



**Developing Emotional Intelligence Skills for
the Workplace.**

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“Why building an emotionally intelligent workforce should be a business priority in this current volatile economic environment and how employers can train and develop their existing staff to make them emotionally intelligent workforce?”

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Abstract

The ability to manage one's emotions and social pressures, as well as the demands and stresses of work and life, is influenced by one's total level of emotional intelligence. It is a significant theoretical and practical concept that may help people manage life more effectively, feel less stressed, and keep a stable and healthy workforce.

The goal of the study was to investigate how an organization's emotional intelligence related to academic success, subjective well-being, coping mechanisms, perceived stress, and perceived hospitality competency.

(moodle.uwtsd.ac.uk, n.d.).

Introduction

It has been stated that emotional intelligence (EI) is a crucial theoretical and applied concept. People may be able to manage better and feel less stressed as a result of EI, which could support a stable and healthy workforce. Emotional intelligence was found to be adversely correlated with perceived stress and positively correlated with wellbeing and problem-focused coping. According to the research, having more emotional intelligence and control over one's emotions can help people develop proactive coping mechanisms for stressful situations, (moodle.uwtsd.ac.uk, n.d.).

Combining social and emotional skills, emotional intelligence affects a person's total capacity to manage the rigours and stresses of both job and life. Workers that possess high emotional intelligence are able to recognise, communicate, comprehend, and control their feelings in order to establish amicable, courteous interactions that will support the accomplishment of organisational objectives. Employees possessing these skills are more likely to succeed for a variety of reasons, including improved problem-solving skills, increased employee loyalty, improved resilience and mental health, and stronger team communication, (moodle.uwtsd.ac.uk, n.d.).

What is Emotional Intelligence ?

Salovey and Mayer (1990) were the first to propose the idea of emotional intelligence. They claimed that emotional intelligence (EI) is a subset of social intelligence that includes the capacity to recognise, categorise, and monitor one's own emotions as well as those of others. One can then utilise this knowledge to inform decisions and behaviours, (moodle.uwtsd.ac.uk, n.d.).

The significance of both "intrapersonal" and "interpersonal" intelligence was established by Gardner's (1983) theory of multiple intelligences. Interpersonal intelligence is defined as the capacity to comprehend and collaborate with others, whereas intrapersonal intelligence is the ability to create an accurate self-model and utilise it to navigate life successfully, (moodle.uwtsd.ac.uk, n.d.). Emotions are valuable information sources that people can utilise to understand and navigate their social environment, and emotional intelligence bridges the gap between the domains of emotions and intelligence, (moodle.uwtsd.ac.uk, n.d.).

8 categories of emotions

According to American psychologist Dr. Robert Plutchik, there are eight main emotions that form the basis for all other emotions. Eight basic emotions are programmed into our brains by nature, and each one has a purpose that benefits us in daily life, (Kathryn, 2024).

Anger - Anger is a strong, frequently overwhelming emotion that indicates a reaction to something that is seen as unfair or dangerous. Anger is the main feeling, though it can range from slight annoyance to fury. There are various levels, (Kathryn, 2024).

Sadness - A common emotion, sadness is brought on by disappointment or loss. Emotional resilience requires allowing oneself to feel and process sadness. Grief, particularly deep-rooted grief like heart-break, can be incredibly debilitating, (Kathryn, 2024).

Fear - Fear is a natural emotion that warns us of impending danger. Humans possess innate phobias that set off the traditional fight-or-flight stress response, causing our sympathetic nervous system to become active. Recognising one's fear enables one to react to difficult circumstances with poise, (Kathryn, 2024).

Joy - Happiness, or the positive end of the emotional spectrum, is what gives rise to joy. Joy is one of those feelings that physically feels fantastic. Where other feelings are heavy, this one is light. However, we frequently suppress our happiness out of fear of the misery that may ensue if things don't work out, (Kathryn, 2024).

Love - **Love**, that emotional condition towards someone that shows itself as care for their well-being, enjoyment of their company, and frequently as a need for validation, intense love, and a strong emotional bond, (Kathryn, 2024).

Surprise - Unexpected circumstances can cause surprise, a fleeting sensation. It's one of those feelings that individuals either adore or detest. Accepting surprise enables flexibility and an adaptive response to life's unpredictability, (Kathryn, 2024).

