



Developing Emotional Intelligence Skills for the Workplace

BMSW6106

Lecturer: Dr. Amare Desta

Student: Mihaita Gheorghe

Student id: 2120440

Evaluation of Emotional Intelligence in Workplace Context

Executive Summary

This paper analyses FAYE Inc.'s challenge on emotional intelligence and cross-cultural communication under new leadership Clarke. The analysis focuses on two primary issues: incidents of inappropriate workplace communication with female employees and a potential cultural clash with visiting Chinese division.

The article reveals how organisational ability to implement emotional intelligence and be culturally aware will be missing. The challenges that have been examined as well as their how they impact workplace relationships, employee morale and organisational effectiveness are put forth through an examination of contemporary research and theoretical frameworks. The findings revealed that Clarke's communication style and cultural sensitivity strategy exhibit organisational needs for heightened emotional intelligence as well as for more cultural sensitivity training.

Based upon existing emotional intelligence models and modern research the analysis shows how emotional intelligence and cultural sensitivity combine to make up accurate and effective leadership in organisations where there are different cultures. The recommendations for this report include structured emotional intelligence development programmes, cross cultural training initiatives and mindfulness-based leadership development approaches.

Finally, these recommendations are intended to address the critical short term needs while developing the fundamental long term organisation capabilities in cross cultural success. To this end, the proposed solutions cover the need to marry emotional intelligence with cultural awareness to engender lasting change in the organisation, and thereby increase the effectiveness of FAYE Inc. in a globalised business environment.

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Task 2: Report

1.0 Introduction

As a result, emotional intelligence (EI) has been identified as an extremely important element for organisational success and for effective leadership in the workplace that faces today more than ever diversification and globalisation. In this report a complex case at FAYE Inc. of a new supervisor who challenges itself with cultural sensitivity and workplace communication. This situation shows how much the emotional intelligence and cultural awareness interact with professional relationships in a modern organisation.

With its employees coming from all around geographical locations, FAYE Inc. is undergoing through cultural misunderstandings stemming from communication styles. Clarke, a newcomer to supervision only recently migrated from Texas, USA, is the focus of the case. Two primary issues have emerged: first, female employees are uncomfortable with Clarke's habit, from his former job, of greeting them all as 'my love', and secondly, they dislike him not being more formal. Second, Clarke's strategy in preparing for a visit from the Chinese division has a generalness in regard to cultural insensitivity factoring in names and communicative preferences.

These are challenges that point to wider workplace dynamics of today, in particular, of leaders trying to negotiate their way through complex cultural landscapes, while keeping the relationship and keeping the organisational effectiveness. According to Coronado-Maldonado & Benítez-Márquez (2023), emotional intelligence is not just 'being nice', but about how to use emotions to perform well in organisations and make employees happy.

The objective of this report is to review the impact that emotional intelligence will play in conquering these workplace issues, evaluate EI models that can help enhance Clarke's leadership capacities, and define the combined role of cultural awareness and mindfulness at work. The report will be an evidence-based approach through critical analysis on how FAYE Inc can improve the emotionally intelligent and culturally smart workforce.

2.0 Literature Review

2.1 Emotional Intelligence in the Workplace Understanding

The role Emotional Intelligence plays in becoming an effective leader and succeeding in the workplace is now recognised as comparably important. Mayer et al. (2016) define emotional intelligence as the capacity to perceive, appraise and express emotion and to understand, utilise, understand and cope with the emotions of self and others. However, this capability has become all the more relevant in the modern world of organisations with multiple teams, and all of their associated developing interpersonal dynamics.

A body of research suggests that high emotional intelligence for a leader is a strong determinant of an organisation's performance and employee engagement. Wong and Law (2017) also study that emotionally intelligent leaders are better prepared to deal with workplace conflicts, build a positive team atmosphere, and create inclusive environment. It is especially applicable for situations such as FAYE Inc where sensitivity and management of emotions are needed if your communications and culture has significant obstacles to surmount.

