

**BA(Hons) Leadership and Management Skills
for the Workplace**

Developing Emotional Intelligence Skills

LCLM5006

Component 2 – Individual report

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Developing Emotional Intelligence Skills Across Generations

Introduction

Emotional Intelligence has emerged as being one of the most important predictors of success, in today's workplaces, as they are rapidly evolving and diverse

With emotional intelligence, we refer to the ability to understand, identify and manage one's emotions, as well as others. This helps to achieve a positive outcome in both personal and professional contexts.

Goleman (2005) defines EI through five main dimensions:

Self-awareness, self-regulation, motivation, empathy, and social skills

Together, these shape the way in which people perceive and respond to emotional information. Intelligence quotient (IQ), which measures cognitive ability, is different from EI, which reflects emotional adaptability and interpersonal skills, which are both necessary in managing workplace relationships and leading teams in an effective way.

According to Lantzy (2019), over 70% of employers value EI more highly than IQ, as emotionally intelligent employees help grow productivity, are better at teamwork, and have less conflicts, in case they do, they are better at solving it. Wiedmer (2015) emphasises that understanding generational differences and responding to them empathetically is essential to creating inclusive and high-performing organisations.

The Concept of Emotional Intelligence

Goleman (2005) proposes that emotional skills determine success more reliably than traditional intelligence measures. Goleman outlined five core domains of EI:

Self-awareness: recognising one's emotions, their triggers, and the effects on other people.

Self-regulation: managing disruptive emotions, adapting to change, and staying calm under eventual pressure.

Motivation: using inner drive and passion to achieve goals.

Empathy: understanding and sharing others' emotional experiences.

Social skills: effectively managing relationships and influencing others.

Each component interacts dynamically with another.

Self-awareness provides a base for self-regulation, as recognising the different emotions is crucial, before one can learn how to manage them. Motivation sustains personal growth, while empathy and social skills ensure positive interaction and collaboration. EI is skillset that leads to more effective outcomes in the workplace and in day-to-day life. Professional success depends not only on technical competence, but also on emotional understanding.

According to Lantzy (2019), emotionally intelligent individuals are more likely to be better leaders because they can manage stress, listen actively, and maintain empathy during conflicts. Emotional regulation prevents rude behaviour and promotes professionalism even in tense circumstances. Empathy allows employees to connect with colleagues' perspectives, creating trust and cohesion within teams.

Developing Emotional Intelligence

Developing EI requires a lot of effort and practice, as well as reflection. There are persons that have higher emotional awareness, because it can be cultivated through mindfulness, journaling, empathetic listening as well as feedback.

1. Developing self-awareness

Self-awareness is the base of emotional intelligence.

Self-awareness is defined as the ability to recognise different emotions as we feel and see them happening around us, as well as understanding how they influence each one's behaviour. Goleman (2005) describes self-awareness as the ability to "know

one's internal states, preferences, and intuitions.” Listening carefully, setting goals, mindfulness, and journaling are activities that enable individuals to recognise emotional triggers and master their reactions to their feelings.

Mindfulness encourages presence and focus, helping professionals manage emotional responses in high-stress environments. Regular journaling can help track emotional patterns and reflect on personal growth. By doing so, individuals develop greater control over their decisions and communication.

2. Enhancing self-regulation

Self-regulation is an extension of self-awareness as it brings emotional understanding into constructive behaviour. This involves remaining adaptable, controlling eventual impulses and maintaining a professional attitude by keeping calm. In the workplace, self-regulation contributes to resilience and helps prevent conflict resolution.

Some practical methods for enhancing self-regulations are managing stress, asking for feedback, and meditating. Feedback allows individuals to identify blind spots and understand how their behaviour affects other people around them.

According to Hopke (2024), Generation Z benefit more from learning self-regulation techniques because digital communication often amplifies emotional reactivity. Developing emotional discipline allows them to respond thoughtfully rather than impulsively, especially in fast-paced online environments.

3. Cultivating social awareness and empathy

Social awareness reflects the ability to perceive others' emotions and respond appropriately. It is beyond sympathy because it requires the will of genuinely wanting to understand other's points of view and their experience. It connects more with empathy, by treating people as they deserve and listening actively. In these days different teams in a workplace, empathy becomes essential for inclusivity and collaboration. Wiedmer (2015) stresses that generational differences often lead to misunderstanding, but empathy allows employees to understand why colleagues from different age groups communicate differently and have certain behaviours that they probably do not understand. For example, Baby Boomers may prefer face-to-face communication, while Generation Z gravitates toward instant messaging. Empathic awareness helps bring all these different generations together and enable a smoother collaboration.