Disgust - A defensive feeling called disgust is triggered by stimuli that are offensive. Maintaining personal boundaries involves identifying disgust and taking appropriate action, (Kathryn, 2024).

Shame - A feeling of moral transgression or wrongdoing gives birth to the complex and frequently entwined emotions of guilt and shame. Recognising errors and growing from them is a necessary step in navigating guilt and shame. It promotes accountability, introspection, and the possibility of moral and personal improvement, (Kathryn, 2024).

Goleman's Framework of emotional Intelligent

The ability to recognise, regulate, and effectively handle our own emotions as well as those of others is known as emotional intelligence. Daniel Goleman's framework had five domains when it was first created in 1998 and had four domains when it was revised in 2002, (Ott, 2024).

which are -

Self-awareness is the ability to recognise and understand your own emotions and how they affect your life and work, (Ott, 2024).

Self-management is the capacity to restrain unpleasant, destructive, or disruptive emotions, (Ott, 2024).

Social - awareness is the capacity to comprehend people, exhibiting "Professional intimacy," organisational awareness, and a focus on providing services, (Ott, 2024).

Relationship-management is the capacity to establish trusting bonds with people, (Ott, 2024).

Emotional intelligence and leadership

Organisational culture is shaped by its leaders. Their low emotional intelligence may lead to a greater rate of staff turnover and lower levels of engagement, which could have more detrimental effects, (Business Insights Blog, 2019).

Even if you are the most technically proficient person in the office, it won't matter if you can't effectively engage with others and communicate with your team, (Business Insights Blog, 2019).

Developing emotional intelligence can help you become more adept at managing connections with others, which is essential for developing empathy, productive teamwork, and healthy team dynamics. Gaining emotional intelligence will help you grow both professionally and organisationally, (Business Insights Blog, 2019).

Benefits of Emotional Intelligence

Understanding these ideas is crucial since it will increase your effectiveness in your position. A greater comprehension of your own emotions as well as those of others will be acquired. You'll be able to focus better at work and manage these emotions more skilfully. Below, we examine five noteworthy benefits of emotional intelligence in the workplace., (In Professional Development, 2021).

Emotional intelligence builds better teamwork

Individuals with greater emotional intelligence interact with their teammates more effectively. They are also more receptive to what their colleagues have to say. Through the development of shared empathy, it also strengthens the bonds amongst team members. You have a greater understanding of your coworkers' duties and issues by being aware of them. By knowing exactly how you can use your function to benefit the larger team, this insight will also help you make the most of it. This will assist you in setting priorities for your work so that the team may achieve its best outcomes, (In Professional Development, 2021).

Emotional intelligence creates better self-awareness

Gaining a better understanding of your own abilities and limitations will help you become more self-aware in your role. You may then set reasonable and attainable development goals as a result. It also ensures that you are more open to criticism and that you view it as an opportunity to grow and become more productive at work rather than taking it personally, (In Professional Development, 2021).

Emotional intelligence builds better working relationships

Your ability to read the team dynamic improves when you gain strong emotional intelligence. Given that you understand the difficulties your teammates are encountering, you are in a position to assist them. It also helps you to understand what your team members require, as well as the behaviours and jobs that they find acceptable and unacceptable. Being aware of their needs and preferences will enable you to collaborate with them more skilfully, (In Professional Development, 2021).

Emotional intelligence creates career longevity

Strong working relationships, a deeper understanding of your role, and an understanding of how best to contribute to your team and the company as a whole are all made possible by having a high EI. Building a fulfilling and long career inside an organisation requires these three benefits. You can better perceive the needs of your organisation in addition to your coworkers' needs if you possess emotional intelligence, (In Professional Development, 2021).

Emotional intelligence creates better social skills

In the economic world, social skills are crucial. They support you in leaving a positive impression on your colleagues and customers. Social skills are more dependent on being the most socially conscious person in the room than on being the loudest. Having emotional intelligence makes it possible for you to notice other people. This benefits you at work since it allows you to engage with and listen to your coworkers, which encourages participation and a sense of welcome, (In Professional Development, 2021).

Chosen organisation

The McDonald's Corporation, well-known as McDonald's, is one of the largest and most well-known fast-food companies in the world. Based in Chicago, it is one of the most successful brands in marketing history. Since its modest beginnings as a drive-in restaurant in the 1940s, McDonald's has undergone several revolutionary eras, marked by innovative inventions, momentous occasions, and tense times. (McDonald's | History, Ray Kroc, & Facts | Britannica Money, 2024).

