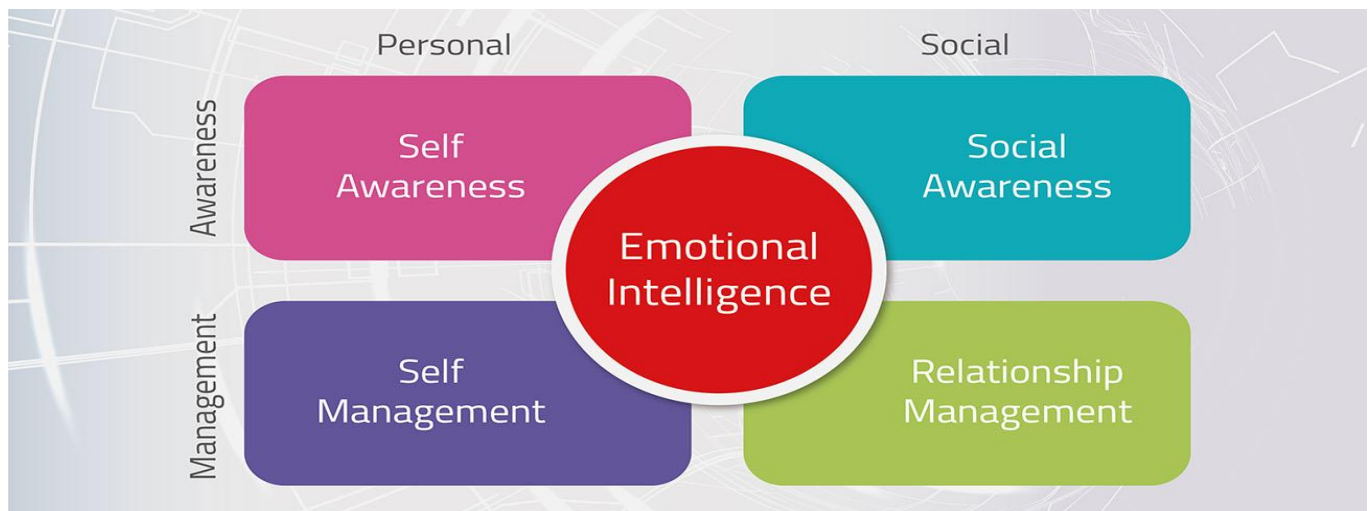
2.1 Explanation of Emotional Intelligence models

Psychologist Daniel Goleman developed the best-known framework of Emotional Intelligence. organising it into five key parts:

- *Self-awareness-understanding your and how they affect other people
- *Self-regulation-controlling your feelings and impulses, and thinking before acting
- *Internal-motivation-being driven to achieve goals from personal passion, not just reward
- *Empathy -recognising and understanding how other people feel
- *Social skills-building relationships, communicating clearly, and working well with others.

These 5 components fall into two main groups: Personal competence (how we manage ourselves) and Social Competence (how we get along with others). Goleman's model is described as a mixed model because it combines emotional abilities with personal qualities such as optimism, making it especially useful for understanding workplace performance leadership.

Although the idea of emotional intelligence was first introduced by Salovey and Mayer in 1990, it was Goleman who developed this practical five-part framework, building on their original concept (Salovey & Mayer, 1990, cited in NeuroLaunch, 2025).



2.1 Explanation of emotional intelligence models continue

Salovey & Mayer- The ability model

Salovey and Mayes view emotional intelligence as a mental ability rather than personality traits. They identify four core abilities:

- *Perceiving emotions-recognising feelings accurately
- *Using emotions-guiding thinking and creativity
- *Understanding Emotions-Knowing how feelings connect and change
- *Managing emotions-regulating feelings appropriately

This approach treats emotional intelligence as something that can be measured and developed over time (Faltas,2017)



Figure: Salovey&Mayer for branch Model (source: Microsoft Word/Bing image)

Bar-On -Emotional -Social Intelligence model

describes emotional intelligence as a combination of emotional and social competencies.