Research on emotional intelligence has been an area of evolution in which it has demonstrated its severe importance for workplace effectiveness. According to Ashkanasy and Dorris (2017) their studies indicate that emotionally intelligent leadership in the organisation results in higher employee retention rate, higher team collaboration and promotion of organisational citizenship behaviour. What these findings show is that EI competence is important for modern workplace settings.

2.2 Analysis of EI Models

Goleman's EI Model

Daniel Goleman's model of emotional intelligence comprises five key components: In particular self-awareness, self-regulation, motivation, empathy and social skills (Goleman and Boyatzis, 2017). As it is very useful to practical uses of EI, this framework is especially useful for the purposes of workplace situations. In Clarke's situation at FAYE Inc. run by me, two critical parts of this model are especially relevant, self-awareness as well as empathy.

Goleman's model has been recently extended to cross cultural settings and many successful applications seemed to prove its adaptability and effectiveness. Research by Shadiev et al. (2021)

indicates that leaders who develop these five components benefit not only from improved ability in cultural navigation and management of diverse teams, but often produce an increase in accountability and effectiveness.

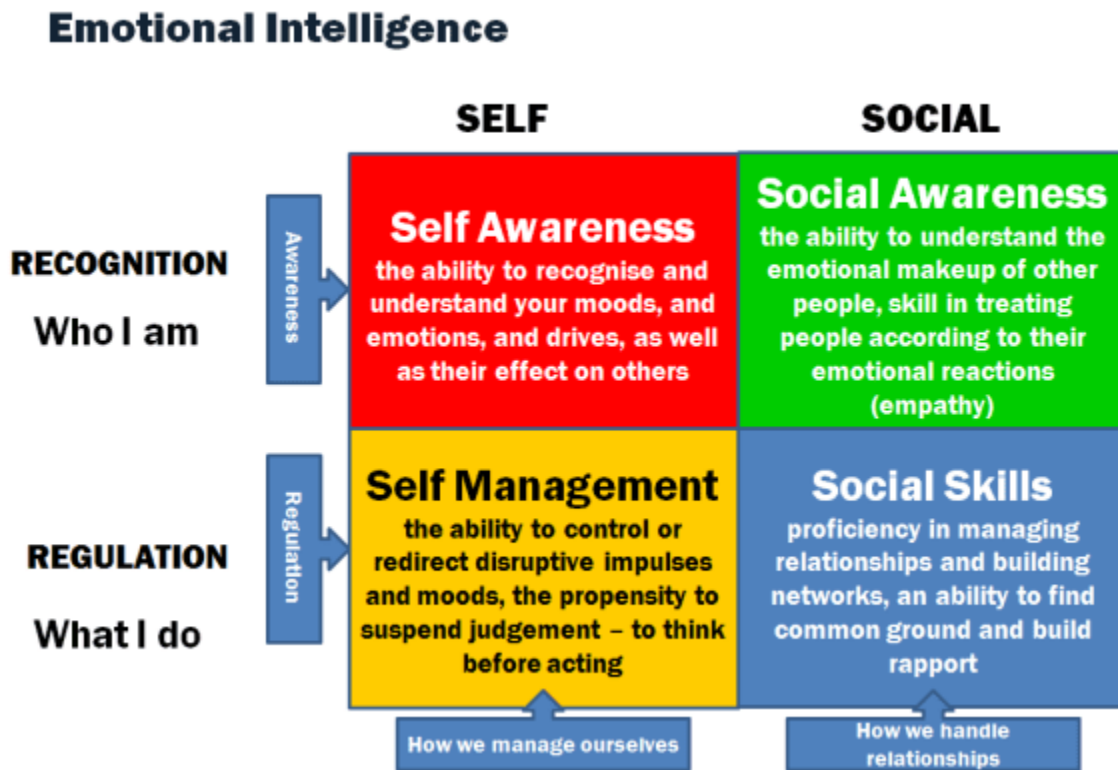


Figure 1: Goleman's Emotional Intelligence Model (Shadiev et al., 2021)

Mayer and Salovey's Ability Model

The Mayer-Salovey-Carini Ability Model approaches emotional intelligence as a set of four interrelated abilities: emotions in perception, emotions in thought, emotion, and emotion management (MacCann et al., 2020). One such model is particularly valuable in cross cultural contexts as it addresses the cognitive processing of emotional information which in cross culture can differ significantly.