In addition to being a well-known fast-food restaurant, McDonald's owns a real estate company. The corporation either owns the land and building at each franchised store or leases them to it for a set amount of time. Together with sales at its own restaurants, McDonald's Corporation receives revenue from franchisee rent, royalties, and other payments. It employs more than 150,000 people directly and another 2,000,000 at franchised stores, making it one of the biggest private employers in the world, (McDonald's | History, Ray Kroc, & Facts | Britannica Money, 2024).

key models of emotional intelligence

Bar-on 's model of emotional intelligence

The Bar-On model (1997a) is a model of emotional intelligence that was created by Reuven Bar-On. It consists of fifteen interconnected emotional and social skills. These influence our self-perception, interpersonal relationships, and ability to handle obstacles and daily obligations. Utilising the Bar-On Emotional Quotient Inventory, these competencies are categorised into five primary elements, (FutureLearn, 2022).

Below indicates the Bar-On EQ-i factors and sub-factors and what they assess.

Interpersonal is Self-knowledge and self-expression, (FutureLearn, 2022).

Self-regard is the ability to recognise, comprehend, and accept oneself as it is, (FutureLearn, 2022).

The ability to recognise and comprehend one's own feelings is known as emotional self-awareness, (FutureLearn, 2022).

The ability to communicate oneself and one's feelings in an efficient and positive way is known as assertiveness, (FutureLearn, 2022).

The ability to rely on oneself without emotional support from others is known as independence, (FutureLearn, 2022).

Self-actualization is the process of aiming to fulfil one's potential and reach personal objectives, (FutureLearn, 2022).

Social awareness and relationships with others are interpersonal, (FutureLearn, 2022).

Understanding and sensing other people's emotions is called empathy, (FutureLearn, 2022).

Being a part of one's social group and working together with others is social responsibility, (FutureLearn, 2022).

Building gratifying ties and having positive relationships with others are the goals of interpersonal relationships. , (FutureLearn, 2022).

Emotional regulation and control in stress management , (FutureLearn, 2022).

Stress tolerance is the capacity to effectively and constructively regulate one's emotions, (FutureLearn, 2022).

Impulse control: The ability to manage emotions in a healthy and productive way , (FutureLearn, 2022).

Flexibility - The ability to handle Change, (FutureLearn, 2022).

Verifying one's thoughts and feelings with the outside world in an objective manner is known as reality-testing, (FutureLearn, 2022).

Problem-solving: The ability to resolve interpersonal and personal issues in an effective manner, (FutureLearn, 2022).

Positivity and seeing the good aspects of life are characteristics of optimism, (FutureLearn, 2022).

Being happy is having a sense of contentment with oneself, other people, and life itself, (FutureLearn, 2022).

Goleman's Framework of emotional Intelligence and Applying the framework to McDonald's Corporation

In addition to a variety of abilities that may be honed and enhanced, emotional intelligence is comprised of four fundamental components that scientific journalist Daniel Goleman defined. This means that anyone can acquire more emotional intelligence.

By using emotional intelligence as a leader, you may improve outcomes, workplace culture, and employee satisfaction by achieving self-awareness, objectivity, and equality, (Channell, 2021).

Goleman breaks down EI into four components:

Self-awareness - The ability to recognise and understand your own thoughts, feelings, and emotions—all of which have the power to affect how you relate to other people—is known as self-awareness. You know what your benefits and drawbacks are, as well as how you might respond to

various people and situations. With that understanding, you can motivate people, achieve your objectives, and create a long-lasting, inclusive, and egalitarian culture.

Being self-aware helps you control your communication style and motivates you to listen to those around you, (Channell, 2021).

For example:

A manager of a McDonald's restaurant with low self-awareness may find it difficult to identify and comprehend their own feelings and ideas, which can make it difficult to control their behaviour and make wise choices.

An elevated level of self-awareness in a manager will enable them to recognise and understand their own thoughts and emotions, as well as how these effects inform their decisions and behaviours.

Even on a terrible day, you may see the bright side, get motivated to solve issues, and be determined to encourage those around you to achieve their next accomplishment if you are driven by your work at McDonald's restaurant.

It is driven by self-interest. You're doing it for yourself, to satisfy your own requirements and aspirations, and to promote improved performance, (Channell, 2021).