His model include five main areas:

- *Self-perception-knowing oneself
- *Self-expression-communicating feelings clearly
- *Interpersonal skills -building relationships
- *Stress Management-Staying calm and adaptable

Bar-On explains how emotions influence both personal well-being and relationships with others (Faltas,2017)

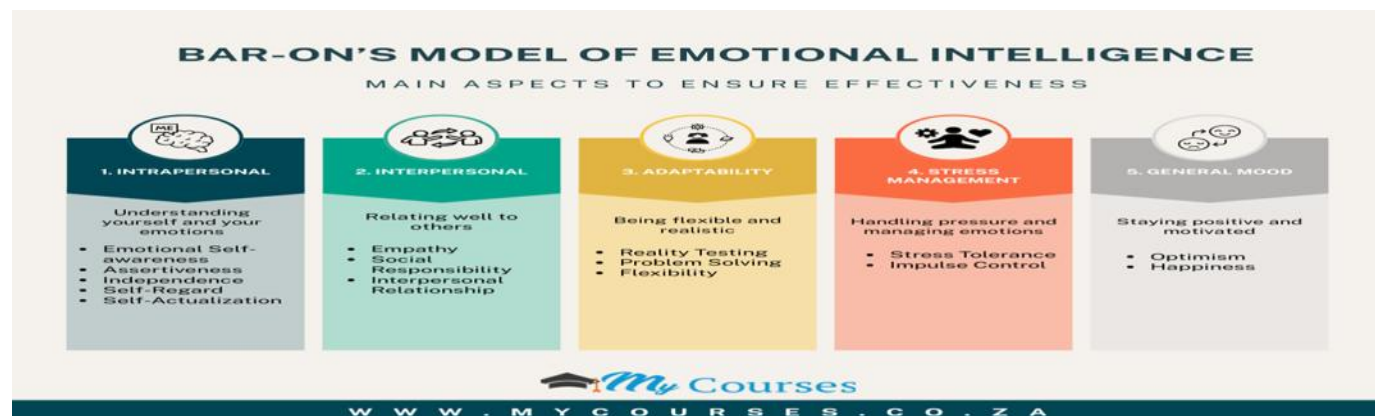


Figure: Bar-On's Model of Emotional Intelligence (source: Microsoft Word/Bing image)

2.2 Critical Comparison of the models

As Illustrated bellow, each model defines emotional intelligence differently.

Goleman's Mixed model focuses on practical competencies, making it best suited for leadership and workplace development. It works best for real-world situations and everyday use in organisations, even though it is less focused on scientific measurement.

Salovey & Mayer 's ability Model with four branches is scientifically strongest, treating emotional intelligence as a measurable mental capacity. It has the strongest academic foundation and is the most precise theoretically, giving it clear scientific credibility.

Bar-on 's emotional-social model with five components offers the broadest perspective, combining personal well-being with social skills.

It covers the most areas overall, bringing together emotions, social skills, and well-being into one complete framework.

No single approach covers everything. Goleman excels in practical application, Salovey & Mayer excels in theoretical precision, and Bar-on excels in completeness.

Each model has strengths the other lack, and together they provide a fuller understanding that any single approach could offer (Faltas, 2017)

	MODEL OF COMPETENCIES EMOTIONAL	MODEL OF THE 4 PHASES	MODEL OF INTELLIGENCE EMOTIONAL AND SOCIAL
AUTHOR	Daniel Goleman	P. Salovey and J. Mayer	Bar - On
TYPE OF MODEL	Mixed Model	Skills model	Mixed Model
CONCEPT OF I.E.	 The ability to recognize and manage our own feelings, motivate us and monitor ours "relationships". The competency model emotional encompasses a series of competencies that facilitate individuals the management of emotions, towards oneself and towards others.	 The ability to identify and translate correctly the signs and emotional events personal and others, elaborating them and producing processes of emotional direction effective thinking and behavior suitable for personal goals and the environment. it translates into the capacity that individuals have to access your emotions and create a tuning and integration between your experiences. From this perspective, the goal is to identify and to control emotions, but in order to achieve it we will have to learn the skill of reasoning with the emotions. The model they comprise is composed of four stages of capabilities emotional, each of which is built based on the skills achieved in the phase previous	 She describes it as a set of knowledge and skills in it emotional and social that influence in our capacity general to face effectively the demands of our environment. This skill is based on the ability of an individual of being aware, to understand, control and express your emotions in a way effective." The Bar-On model, is based on competencies, which they try to explain how an individual is relates to the people around him and with your environment.
ELEMENTS/ CHARACTERISTICS	In his book Emotional Intelligence, he reviews the following skills: - Self-awareness and of one's own emotions and their expression. - Self-regulation. - Impulse control. 4) Control of anxiety. 5) Defer the bonuses. 6) Mood regulation. 7) Motivation. 8) Optimism in the face of frustrations. 9) Empathy. - Confidence in others. - Social Arts.	The 4 stages of emotional capacities are: 1) Emotional perception and identification: they build in childhood, as we go maturing our range of emotions is going away expanding, and they begin to be assimilated in our thought 2) Thought: once the emotion is consciously evaluated, it can guide action and the decision making. 3) Reasoning about emotions: the rules and the experience governs emotions. The cultural and environmental influences play a significant role at this level. 4) Regulation of emotions: In this stage, we manage and regulate emotions in order to produce personal growth and in others.	It is composed of five elements: 1) The intrapersonal component: which brings together the ability to be aware, to understand and connect with others. 2) The interpersonal component: which it involves the ability to manage emotions strong and control their impulses. 3) The stress management component: that involves the ability to have a vision positive and optimistic. 4) the mood component: that is constituted by the ability to adapt to changes and solve problems of a personal and social nature.