4. Relationship management

The final component of EI is relationship management. It refers to the ability to inspire, influence, and manage others effectively. This skill integrates communication, conflict resolution, and teamwork with key practices such as developing communication skills, being self-aware, resolving disputes, and collecting feedback.

According to Hopke (2024), emotionally intelligent leaders become trustworthy by showing authenticity and compassion. They use active listening and transparent communication to create safe environments for their employees, so they feel valued. Relationship management is about building genuine connections based on respect, that enhance performance as a whole.

Emotional Intelligence and Generational Diversity

Generational characteristics

Workforces today are a mix of multiple generations: Traditionalists, Baby Boomers, Generation X, Millennials, and Generation Z.

Each of these generations is shaped by their life experiences and values.

Wiedmer (2015) argues that generational diversity can be both a pro and a con, because it can enrich the organisation and the team with more points of views and experiences, but can create difficulties in communication and eventual conflicts based on misunderstanding.

Traditionalists are born before 1946, value discipline and respect for hierarchy.

Baby Boomers (1946–1964) emphasise loyalty and teamwork.

Generation X (1965–1980) prizes independence and flexibility.

Millennials (1981–1996) seek collaboration and purpose-driven work.

Generation Z (1997–2012) relays more on technology and values inclusivity and fast communication.

Understanding these differences between generations is vital in building emotional intelligence. Wiedmer (2015) suggests that emotional intelligence enables leaders to adjust management styles to suit generational preferences, fostering engagement and cohesion.

Generation Z and emotional challenges

As the most digital-native generation, Generation Z faces unique emotional challenges. Technology both strengthens and weakens emotional intelligence. While constant connectivity enhances access to information and collaboration tools, it can also reduce emotional depth and empathy in communication. Hopke (2024) notes that digital environments encourage fast, surface-level exchanges that may hinder genuine understanding. Gen Z needs to develop emotional awareness by practicing active listening, reflecting before responding, and prioritising face-to-face communication,

when possible, they can strengthen empathy and build deeper interpersonal relationships. At the same time, their digital literacy can serve as a plus.

Emotional intelligence acts as a bridge that connects these generations. By recognising emotions and appreciating others' values, employees can collaborate more effectively. Wiedmer (2015) highlights that emotionally intelligent leaders promote inclusion by acknowledging each generation's strengths rather than focusing on their limitations.

Baby Boomers can contribute with knowledge and experience, while Millennials and Gen Z bring creativity and technology. When these qualities are integrated through emotionally intelligent communication, teams achieve higher productivity.

EI reduces workplace conflict by encouraging tolerance and mutual respect, developing EI leads to less probability to hurt co-workers' feelings or get one's own feelings hurt, reflecting the importance of empathy and professionalism in emotionally diverse environments such as a workplace.

The Organisational Impact of Emotional Intelligence

Developing emotional intelligence has deep implications for organisational performance. Research shows that emotionally intelligent employees have higher engagement in their workplaces, stronger leadership and are better at decision-making (Lantzy, 2019). On the other hand, workplaces that lack emotional intelligent employees, often struggle with communication breakdowns, high turnover, and low morale. Developing EI across all levels of an organisation contributes to long-term stability and success.

Reflection and Professional Development

All generations have the obligation to resolve conflicts accordingly and maintain professionalism. This statement explains the importance of emotional intelligence as a responsibility that all employees share, developing EI requires continuous learning and self-reflection, this means dedicating time to emotional self-assessment, looking for constructive feedback, and showing empathy in daily interactions.

Conclusion

Emotional intelligence is an essential skill in these day's workplace, because it can Mold how coworkers interact, collaborate, and lead. Grounded in Goleman's (2005) five-domain framework, EI is formed by self-awareness, self-regulation, motivation, empathy, and social skills. All these skills are indispensable for managing all eventual emotional possibilities in the workplace. It is practically relevant because EI enhances teamwork, prevents emotional harm, and supports professionalism. Yet, as Wiedmer (2015) explains, emotional intelligence takes on even more important meaning in an

environment in which more generations co-work and understanding each other's different values and communication styles is essential for a smooth goal- reaching.

Ultimately, emotional intelligence is not static; it is a lifelong process of reflection, empathy, and self-improvement. By cultivating EI individually and collectively, organisations can bridge generational divides, promote inclusivity, and sustain environments where both emotional and professional growth thrive.

References

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