

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?

BMSW6106 Developing Emotional Intelligence Skills for the Workplace

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Executive summary

The concept that intellect and emotion have a connection goes to the foundation of the emotional intelligence (*Brackett, et al., 2023*). The idea that feelings affect how we make decisions, form relationships, and behave in general is derived from this idea. According to an EI perspective, emotions are active mental processes that people can control if they have the necessary information and abilities.

According to (*Goleman & Boyatzis, 2017*), emotional intelligence is an essential first step in addressing areas where your EI is at its weakest.

The ability to understand and effectively control emotions is known as emotional intelligence. In the workplace, emotional intelligence may have a significant impact on your interactions with colleagues, develop your career, and build a more positive work environment. The five components of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills (*Birt, 2023*).

Gaining a better understanding of nonverbal communication, being able to adapt the behaviour appropriately, making wise decisions, and developing into a respected leader are all advantages of emotional intelligence in the workplace (*Birt, 2023*).

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Introduction

The report's primary objective is to determine how businesses may prioritise developing an emotionally intelligent workforce in the post-COVID workplace. It will go through how crucial emotional intelligence is, particularly at work.

According to Daniel Goleman, emotional intelligence and its characteristics consist of being able to motivate themselves, perseverance in the face of challenges, the ability to control emotions, and the capability to adjust how individuals feel by demonstrating empathy and preventing them from becoming overwhelmed by stress (*Goleman, 2020*).

Being emotionally intelligent is one of the qualities that allows a person to recognise their own feelings as well as the emotions of others, which leads to positive relationships with other people. One of the keys to handling pressure, stress, and responsibilities at work or in daily life is this combination of social and emotional abilities that a person can possess (*Wen, et al., 2019*).

The concept that intellect and emotion have a connection goes to the foundation of the emotional intelligence (*Brackett, et al., 2023*). The idea that feelings affect how we make decisions, form relationships, and behave in general is derived from this idea. According to an EI perspective, emotions are active mental processes that people can control if they have the necessary information and abilities.

By (*Cherry, 2023*), emotions are the responses that people have to things that happen or circumstances. The event that causes an emotion determines what kind of feeling is felt by the person. Emotions significantly impact the daily lives, influencing decisions, activities, and hobbies. Understanding emotions can enhance life stability and guidance.

Being mindful is being aware of our own emotional state and being more present with how our body and mind react to the circumstances (*Cherry, 2023*)

This report will be based on the ideas of emotional intelligence developed by Daniel Goleman, Bar-On, and Mayer-Salovey-Caruso.

Mandarin Oriental Hotel Group, a multinational hospitality focusing on hotels, resorts and residences, a member of the Jardine Matheson Group, is the organisation chosen.

1. Mandarin Oriental Hotel Group

Mandarin Oriental, a luxury hospitality leader, has a rich history dating back to 1963 with its flagship property, The Mandarin, in Hong Kong.

In 1974, the Oriental in Bangkok, which was already acknowledged as one of the world's most legendary hotels, was partially acquired by the Group, giving the company two "flagship" hotels whose names represented the very best in hospitality. These two famous hotels joined to create the brand Mandarin Oriental Hotel Group under the renowned fan logo.

Mandarin Oriental Hotels, established over twenty years ago, became a luxurious and elegant group in Asia, known for its comfortable accommodations, exceptional facilities, and exceptional service, making them popular among residents and luxury travellers.

Today, the global luxury player operates 37 hotels and nine residences in 25 countries, reflecting its oriental heritage. With 11,000 dedicated colleagues, the group aims to provide exceptional service and be recognised as the best in luxury hospitality rather than being the largest hotel group globally (*Group, 2023*).

2. Emotional intelligence and models

The ability to understand and effectively control emotions is known as emotional intelligence. In the workplace, emotional intelligence may have a significant impact on your interactions with colleagues, develop your career, and build a more positive work environment. The five components of emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills (*Birt, 2023*).

2.1 Daniel Goleman framework

Daniel Goleman framework consists of four primary emotional intelligence constructs. The first one is self-awareness: this is the ability to listen or to discover someone emotions and analyse their impact while drawing conclusions based on instincts. The second one is Self-Management, which involves controlling feelings and impulses and adjusting to different environments. The third one is social awareness; it is about being able to sense, understand and behave to someone feelings while understanding social networks. The last one is Relationship Management; it involves the skills to inspire, encourage and develop others while controlling conflict. According to the study, Goleman's theory mainly includes social awareness and relationship management (*Fianko, et al., 2020*)

El quadrant description by (N, 2004);

Self-awareness: Foundation of emotional intelligence. There are three parts: self-awareness, which is when you can understand your own emotions; self-assessment, where you can give a realistic evaluation of your strengths; and self-confidence, which is the ability to sense one's self-worth.