Figure 1: Comparison of emotional intelligence models (Scribd ,2026)

2.3 How EI Improves Employee Performance

Emotional intelligence has a clear and measurable effect on how well people perform at work and it works through several key qualities that together shape the way we operate.

Emotional stability helps employees stay calm and balanced when things get stressful, while conscientiousness means they approach their work with care, discipline, and reliability. Being able to build positive, open relationship with colleagues also make a big difference-and this connects directly to how well teams function and how effectively people collaborate.

Beyond these personal traits, emotional intelligence includes the ability to recognise and understand emotions, both in ourselves and in others, and to use the awareness alongside clear thinking when making decisions. When peoples feel confident in their own abilities and can manage their emotions well, their overall work performance naturally becomes stronger (Ackerman& Sauber Milacci,2018)

Developing these skills through training has been shown to improve productivity and lead to better feedback from managers.

Self-awareness helps people understand what they are good at and where they might need support, while self-regulation allows them to stay focused and think clearly even when facing difficult situations.

Across many different types of work, from teaching to public services, people with stronger emotional skills consistently achieve better results.

This shows that emotional intelligence is just as valuable as technical knowledge when it comes to doing a good job (Ackerman& Sauber Milacci,2018)

2.4 How EI improves Communication and collaboration

Emotional intelligence has a clear and practical impact on how well people communicate and work together every day. It strengthens teamwork through several key abilities:

- *Empathy-understanding and sharing the feelings of others. When a colleague is having a difficult day, support from someone with higher emotional intelligence can make a significant difference, helping feel understood and value rather than dismissed or ignored(Ackerman& Sauber Milacci,2018)

- *Active listening-allowing others to speak fully, listening attentively without interrupting, and maintaining discussion that are respectful and focused

- *Open expression-feeling comfortable sharing ideas and feelings while being equally happy to listen to what others have to say.

Beyond these skills, emotional intelligence also encourages flexibility and adaptability.

Leaders with strong emotional awareness do not rely on rigid rules or tradition alone, instead they allow space for creativity, trust their team to think in new ways, and being able to adjust plans when needed.

When people truly understand and respect one another, communication flows freely and collaboration becomes smoother, more creative, and far more effective for everyone (Ackerman& Sauber Milacci,2018)

2.5 How EI Support Employee Well-being

Emotional intelligence nurtures staff wellbeing by building three powerful core personal abilities that work together to protect health and happiness at work (Verywell Mind,2026):

- *Self-awareness-noticing rising stress, tiredness or frustration early on, understanding what triggers these feelings and remembering that difficult emotions are temporary rather than permanent reactions; this clarity keeps you grounded and able to think rationally when pressure builds.

- *Self-regulation-learning to pause, breath calmly and choose a thoughtful response instead of reacting impulsively or letting pressure build up and follow you home; practising this helps lower stress hormones, keeping both body and mind more resilient

- *Empathy and positive motivated outlook-seeing colleagues viewpoints to smooth disagreement, focusing on what you enjoy and value in your work, and keeping an optimistic encouraging attitude that lift everyone around you (Verywell Mind,2026) These strengths help build warm, trusting relationship through listening well and celebrating shared progress.