Example of Low Self Awareness

In an office setting, Luka, a recently promoted manager, assists his team in completing daily responsibilities. People are seeing his acts as micromanaging. Although he hasn't mentally transitioned from employee to manager, Luka senses the stress. He is unaware of how his activities affect the effectiveness of the team.

One way to help Luka process the incident and become a more self-aware McDonald's restaurant manager would be to create a self-reflective notebook. Alternatively, he could prioritise and assign tasks with the aid of the Eisenhower Matrix, (Channell, 2021).

Self- management – You must practise self-management because there are significant benefits to being an expert at it. You become approachable, able to resolve conflict, able to create a loving environment, and a reliable role model. Think back to your former employer who behaved irrationally or impulsively. Did you think they were trustworthy? How did the work go under their supervision?

(Channell, 2021).

Emotionally charged surroundings frequently contain unresolved conflict. It's oppressive and uncomfortable. It is neither an innate quality nor a natural response to be calm under pressure.

The emotional brain processes information far more quickly than the rational frontal cortex. We go into fight-or-flight mode when we have to defend ourselves, and this might occur in situations that are innocuous or bothersome.

(Channell, 2021).

For example:

When a member of the staff at a McDonald's restaurant questions your choice, or when you are presented a question in a meeting for which you are unprepared. If your self-control is lacking, you probably feel that you can't contribute without worrying about getting in trouble, (Channell, 2021).

Empathy - If you can relate to and understand other people's sentiments, you can examine problems from all sides and reach objective judgements. A leader who possesses empathy is also a skilled interpreter and listener. Empathy applied is a superpower. You have the ability to discern what your staff members require from you, including challenges, helpful criticism, and additional training, (Channell, 2021).

Example of Empathy

Assume you are a manager at a McDonald's restaurant and that one of your staff members has recently been having trouble at work. Instead of making snap decisions or throwing blame around right away, try to figure out what might be the source of the worker's subpar performance, (Channell, 2021).

4. Social skills - Building strong bonds with your employees is essential. It is essential for improving staff loyalty and productivity in addition to being a necessary part of good leadership. (Channell, 2021).

Example

In the McDonald's organisation You can establish a connection with your team by possessing strong social skills like leadership, persuasion, verbal and nonverbal communication, active listening, and others, (Channell, 2021).

Are there any disadvantages of using emotional intelligence in the workplace

There are benefits and drawbacks. While there are numerous benefits to using emotional intelligence (EI) in the workplace, there are also disadvantages.

Emotional intelligence can be used to manipulate people. Even though no one in management or leadership should be talking about emotional intelligence (EI), it's important to be aware that emotionally intelligent team members may exploit it.

(Channell, 2021)

How is emotional intelligence developed in organisations?

The ability to be emotionally intelligent is still becoming more and more valued in the workplace. It's understandable that many would wonder why, in a changing workplace, peers continue to value emotional intelligence more and more. There are significant gains in overall revenue and productivity for companies employing people with strong emotional intelligence, (Young Entrepreneur Council, 2018).

Improving your emotional intelligence (EI) is essential to your career success in an extremely competitive field. These ten methods will help you raise your EI.:

1. Utilize an assertive style of communicating.

To get respect without coming out as overly pushy or passive, assertive communication is very important. People with emotional intelligence are able to express their needs and ideas clearly and respectfully to others, (Young Entrepreneur Council, 2018).

2. Respond instead of reacting to conflict.

Anger and emotional outbursts are frequent during conflict. The emotionally intelligent individual understands how to maintain composure under pressure. They refrain from making snap judgements that could cause even more issues. They know that finding a solution is the main objective during a conflict, (Young Entrepreneur Council, 2018).

3. Utilize active listening skills.

Emotionally intelligent people actively listen to others in order to gain clarity, as opposed to waiting for their turn to speak. Before answering, they make sure they comprehend what is being stated. This avoids miscommunication, enables appropriate response from the listener, and demonstrates respect for the person they are speaking to, (Young Entrepreneur Council, 2018).

4. Be motivated.

Individuals possessing emotional intelligence exhibit a self-driven mindset and motivate people around them. They have goals and exhibit resilience in the face of adversity., (Young Entrepreneur Council, 2018).

5. Practice ways to maintain a positive attitude.

The power of your attitude should not be undervalued. If someone lets a negative attitude spread to others, it can do so with ease. Emotionally intelligent people are conscious of the feelings of those around them and modify their actions accordingly. They are aware of the steps they must take to ensure a positive attitude and a successful day, (Young Entrepreneur Council, 2018).