It has been proved that this model functions properly in multicultural workplaces. According to the work done by Zhang, Ballard, & Quick, 2020, leaders who have been trained through the ability model were better placed to quickly identify cultural differences in aspects such as emotional expression and communication tendencies.

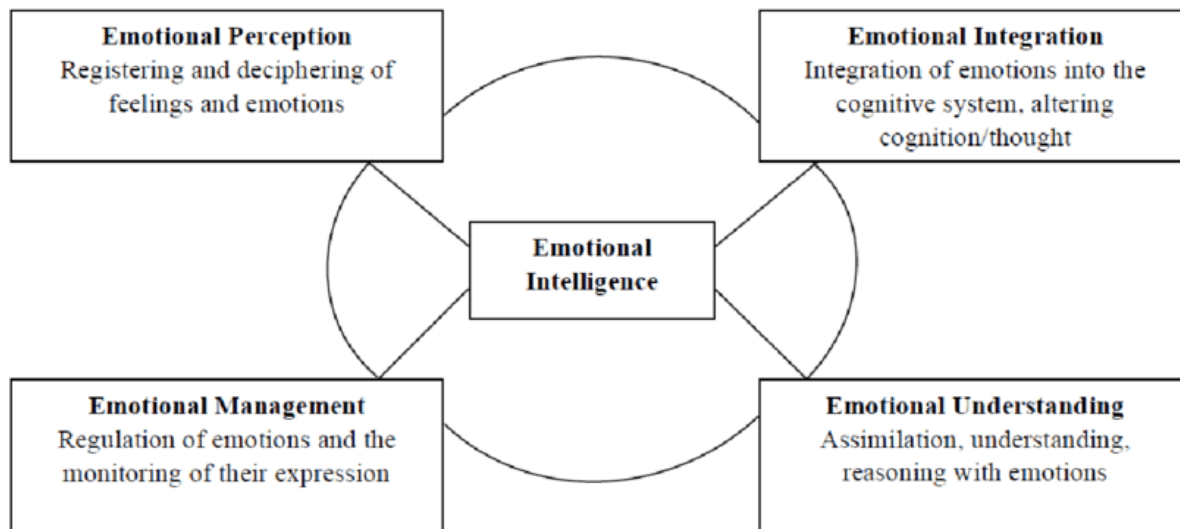


Figure 2: Mayer & Salovey's Ability Model (MacCann et al., 2020)

2.3 Cultural Dimensions of Emotional Intelligence

The importance of the organisational research presented by Luthans, Luthans, and Ranganath regarding the relationship between E.I. and Culture Sensitivity is becoming more and more warranted. Still, it is possible to find the research showing that manifestations and, particularly, interpretation of EI can be a huge thing between different cultures (Caligiuri and Tarique, 2016). This is especially the instance in east-west culturally related scenarios such as the one presumably at the Chinese branch of the suspected FAYE Inc. Researchers Masibo et al. (2024) have indicated that while conducting cross cultural research on measures of emotional intelligence competencies it was realised that these has to be adapted in different cultures. According to their research, leaders in multinational organisations will have to gain the ability to show what they call “cultural emotional intelligence” in terms of their ability to pick up on and respond to cultural emotional expressions and norms.

Effective emotional intelligence in a multicultural workplace has been argued in the literature as a competency that necessitates not only understanding of one’s own emotional responses, but understanding how cultural backgrounds impact emotional expression and interpretation. It’s essential that leaders like Clarke understand how they come across in their leadership, given that they must operate within such a diverse cultural and communication background.