People feel heard and valued rather than isolated, which raises job satisfaction and greatly lowers the risk of feeling burn out. Importantly, these emotions skills are not fixed-they can be practised and strengthened day by day, helping you grow steadily, more confident, balanced and happy in your role (Verywell Mind,2026)

2.6 Critical evaluation of Emotional intelligence

Each framework offers valuable insight into emotional intelligence, yet they approach it from different angles-bringing unique strengths alongside recognised limitations to discuss and refine (Chinnappan& Kumaramangalam,2025)

Salovey &Mayer's stand out because it is carefully built on solid scientific research (Salovey and Mayer,1990 cited in Neurolaunch,2025). It clearly defines emotional intelligence as four specific, measurable mental skills that people can learn, practise and strengthen over time-rather than seeing it as fixed personality charm (Salovey and Mayer,1990 cited in Neurolaunch,2025)

While this scientific precision makes it reliable for research, it does have a narrower focus-concentrating more on how we process and think through feelings, so it gives less attention to building leadership influence or overall personal life satisfaction compared to the others(Salovey and Mayer,1990 cited in Neurolaunch,2025)

Building directly on that scientific foundation ,Goleman' mixed model grew popular because it translate these ideas into practical, relatable leadership habits that teams can easily put into daily use(Neurolaunch,2025)Its broad, flexible nature makes very useful across workplaces; however ,this wider scope means definitions are less precise which makes it harder to measure exactly through strict and scientific testing(Chinnappan& Kumaramangalam,2025)

Taking the fullest, most complete perspective of all, Bar-On's emotional-social intelligence model brings together emotional awareness, social skills, stress management and personal life satisfaction as one whole picture (Chinnappan& Kumaramangalam,2025).

It consists of five key important areas: understanding yourself well, expressing emotions clearly and appropriately, building warm supportive relationships, making thoughtful decisions, and staying calm and adaptable when facing pressure (Chinnappan& Kumaramangalam,2025).

Its greatest strength is that it does not only focus on work performance but cares deeply about personal wellbeing and quality of life; yet this wider personal focus is also its limitation, meaning it is less often chosen when the aim is strictly measuring short-term task results and productivity numbers alone (Chinnappan& Kumaramangalam,2025)

Importantly, emotional intelligence is a powerful help but not a perfect solution-it support employee to cooperate better and treat another one kindly, yet work best when paired with fair treatment and clear organisation, and cannot replace reasonable workloads and good management(Salovey and Mayer,1990 cited in Neurolaunch,2025).

Conclusion Task 1

Overall emotional intelligence stands out as a valuable capability that support people to perform better, communicate openly and kindly, resolve disagreement fairly and protect wellbeing during the usual pressures of every working day.

Looking across these three trusted frameworks -Salovey& Mayer's structured scientific ability model, Goleman's practical leadership-focused skills, and Bar-On's complete emotional-social approach-each one gives useful insights from its own distinct point of view.

While each has clear strengths alongside areas researches still refines, together they confirm emotional skills can be learned, practised and strengthened over time.\when developed thoughtfully alongside fair working practices, emotional intelligence helps build calmer, cooperatives teams that work steadily toward shared success (Chinnappan& Kumaramangalam,2025: Salovey and Mayer,1990 cited in Neurolaunch,2025)

3.Task 2: Managing a Multigenerational Workforce

3.1 Introduction of Multigenerational Workforce

A multigenerational workforce means employee from different generations work together. Baby Boomers, Generation X Millennials and Generation Z.

They differ not only in age, but in the expectations they bring to work, the way they prefer to learn, and how they like to receive feedback and support (Oxford Review, no date).

Each brings unique life experiences, working styles, communication preferences and priorities (Oxford Review, no date).

This wide mix combine years of practical knowledge with modern ideas and new digital skills, giving the team greater ability to solve problems well.

As an important part of diversity, this mix combines valuable experience with fresh ideas and modern digital skills. Yet without understanding, stereotypes can cause misunderstandings.

This section focuses on Generation Millennials and Generation Z, compering their values, communication, motivation and attitude to technology, and explain how inclusive leadership builds strong, respectful and productive teams.