6. Practice self-awareness.

Individuals with emotional intelligence are intuitive and self-aware. They understand how their personal feelings impact people around them. They also read people's body language and emotions, which helps them communicate more effectively, (Young Entrepreneur Council, 2018).

7. Take critique well.

Accepting criticism is a critical skill for developing emotional intelligence. Those with high EQ take some time to comprehend the criticism and how it affects other people or their own performance, rather than becoming defensive or offended, (Young Entrepreneur Council, 2018).

8. Empathize with others.

Empathy is a skill that those with emotional intelligence possess. They are aware that empathy, as opposed to weakness, is a sign of emotional strength. They are able to establish a basic human connection with others thanks to their empathy. It makes room for respect and understanding between people, (Young Entrepreneur Council, 2018).

9. Excellent leadership skills

Excellent leadership abilities are possessed by emotionally intelligent persons. They hold themselves to a high standard and serve as role models for others. They are highly adept at making decisions and solving problems, and they exhibit initiative, (Young Entrepreneur Council, 2018).

10. Be approachable and sociable.

People with emotional intelligence seem friendly and approachable. They have a happy demeanour and smile. They make use of the right social skills according to the relationships they have with the people they are with, (Young Entrepreneur Council, 2018).

Recommendations

To activate your emotional intelligence (EI), you need to be able to use your feelings to guide positive behavioural choices. You may find it difficult to control your emotions and make thoughtful, appropriate decisions if you are under a lot of stress., (HelpGuide.org, 2018).

The first step towards developing emotional intelligence is stress management.

Social awareness is the capacity to recognise and interpret the majority of nonverbal cues that individuals use to communicate with you. You'll truly acquire understanding of your own emotional condition as well as your values and views by taking the time and making the effort to pay attention to others. Furthermore Understanding other people's perspectives and being emotionally aware are the first steps in building strong interpersonal relationships, (HelpGuide.org, 2018).

Relieve stress by having fun and using humour. Naturally, tension can be relieved via play, laughter, and humour. They help you keep perspective and shoulder part of your burdens. Laughing helps to regulate your nervous system, which reduces stress, promotes calmness, enhances empathy, and sharpens your intelligence, (HelpGuide.org, 2018).

Conclusion

A lot of literature and research have been done on the significance of emotional intelligence (EI), which has been found to be essential for both personal and professional success. Case studies show how successful it is. However, we have limited guidance when it comes to developing the qualities that make up an emotionally intelligent person, (moodle.uwtsd.ac.uk, n.d.).

Emotional intelligence encompasses the human traits of empathy, self-awareness, motivation, self-control, and interpersonal skill. Emotional intelligence is not simply a personal trait; it is also necessary to create a fruitful work environment. Companies that prioritise assisting employees in enhancing their emotional intelligence get the benefits of greater leadership, teamwork, and workplace satisfaction, (Team ManageMagazine, 2023).

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Appendix

Emotional intelligence

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Emotional Intelligence (EI) is the ability to manage my own emotions and understand the emotions of people around me.

Goleman's Framework

Self – Awareness Recognise my own emotion and how its effecting my thought and behaviour. Self-confidence.	Social -Awareness Empathy. Understanding other people's emotion, needs and concern.
Self – management Learning to control my behaviour. Manage my emotions effectively. Adaptability and drive to succeed.	Relation – management Knowing how to communicate clearly. Knowing how to motivate and influence others. Knowing how to manage conflict.

Identify Emotion		
Understanding Emotion		
Control Emotion		
The potential benefits of EI	The type of EI Skills	How I could improve my EI
Communication	Acknowledge & give constructive feedback	Acknowledge the situation
Decision Making	Not afraid to apologize	Be willing to take responsibility
Mental Health	Empathize with others	Respect others' feelings
Relationship Management at work	Know how to "forgive and forget"	Focus on physical activity
Relationships Management with family / friends	Know how to facilitate thoughts	Meet new people
Physical Health	Keep your word & control your thoughts	Feel certain and confident
Resilience	Listen to others	Paying attention to yourself
Self-Management	Protect yourself from manipulation	Take inspiration from others
Social Intelligence	Understand / consider other perspectives	Take the first step
Work Performance	Think before speak or act	Write it down