2.4 Coming of Age in EI Research

Technology and virtual communication in emotional intelligence expression have been the recent topics on research in emotional intelligence and especially by recent developments. As people increasingly work remotely and communicate digitally, increased complexity is added to emotional intelligence in the workplace, according to Donaldson-Feilder et al. (2019) with leaders needing to acquire new skills to perceive and communicate emotions through digital channels.

Review of literature indicates that workplace implementation of emotional intelligence principles is successful only if it factors in individual, cultural and technological matters. This will serve as a broad knowledge basis for analysing FAYE Inc.'s individual challenges and proposing functional solutions for its improvement.

3.0 Case Analysis & Discussion

3.1 Role of EI at FAYE Inc.

In this case of FAYE Inc., it clearly shows that there are numerous critical emotional intelligence challenges that are very much impacting the workplace relationships and organisational effectiveness. The main concerns are centred around Clarke's management approach, and what it meant to employees' engagement and the translation of signals in cross cultural communication. A major hurdle for Clarke is the lack of formal language throughout, as well as using of informal language, as the writer refers to female employees as 'my love.' In his new context, this may have been okay in his last place of work in Texas but it shows a total lack of Emotional awareness. According to Cooper (2020) for emotionally intelligent leaders to be effective they have to be able to change their style of communication in different organisational cultures and contexts. The reaction to Clarke's greeting method is what surprised him most, and it reveals a large gap between his social awareness competencies and self-awareness competencies.

More than a lack of comfort, this communication issue could have a negative effect on employee morale and could even create a hostile work environment. Masibo et al. (2024) research show that forms of address in professional settings can be so inappropriate that they influence workplace dynamics immensely – especially when they pertain to gender sensitive issues. These findings echo the decline in employee morale observed at FAYE Inc. supporting the need for more emotional intelligence in the leadership communication.

Also, Clarke's schedule adherence and dislike for small talk refrains him from being emotional flexible and not having his stuff together in his relationships too well. When thought about in relation to coming into contact with the Chinese division and relationship building being their cultural premade, these characteristics are especially troublesome. Shadiev et al. (2021) believe that leadership communication styles affect organisational culture and engagement with the employees. In the case of FAYE Inc., the communication issues run the gamut from communications to the cultural fabric of the whole company.

This also emphasises the importance of emotional intelligence in management of change. Being new to the organisation and a newly setup supervisor Clarke is in a period of change from him as well as for himself team. According to McKenzie and Chen (2022) leaders with high emotional intelligence are able to navigate such transitions better because they are capable of understanding emotional cues, adjusting leadership style to fit organisation culture, establish trust with appropriate professional boundaries and understand cultural sensitivities in diverse work places. Success in integrating new leadership depends, according to research, on a fine balance between maintaining professional standards and embracing a current organisational culture.

3.2 EI Cultural Dimensions

They present a complicated intermingling of emotional intelligence and cultural awareness, as FAYE Inc.'s Chinese division is planning its forthcoming visit. With the intention to ask Chinese team members to give English names, Clarke has a long way to go when it comes to cultural emotional intelligence. As Wong and Law (2017) illustrated, Chinese business culture revolves around personal relationships (guanxi), supports maintaining honour and personal pride. While Clarke's proposal of English names simplifying communication could come across as well intended, they lack cultural emotional intelligence. However, the cultural impact of this approach could be greeted as dismissive of Chinese cultural identity and could scupper important business relationships.

Clarke's preference for strict schedules, minimal small talk, vs the Chinese cultural imperative of building relationship before business, is in itself a critical challenge. Shadiev et al.'s (2021) research suggest that successful cross cultural business interaction involves leaders to show adaptability of their emotional intelligence competencies against the varying cultural contexts.

Clarke's current approach illustrates a need for considerable work in this area, in particular to comprehend towards the more nuanced aspects of cross-cultural communication.