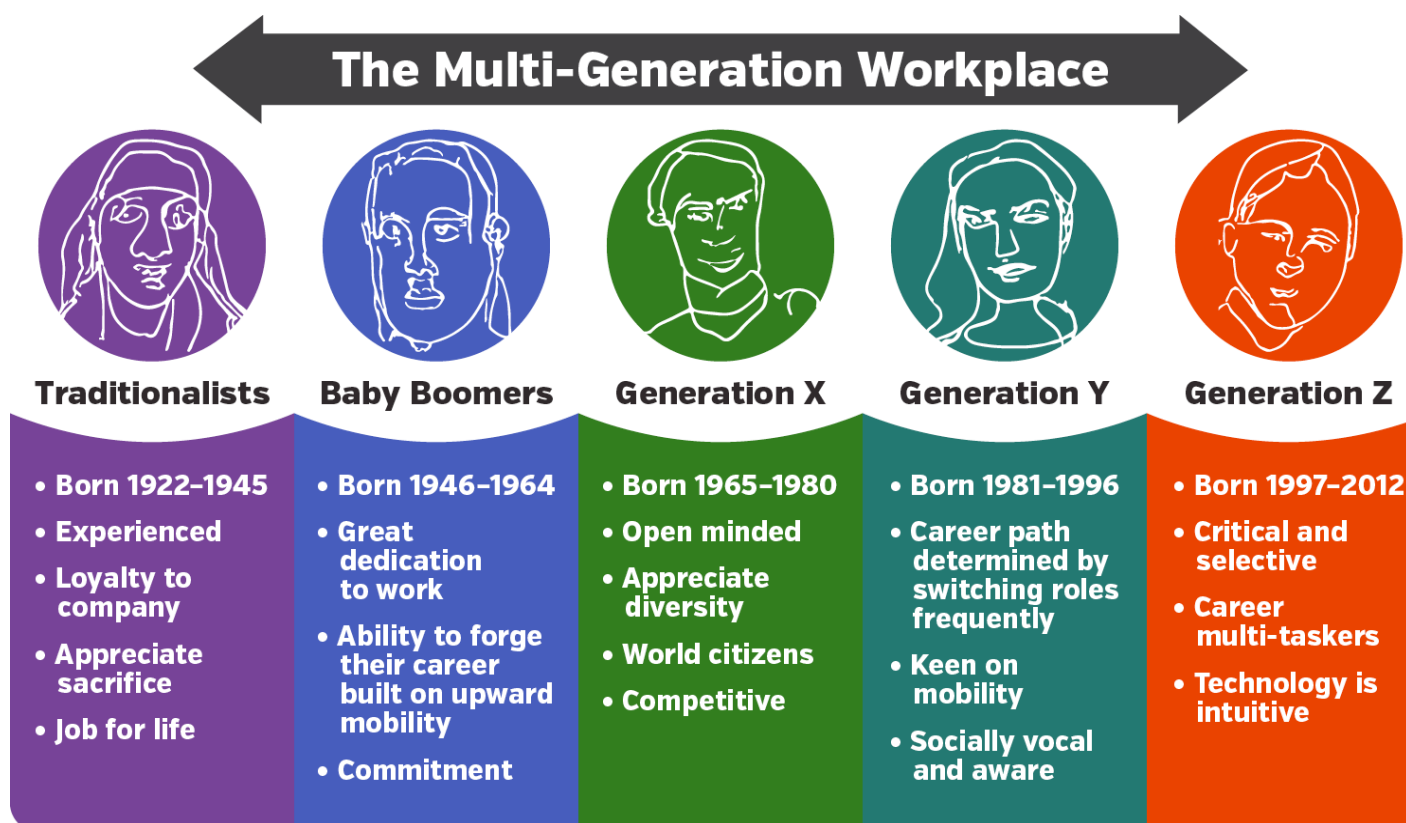


Figure 1; Characteristics of the multigenerational workplace, workforce

3.2 Generations: Gen X, Millennials, Gen Z Today modern workplace is richly shaped by three distinct generation working side-by-side: Generation X, Millennials, and generation Z. Each was shaped by the time they lived through and the rise of new technology-bringing unique strengths, while sharing core values like purpose, mutual respect and healthy work-life balance (Calibre Careers,2026)

Generation X-born 1965-1980: The independent leaders and Bridge Builders
Practical, resourceful and self-reliant, Generation X prefers having trust and freedom to manage their own work without constant checking or strict rules. Focused on getting things done well rather than sticking to fixed steps, they comfortably blend proven familiar ways of working alongside modern digital tools as needed.

They act as a vital bridge valuing the experience of long-serving colleagues while staying open to fresh modern ideas from younger team members. They use clear honest communication and solve problems calmly; even when their steady work is sometimes overlooked during fast change, they remain dependable, delivering solid results that keep the team stable (Calibre Careers,2026)

Millennials-born 1981-1996: The collaboration growth seekers

Adaptable and naturally cooperative, Millennials thrive working together as a supportive team, enjoying using modern digital tools to collaborate easily across projects and deeply wanting daily efforts to contribute to something meaningful that helps others and benefits the wider community.

They actively seek clear growth opportunities and welcome regular helpful feedback to learn and build their career.