Self-management: The five skills that compose self-management are self-control, transparency, adaptability, achievement orientation, and initiative. Self-control is the ability to control disruptive emotions and impulses; transparency is maintaining standards of honesty and integrity, achievement orientation; is an impulse to meet one's personal goal; adaptability is the flexibility in adapting to changing situations and overcoming obstacles, initiative; the ability to see opportunities and act.

Social- awareness is composed of 3 parts: empathy, which is the capacity to understand people and show a sincere interest in their issues; organisational awareness, which is the capacity to recognise changes in corporate life; and service orientation, which involves identifying and addressing clients' needs.

Relation – management: composed of 7 factors: visionary leadership, which is inspiring and guiding groups and individuals; developing others, which is the propensity to strengthen and support the abilities of others through feedback and guidance; influence, which is the ability to exercise a wide range of persuasive strategies with integrity, change catalyst, which is the proficiency in initiating new ideas and leading people in a new direction; conflict management, which is resolving disagreements and developing solutions; building bonds, which is building and maintaining relationships with others; team working encouragement and building the team.

2.2 Bar – on model

The ability to understand others and oneself, as well as the capability to change direction when necessary and maintain emotional control, are all related to human ability, according to the Bar - on model of emotional intelligence. Bar-On identified five aptitudes or skills related to emotional intelligence. Some of these include an individual capacity to assess information and effectively control their emotions, which are facilitated by a variety of intrapersonal competencies and emotional abilities, including self-awareness, self-assertiveness, self-esteem, self-actualisation, and independence. Empathy, social responsibility, and interpersonal interactions are a few examples of interpersonal competencies and social abilities that help people connect with others and significantly improve their lives. Problem-solving, reality testing, and flexibility are a few examples of

adaptation abilities and skills. These characteristics enable people to adapt to their surroundings and requirements successfully. Impulse control, stress management, and other capabilities that assist people in dealing with stress, remaining composed under pressure, and avoiding rushing are among the competencies and skills connected to stress management. A person's general mood competencies and skills are defined as a group of abilities and expertise that allow them to control and improve their mood in a reasonable manner, such as happiness and optimism (*Aljazi & Alrekebat, 2019*).

2.3 The Mayer Salovey Caruso

By (*Pekbay, et al., 2021*) there are four main components to the emotional intelligence theory that Peter Salovey and John D. Mayer created. The first is emotional perception, which is the ability to see things clearly and interpret others and one own nonverbal emotional display. It also entails improving the clarity and understanding of how we express our emotional needs to others. The second branch is using emotions to your advantage by using logic, problem-solving, and decision-making to generally make things easier. The third branch focuses on comprehending emotions; it does this by using emotional knowledge to understand feelings and properly categorise them to determine their significance. Concerned with by the fourth branch is dynamic management. Conscious self-improvement is influenced by an individual's capacity to control their emotions. The model is divided into phases, each of which describes the level of knowledge required for the next step. People who have high emotional intelligence are expected to advance sooner than those who have poor emotional intelligence, according to the model. The four branches of the model, which indicate a hierarchy and a progression in the complexity of emotional abilities—from the first level to the fourth level, from observation to management—form the foundation of the process of emotional intelligence.

Developing a set of abilities known as emotional intelligence is supposed to help one better understand their own and other people's emotions. Additionally, it can support the efficient control of both feelings and emotions (*Riopel, 2019*).

3. Importance of developing emotional intelligence in the workplace and the relationship between emotional intelligence, effective management communication and business advantage

The pre-pandemic world of work was characterised by transactional and transformational leadership, where successful organisations provided necessary resources and incentives for company growth. The COVID pandemic has highlighted the need for future leaders to develop Emotional Intelligence (EQ) to build trust and motivate their teams. Traditional leadership skills and experience are still crucial, but EQ importance has become more significant due to the pandemic, highlighting leadership shortfalls and areas for improvement. With the post covid-19, the organisation has required to a change in how managers guide their teams and how CEOs lead their companies. There will be greater emphasis on leaders developing soft skills, such as empathy and trust, in order to meet evolving employee expectations (N, 2020).

(Sadovyy, *et al.*, 2021), the study examining the impact of the pandemic on work performance and counterproductive work behaviours, found a moderating effect of emotional intelligence (EI) on performance. Professionals with high EI and low stress showed better performance and lower counterproductive work behaviours compared to those with less emotional capabilities and higher stress. This highlights the importance of EI in improving work performance and its role as a protective variable for occupational health. There is a need for EI-promoting intervention programs to promote healthier working environments and prevent stress progression, ultimately enhancing employee performance and job satisfaction.