Finally, the case shows us how the difficult nexus between power relationships and cultural intelligence works. Mittal & Elias (2016) note that multicultural organisations necessitate a sophisticated understanding of how power relationships differed among cultures. Although Clarke's outreach is on the direct side of the Western business context view, it could be regarded ironically in Chinese business culture where hierarchy and indirect communication is generally a common approach. Considering the importance of this systems deployment process, which the Chinese team is going to observe, the potential for misunderstanding and conflict is large.

Secondly, Yang (2024) highlight that emotional expression as well as its interpretation differ across borders; hence, it is important to learn about how. Expressions may be considered appropriate in one context, or improper in another. With Clarke, his communication style has already created frictions within the UK office, and could be much more problematic in China where the Chinese division is visiting.

The global nature of the organisation complicates this further with the cultural dimension of emotional intelligence. Shadiev et al. (2021), for their part, posits that, whilst multinational organisations may be equipped to successfully merge cultural communication and promotional practises, they nonetheless need to develop a skill set dubbed "cultural emotional fluency", which entails the ability to implement emotional intelligence practises in all manner of varying cultural contexts. This is especially true in the context of FAYE Inc., where the organisation is making basic efforts to incorporate local cultural controls along with global business considerations.

3.3 Mindfulness and EI Integration

The solution path from the challenges at FAYE Inc is integration of mindfulness along with emotional intelligence, as explained by Donaldson-Feilder et al. (2019) mindfulness of one's thoughts, emotions, and environment at the present moment closely matches the core of emotional intelligence competencies. The reflection of Clarke with regard to the potential to 'hurt the feelings of others through insensitive attitudes' shows that there is a potential to develop this awareness with mindfulness practises in a structured organisational frame work (Sroufe, 2017).

Our research by Dietz et al. (2017) shows that leaders able to cope with mindfulness skills have better emotional awareness and good cross cultural communication skill. Mindfulness principles can be applied to the guidelines at FAYE Inc. to mitigate the current leadership issues such as increasing mindfulness on cross cultural differences and the implications. Clarke would have this opportunity to hone out more detailed communication strategies, and to learn more about how his actions played into the fabric of team dynamics.

Jamshed & Majeed (2023) studies demonstrate that both EI and mindfulness training programmes are effective when combined, especially when it comes to cross cultural communication and employee satisfaction. Research into this in recent years has pointed towards the neurological benefits of pairing mindfulness with emotional intelligence training. Regular practise of mindfulness, shown by Pless et al. (2016) to effectively increase activation in emotional regulation and empathy related brain regions in turn increases leadership outcomes and increases the effectiveness of cross-cultural interactions.

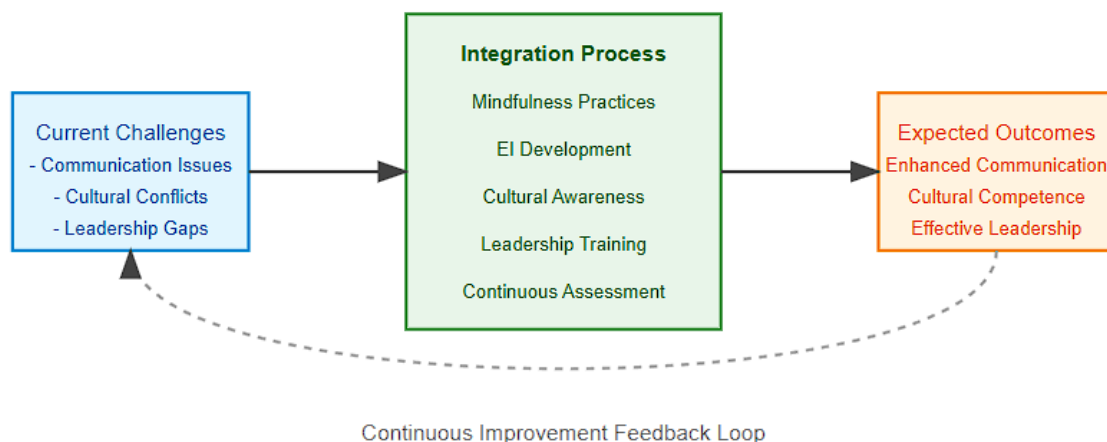


Figure 3: Emotional Intelligence Integration (Pless et al., 2016)

Mindfulness makes clear that intelligent emotion and cultural awareness are bridging types of erudition. Leaders who are keenly aware of their emotional states AND the cultural biases of which they are negligent become more efficient in the navigation of complex multicultural work settings. Clarke’s mindful approach to leadership is what Caligiuri and Tarique (2016) term as cultural

emotional agility an ability to smoothly develop one's emotional intelligence practises across cultural contexts and maintain your authentic leadership presence.