Millennials wants their work to feel meaningful, highly value flexibility that balances goals with personal wellbeing, and speak up respectfully with creative new ideas. Eager to advance quickly, this fast pace can sometimes be misunderstood-yet they bring energy, creativity and a genuine commitment to shared team success (Calibre Careers,2026)

Generation Z -born 1997-2012: Digital natives with a purpose

Growing up surrounded by smartphones and instant online access, this generation naturally master's new digital tools instantly and uses those skills to make workflows smoother and more efficient for everyone.

Beyond strong technical skill, this newest generation stands firmly for fair, inclusive and ethical workplace standards; believing progress work best when talent is valued equally and everyone gets the chance to contribute their best .They speak openly about mental wellbeing too-wanting workplace free from stigma, where everyone feel safe, supported and treated with genuine care(McKinsey,2024)

Teams members here seek roles that truly matter ,value fair pay alongside dedicated mental wellbeing support, and happily choose sustainable health work-life balance over simply earnings a higher salary-always hoping to feel heard, supported and fully respected as valued individuals (Calibre Careers,2026)

3.3 Comparison of Values, Communication, Motivation, and Technology

Today multigenerational workplace brings together people raised in different eras, meaning Gen Z, Millennials and Gen X each holds distinct core values, prefer unique communication style, are driven by different motivating goals, and approaching new technology with their own characteristics perspective. When these differences are properly understood and respected, they transform into powerful collective strengths that help teams communicate clearly, support one another and shared challenges effectively (The Interview Guys,2025)

Gen Z (born 1997-2012) enter the workplace guided by strong ethical principles, actively seeking roles that uphold fairness, equality diversity and social responsibility alongside fair, transparent pay. Naturally confident using digital tools and AI to speed up routine tasks and master new skills quickly, they also recognise potential downside-expressing concern that rapid technological change could threaten job security or lower earnings prospects over time.

They highly value full openness about salary expectation and flexible working arrangements that protect mental wellbeing and preserve clear space for personal life and health (The Interview Guys,2025).Ready to speak up confidently about what they believe is right, they build professional networks easily online and expect leaders to listen fairly and treat them as valued team members from the very start.

Millennials(born 1982-1996) act as an ideal connecting bridge between the younger and old generations, equally comfortable following established teamwork practices and using modern digital ways to collaborate. They are deeply motivated by steady professional growth, genuine recognition for effort, and the clear opportunity to make a meaningful difference in their work.

Flexible schedule matter greatly to them, helping on juggling busy lives that often include raising children alongside caring for ageing family members. They welcome AI as a helpful partner that frees time up for create thinking, problem-solving and building strong working relationship across the whole team (The Interview Guys,2025)

They thrive in open environments where they can share ideas freely and work together towards shared common goals rather than competing against colleagues.

Gen X(born 1965-1980)bring valuable long-term experience, proven reliability and resilience, having already navigated many economic shifts and workplace changes over their working lives. They take a thoughtful, balanced approach to new technology-willing to adapt and learn fresh digital skills but preferring to test carefully and confirm changes deliver consistent, lasting results before adopting them fully.

Gen X deliver steady high-quality work and valued trusted independence, generously share deep practical wisdom to mentor younger colleagues, and grow confidently in new digital skills. That resilience keeps teams grounded and steady through fast-moving changes

Conclusion task 2

A workplace with people of different ages does best when the special strengths, values and working styles of Gen Z, Millennials and Gen X are seen as valuable, not as problems.

Bringing together Gen X's long experience, Millennial's love of working together and Gen Z's desire to do meaningful work builds teams that talk openly, adapt well and create new ideas together.

When leaders are kind and understand feelings, everyone feels respected and included- the team works well, stays happy and every person does their best work and grows together(The Interview Guys,2025)

Overall conclusion

From completing this full report, I confidently conclude emotional intelligence is far more than just being friendly or naturally kind- it is a valuable, practical skill set that every person can learn, practise and improve over time (Faltas,2017).

Studying Salovey& Mayer's ability model, Goleman's workplace framework and Bar-On's social-emotional approach shows us clearly :these theories help us understand exactly how self-awareness ,empathy and staying calm bring important benefits to the workplace; helping people communicate better, solve problems fairly and support one another every day(Chinnappan&Kumaramangalam,2025).

These same helpful skills are exactly what bring everyone together: They connect Gen X's trusted experience, Millennial's love of working together and Gen Z's fresh new way of thinking, so their different ways of talking and working become strengths, we can use instead causing misunderstanding (The Interview Guys,2025)

Ultimately, I realise: when we understand and use these emotional skills well, we build a kind, respectful place where every person feels valued, work happily and helps the whole organisation succeed (The Interview Guys,2025)

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