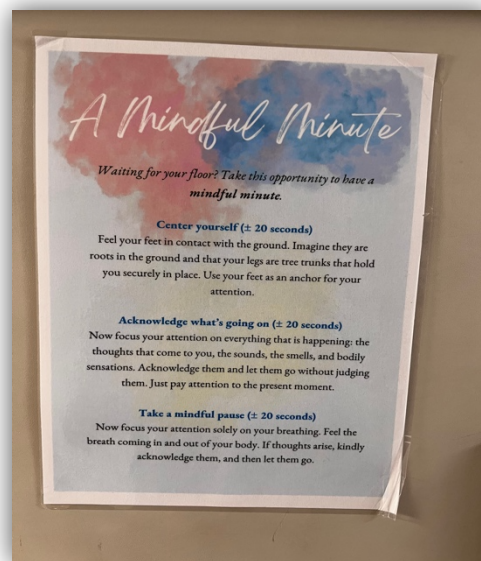
Emotional intelligence is crucial in the workplace as it allows individuals to understand and manage their own and others' emotions, leading to happiness and success. It helps in understanding nonverbal communication, self-awareness of personal emotions, improving efficiencies, advancing in leadership roles, and encouraging others to develop strong interpersonal skills. Emotional intelligence also helps in adjusting behaviour and making decisions, as well as fostering strong interpersonal relationships, as emotions are contagious (Birt, 2023).

For (Valamis, 2022), emotional intelligence (EI) is crucial in the workplace, affecting employee interactions, stress management, and performance. Benefits include working towards organizational goals, increased motivation, healthy communication, positive outlook, deeper relationships, flexibility, improved efficiencies, and career progression. For example, HR employees, for instance, can benefit from EI as they communicate, empathize, and

identify problems. EI is also essential in recruitment, as HR professionals need to understand potential hires during job interviews quickly. Overall, EI is a vital skill in the workplace.

4. Critically evaluate the model of intelligence in Mandarin Oriental.

Mindfulness is a psychological state of awareness promoting self-regulation through mindfulness meditation. It involves moment-to-moment awareness without judgment and is not a trait. Focus on mindfulness meditation, which taints attention and awareness to foster mental well-being and specific capacities like calmness, clarity, and concentration. Research suggests that mindfulness meditation promotes metacognitive awareness, decreases rumination and enhances attentional capacities, contributing to effective emotion -regulation strategies (Davis & Hayes, 2012).



(Tabila, 2023)

As in the picture above, the hotel group have implemented this picture around the staff member corridors. All employees can take a mindful minute before starting their shift.

5. Recommendations

According to (*Birt, 2023*), improving emotional intelligence in the workplace is crucial for success and fostering a positive work environment. These three steps can enhance and improve the EI at the workplace:

1. Identify your weaknesses: Self-assess your emotional weaknesses to improve your understanding of non-verbal communication. Reflect on communication to identify areas for improvement.
2. Receive feedback: Trusted individuals can provide honest feedback on your communication skills. Ask for help from your manager or mentor to improve your communication or leadership skills. Participate in training seminars or workplace activities that benefit the entire team.
3. Practice daily: Identify your weaknesses and seek help from others to improve your emotional intelligence. Practice tasks such as assessing body language and facial expressions or communicating with diverse people to practice in the real world. This effort can help you progress in your career and inspire others to do the same.

One of the recommendations from the hotel group is to take hospitality courses online to help to do some courses to gain confidence or relate with customers.

(*Team, 2020*), one of the insights before reopening the hotel group was to develop the Learning & Development Department launch a "Better Together" campaign to help colleagues develop leadership and psychology skills. Additionally, the Rooms and Quality department created a "podcast day" featuring various speakers, promoting inclusion and unity for colleagues who are often away from their families. These initiatives aim to improve work communication and collaboration.

According to (*Goleman & Boyatzis, 2017*), emotional intelligence is an essential first step in addressing areas where your EI is at its weakest. Coaching is the most effective method for improving in areas of EI deficit. Having expert support during your ups and downs as you practice operating in a new way is invaluable.

6. Conclusion

Emotional intelligence is when human beings can identify their own emotions and self-regulate. It helps to recognise other people's emotions to improve social awareness and relationship management.

Based on this module, mindfulness is when you are aware of your own emotions and what is happening around you.

The impact of emotional intelligence affects how good you feel, how much you can achieve and the quality and richness of your relationships. What is important is that you can develop your EQ through a step-by-step process, as emotional intelligence can be developed by upgrading your emotional skills. EI develops with age and experience as a person progresses from childhood to adulthood.

Being aware of your own emotions, it can become a more successful person by improving your relationships with others, handling other people's emotions appropriately, communicating positively and effectively to influence others, adhering to your instincts, and learning how to control your own emotions, particularly anger and frustration. Once emotional intelligence is correctly controlled, a person may experience more success both at work and in their personal lives.