In addition, mindfulness practises can provide opportunities to understand tensions in the workplace better, and address the underlying causes of problems, by fostering an understanding of the potential and impacts of cultural differences. Majority of the organisations in this world are multinational organisations and so the study claims that mindfulness-based approaches are effective in such kind of organisations because leaders in such organisation have to continuously negotiate as we live in complex cultural setting yet we need to remain organizationally productive (Greiser and Martini, 2018). Preventing the breakdown of cross-cultural relationships is a key interest of theirs, and their research shows that because mindful leaders are better at noticing and responding to even the slightest cultural cues, they are more efficient at building and maintaining cross-cultural relationships.

Tan et al. (2023) recent work have also demonstrated that organisations using mindfulness for leadership development reports significant increases in employee engagement, less workplace conflict, and better team collaboration across cultural boundaries. With these findings, FAYE Inc. stands to greatly enhance their profitability by implementing mindfulness into their leadership development activities, as they seek to bridge cultural chasms and improve cross cultural communication.

4.0 Recommendations

After analysing FAYE Inc.'s challenges, several key actionable recommendations arise for to get the current situation back on track as well as drive the organisation to long term success. These recommendations are aimed at improving emotional intelligence, increasing cultural awareness and utilising the mindfulness practises across the organisation.

Firstly, FAYE Inc. should build a complete emotional intelligence development programme for all leadership. Clarke's immediate needs need to be this programme's particular focus, but it should develop a framework for future leadership development. Richards, 2. (2023). For such attempts to be successful, Shadieiev et al. (2021) suggest that regular assessment, coaching and practical application options are key. Appropriate professional communication standards should be the

programme highlight and leaders needed to understand how their communication styles can affect the diverse employee groups.

Secondly, the organisation needs to carry out a structured cross cultural training initiative. However, before the visit it's particularly important that the nuances of Chinese business culture are specifically addressed in this training, but that broader cultural competency frameworks are also built in. According to Wong and Law (2017), there has to be a strong focus on practical aspects regarding cross-cultural communication by training such as proper form of address, what is the significance of relationship building in various cultures, and how to cope with the cultural discrepancies in business practises.

The cultural sensitivity and professional standards should also be managed and clarified in FAYE Inc. in points of communication guidelines. It is these forms of address in the workplace that these guidelines can cover an appropriate form to address while still recognising cultural variations in communication styles. The guidelines should be developed with contributions from all employees and formal participation of employee groups from different cultural backgrounds.

Implementation of the mindfulness-based leadership development programme will be useful for the organisation. Research by Donaldson-Feilder et al. (2019) indicates that such programmes can dramatically improve a leader's capacity to navigate even the most bloated culture being emotionally aware. Ultimately, this programme should include regular mindfulness practise sessions and reflection exercises followed up with practical application in the leadership situations of everyday life.

Besides, there is a need for FAYE Inc. to develop a mentoring programme where leaders of the company are associated with experienced mentors who have had successful experiences dealing with cross cultural leadership issues. Perhaps, sustained mentorship for the growing generations of leaders together with improving on learning organisation cultures was what this system would provide. According to Masibo et al. (2024) study, it is indicated that particularly the emulative type of mentoring relations effective in cultivating the cultural emotional intelligence. Secondly, the organisation should be established to carry out an assessment and feedback mechanism that shall be used in the implementation of these initiatives. By turning the above into quarterly reviews of cross-cultural leadership, results of employee satisfaction surveys and concrete actions on how to enhance cross-cultural communication and understanding at your workplace, you should be able

to create this. They will help the organisation to remain in touch with development objectives and constant needs (Hajro et al., 2017). If these recommendations are systematically implemented and supported by adequate resources, then FAYE Inc. has the basis it needs to deal with present concerns and eliminate cross-cultural pitfalls in the future. Implementation success of these initiatives will therefore depend on the extent to which appropriate commitment to these initiatives is preserved while at the same time allowing flexibility and relative adjustment in responses given current feedback and assessment feedback.