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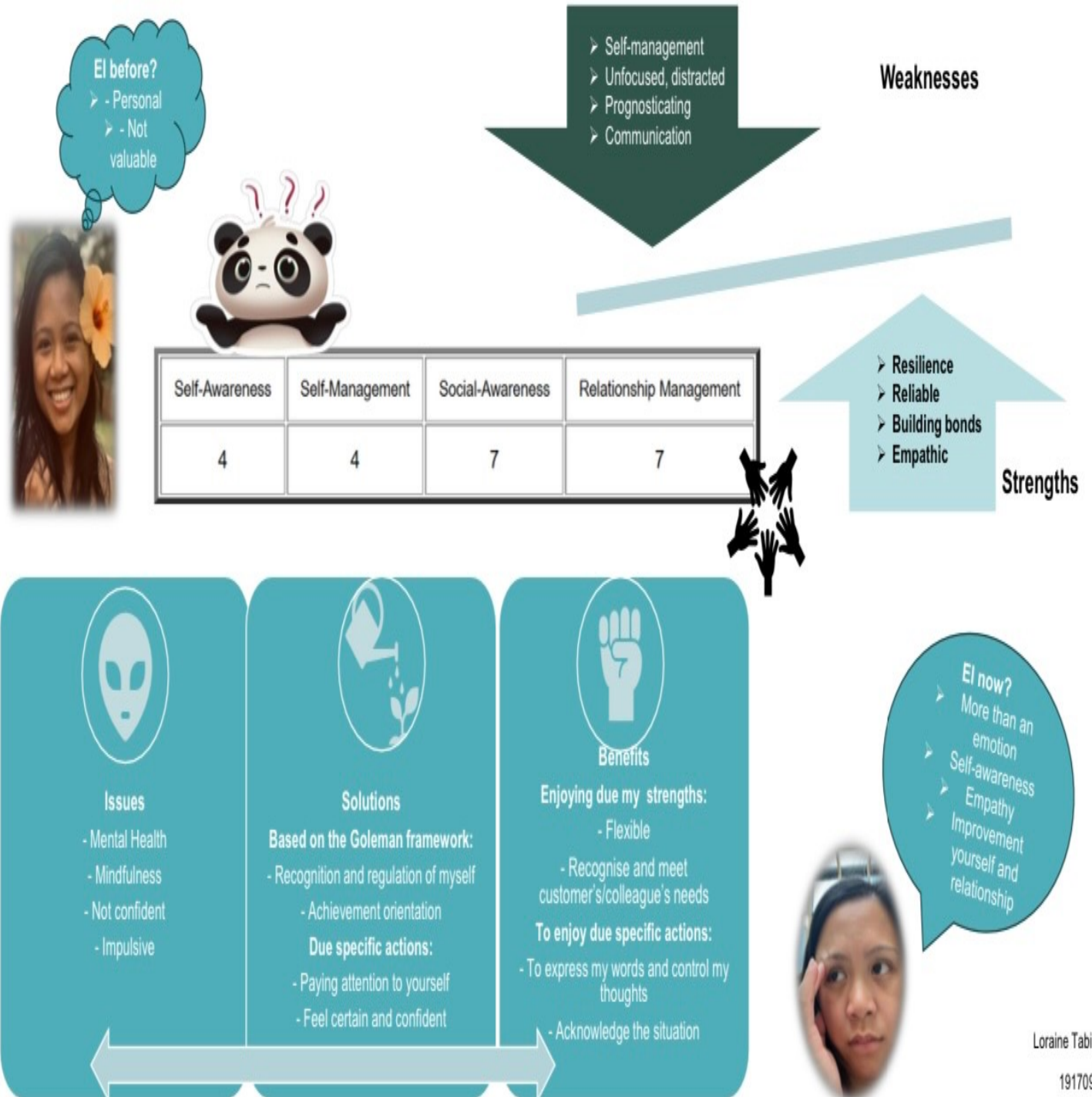
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8. Appendix

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The Global EI Test Results

(Version 1.0)

Test Date Sat Aug 5 17:33:22 2023

The following numerical scores are calculated from your answers to the EI test. If you have answered honestly and accurately, your scores, out of 10 for each quadrant, will reflect your capability level within each of the EI quadrants. (You might want to print out this result; if you do not, you will have to retake the test if you want these scores later since they are not saved anywhere.) To gain a picture of what each of the EI quadrants covers, read the short descriptions below.

You have answered all the questions -- terrific!

Self-Awareness	Self-Management	Social-Awareness	Relationship Management
4	4	7	7

For more information about interpreting your scores, click [here](#). For more information about Emotional Intelligence and how to use it for your personal growth, please contact, [Malcolm Lazenby](#).

Our app [Mastering Emotional Health – 21 ways to enhance your wellbeing](#), takes you on a journey consisting of 21 ways to Master Emotional Health and enhance your wellbeing. Each of the 21 sessions includes an introduction and illustration, plus a meditation and recreation that, if you practise what you learn, will enhance your progress towards Mastering Emotional Health.