5.0 Conclusion

An assessment of the contemporary issues that FAYE Inc. encounters with improved emotional intelligence and culture sensitivity is important for today's leadership. Analysing the case of Clarke more profoundly with respect to the organisation's prognosis in relation to the aggregation of workplace dynamics in multicultural organisations, several pieces of thinking can be derived with an emphasis on the nexus between emotional intelligence, cultures sensitivity, and dealing with multicultural organisations.

The case provides evidence of the fact that successful leadership in a wide range of organisational contexts is more than just technical competence; it must be complemented with exquisite emotional intelligence skills fine-tuned to the cultural context. FAYE Inc. demonstrated how seemingly small communication obstacles can have huge impact on employee morale, organisational performance, and cross-cultural relationships. However, the analysis shows that traditional Western approaches to leading may have to change significantly when utilised in multicultural environments.

An important factor in organisational success becomes integration of emotional intelligence with cultural awareness. Across the research presented here, organisations need to progress beyond training in simple cultural awareness to the development of 'cultural emotional intelligence' (the ability to appreciate and respond to emotions across cultural boundaries) if they are to achieve our goal of strengthening their competitiveness. It is particularly salient for leaders facing cross cultural relationships in complex situations like FAYE Inc where leaders must work within both cross cultural and organisational contexts to ensure organisational effectiveness.

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Appendix Task 1

INTRODUCTION

Today, Emotional Intelligence (EI) is a must have if you are serious about developing yourself personally and professionally. It is becoming increasingly clear that the ability to know, control, and exploit emotions is becoming a critical discriminator in organisations and relationships of all kinds (Shadiev et al., 2021). This analysis explores the transformative journey of developing emotional intelligence through three key dimensions: its ability to benefit, current skills development and strategies for continuous improvement. We can then analyse aspects of emotional intelligence to better understand how emotional intelligence affects the relationships we have, what we decide to do, and how we grow or don't grow in both professional and personal areas.



EMOTIONAL INTELLIGENCE AND IT'S POTENTIAL BENEFITS

Today, the ability to develop the emotional intelligence (EI) has been recognised as a cornerstone of success at both the personal and the professional level. During my figuring out and application of EI theories and principles, I saw how powerful and moving EI is across several everyday life realms. Enhanced emotional intelligence has transformed how I work in the professional sphere, adapting to the hows and whys of the workplace dynamics and of leadership. This has allowed for increased accuracy in the perception of and the response to emotional undercurrents towards better collaboration on the team, better resolving of conflict, and better relationships with stakeholders. An especially useful contribution has been the improvement of the ability to make decisions (Masibo et al., 2024). I am able to get a different perspective on problem solving which is not biased in either direction. By doing that you are considering both facts and the emotional effects in constructing a better and more efficacious solution. This balanced perspective has come in handy in high pressure situations where it would be easy to get caught up in the emotions of the situation, but it's helped me maintain emotional parity in my decisions so I can be clear headed, consider the impact on my people and other stakeholders, and make well thought out decisions (Pless et al., 2017). However, emotional intelligence does not stop at the boundaries of the work sphere but has also a great influence on personal perfection and the relationship. The ability to enhance emotional awareness has played a role in helping enhance one's mental health management, reduce stress and enhance work life balance. This is the ability to get to know and to control one's emotional experience, and as a result, at the personal level, previously less meaningful and unhealthy relationships end up becoming more meaningful, such as strong family dynamics or strong social connexion. It came along with this better emotional regulation, which further improved resilience so that we can handle life challenges and set backs better. At the same time of this, emotional intelligence would benefit in boosting leadership skills.

EI CONTINUOUS IMPROVEMENT

The approach that I take to emotional intelligence – including how I developed emotional intelligence – is structured but fluid, inclusive of the continuing and practical application. Some self-reflection is regular, dedicated time to look at emotional reactions, how emotions trigger us, and what can be improved provides the foundation within which regular practices take place. Maintaining an emotional journal that tracks patterns and progress and analyses from other interactions and experiences is this reflection. Active engagement in situations that challenge and develop emotional intelligence capabilities being the key steps of the implementation strategy. Part of that involves getting deliberately into leadership roles, working through conflict, as well as being involved in complex interpersonal situations. Even successes and setbacks during such experience make you a better learner – more emotionally understanding and capable. This development process relies heavily on feedback. Mentors, family members and colleagues regularly serve as points of contact on emotional intelligence growth (Greiser & Martini, 2018). It is external input to detect blind spots and improve, as well as get new insights into emotional dynamics and their effect on relationships. Moving forward, my vision of emotional intelligence development has many important points. First, continuing further with education and research through EI principles and applications. And second, looking for the opportunities to use and apply the emotional intelligence skills in these other situations. Third, to build a more structured approach to measuring and tracking your emotional intelligence growth by metrics and feedback mechanism. The path forward is to keep integrating emotional intelligence principles and they are to treat every interaction a chance to grow and learn.

BMSW6106 LON
Dr. Amare Desta
Mihaita
Gheorghe
2120440

EMOTIONAL INTELLIGENCE

WHAT IS IT?

It is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

CHARACTERISTICS OF EI

- SELF-AWARENESS:** You recognise how your emotions affect those around you. You acknowledge your own emotions and how they affect others.
- SELF-REGULATION:** You are in control of your emotions. You don't let your emotions control you. You act accordingly and not by emotion.
- MOTIVATION:** You understand why you want to do it and you are able to do it. You are motivated by your own goals and not by others.
- EMPATHY:** You are able to put yourself in someone else's shoes. You can see things from their perspective and not just your own.
- SKILL SHILLS:** Social skills are about the art of making an impression on others with high skill. These things require the most of people.

EI AT WORK

Companies that have embraced EI are 4 times more likely to have higher profit growth. 67% of the most admired companies in the world have adopted EI. 34% higher profit growth.

EMOTIONAL INTELLIGENCE CURRENT SKILLSET

Today, my conscious effort and practical experience has enabled me to have the capabilities on several aware and leading domains of emotional intelligence. The first level takes root in the ground: self awareness, the ability to know my emotional states, triggers and patterns. I have also become aware of what my emotions do to behaviour and to decision making, so I can make more conscious choices between professional and personal. In active listening and empathy relationship management, I have gained high skills. Developing these skills helps us to grasp more fully others' points of view and feelings, in ways that yields more productive communication and richer relationships. Particular strength became the ability to provide constructive feedback in a way that also maintains positive relationships so that the leadership and mentoring roles became more effective (Hairo et al., 2017). A third component of my EI toolkit has been emotional regulation. It also means more than running away from emotional responses, but the understanding of when they originated and what this means. The ability to not lose one's composure under pressure, recognise, and processing ones emotions has been useful in both professional and personal situations (Yang, 2024). This regulation also includes the power to cultivate positive emotional environments which allows for a growth and cooperation.

Business Emotional Intelligence



CONCLUSION

There's no finish line on developing emotional intelligence – it's a continual journey that takes dedication and lots of practise. You can commit to understanding its benefits, mastering essential skills, and also developing some improvement plans for personal and professional life. We are on this developmental journey of emotional intelligence and the more we move forward, the more importance it will have, therefore we must continue to be committed to this journey. When we recognise emotional intelligence as part of who we are, we pave roads towards more fulfilling the relationships, better decisions, and longer lasting success in all areas of our lives.



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