



BA (Hons) Leadership and Management Skills for the Workplace

Developing Emotional Intelligence Skills for the Workplace

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Introduction

Pret A Manger, a well-known global fast food company has left its mark in the world of food. They promise to use fresh and good quality ingredients. Also, their way of treating customers is different compared to others. Started in 1983, the Pret A Manger company is from London. Its name comes from French words meaning "ready to eat," showing that it wants customers who need food quickly and freshly made for them.

Pret A Manger is famous for using natural and healthy ingredients in its food. They buy things close by if they can find them there. The menu has different kinds of sandwiches, salads and soups plus hot drinks. There are many tasty items to choose from that suit almost everybody's likes and needs when it comes to food or special diets they follow. The focus on freshness is shown when unsold food at the store goes to charities. At night, it's given away instead of being thrown out. This shows a promise not just to make less waste but also to give back and help others in society (Filimonau, Krivcova, and Pettit, 2019).



Figure 1: Pret a Manger Logo

(Source: Fonts in Use)

The firm's special take on looking after customers is all about its helpful and quick staff. They are called "Pret workers." The company highly values making a good working environment friendly with everyone getting along well, creating a strong feeling of teamwork among employees themselves. This culture is also about treating customers

nicely and making them feel welcome as they enjoy their time with the brand. They value quality and fast service from this shop.

Pret A Manger has grown worldwide, with shops in big European and American cities. It also reached parts of Asia and the Middle East. The reason the brand of food is famous all over the world isn't only because it makes good meals. It's also successful as the managers adjust what they sell to fit better in other parts of the world while still keeping fresh food and giving customers a cared-for service.

Along with its cooking activities, Pret A Manger has been known for its efforts to be more environmentally friendly. The business has made changes to help the environment. It provides packages you can use again and it encourages putting things in bins so we can reuse them later.

Pret A Manger is well-known in the fast food business. It is famous for its focus on high quality, freshness and good customer service. Its special mix of good cooking, care for the environment and positive work has kept it popular and successful around the world.

Key Models of Emotional Intelligence

Emotional intelligence continues to be considered an important element of both individual and organizational achievement in the fast-moving, competitive modern environment. The objective of this report is to examine the important emotional intelligence theories and how they function in the case of the popular international fast-food business Pret A Manger.

The concept of emotional intelligence (EI) defines the ability to recognize, understand, supervise, and put good use of personal feelings as well as those of others. It plays an important role in deciding the way individuals connect, how successful leaders are, and how everything operates within the business environment as an entirety. This research aims to explore the importance of three specific emotional intelligence models for Pret A Manger's organizational culture:

1. Goleman's Emotional Intelligence Model:

The emotional intelligence place has been dominated by the popular and powerful model created by Daniel Goleman. It consists of up of five elements: self-awareness, self-regulation, inspiration, compassion, and the ability to interact with others. The overall emotional intelligence of an individual is affected by each of these elements (Fianko, Jnr, and Dzogbewu, 2020).

- **Self-awareness:**

Employees at Pret A Manger have to understand their emotions and how they affect their actions. It includes identifying personal strengths and weaknesses accepting their judgements, and understanding how emotions affect their decisions.

- **Self-regulation:**

The ability to handle and control the way one feels is necessary in a fast-moving, customer-focused business. Employees at Pret A Manger must be able to deal with stressful situations while staying focused and professional.

- **Motivation:**

The objective fulfilment, both personally and professionally, requires self-motivation, as stated by Goleman. Pret A Manger establishes an environment that allows people to find purpose and interest in their profession, which relates to the inspiration factor.

- **Empathy:**

Offering excellent customer service involves understanding and valuing the opinions of employees as well as customers. Pret A Manger's focus on customer satisfaction is equivalent to the compassion aspect of Goleman's model.

- **Social Skills:**

Effective communication and collaborative effort are essential in a social organisation. The social abilities component of Goleman's model is strengthened by Pret A Manger's stress on interpersonal ability.

2. Mayer and Salovey's Ability Model:

Mayer and Salovey made a model of how well you can handle feelings. It focuses on your skills to look at, get the point about, control and use emotions rightly in different ways. In this system, certain smart aptitude skills are connected with feelings (Schlegel, 2016).

- **Perceiving emotions:**

People who work at Pret A Manger need to be good at knowing feelings. They should check how they feel and others too. This skill is especially important in talking to customers, helping workers understand and feel for what the customer needs.

- **Understanding emotions:**

Getting the complicated relationship of feelings is important for making good choices. Pret A Manger's bosses, for example, have to pay attention to what their workers think. This helps them make good decisions while they are leading the team.

- **Managing emotions:**

Because the food business is so hard, people who work at Pret A Manger have to handle stress and pressure well. This involves staying cool when something is stressful and settling disagreements in a composed way.

- **Using emotions:**

Using feelings to help with thinking and solving problems is important for creating new ideas and being able to change. Food-to-go stores like Pret A Manger want better results in their work. This matches using feelings effectively for good reasons.

3. Bar-On's Model of Emotional-Social Intelligence (ESI):

Reuven Bar-On's system includes emotional and social elements into one complete plan. It encompasses five main areas: Personal, relationship with others, stress handling, flexible attitude and overall feeling (Batool and Hayat, 2018).

- **Intrapersonal:**

People who work at Pret A Manger have really good feelings about themselves and can control their actions. This helps make people feel good and strong, even in a tough workspace.

- **Interpersonal:**

Pret A Manger makes sure to talk well and get along with people because they focus on being helpful to their customers. People who are good at talking and understanding others make customers happier.

- **Stress Management:**

Because the food business is always busy, managing stress is very important. Pret A Manger makes sure people can take stress and gives them what they need to deal with workplace troubles.

- **Adaptability:**

Being able to change when things are not going well is very important in the fast-moving food business. Pret A Manger likes workers who can handle changes and help the company to be more flexible.

- **General Mood:**

Making the workplace a happy place is important for helping workers feel good and making customers pleased. Pret A Manger's focus on a positive work atmosphere matches the mood part of Bar-On's model.

Pret A Manger is doing well not just because it serves great food with good service. Its success also comes from the feelings that its staff and leaders show towards others. The big ideas about feeling smart, like Goleman's and others from Mayer & Salovey also Bar-On are ways to see how people grow in emotions at work. They help a lot!

By matching these ideas with Pret A Manger's beliefs and needs, the business can keep creating workers who are good at knowing themselves, being friendly to others, managing stress well and changing quickly. As Pret A Manger deals with the troubles in the ever-

changing food business, focusing on emotional smarts will for sure help them keep being successful and make customers happy.

Answer to the Asked Question

The work environment after COVID is facing new challenges, showing that companies need to focus on making employees understand emotions better. This is very important for Pret A Manger because the fast food business requires strength, flexibility and great people skills. In this talk, we will look at why getting a workforce that understands feelings is very important. We'll also focus on the main models of emotional intelligence and how they can be used in Pret A Manger. We will also show steps for bosses to teach and grow their current team members. This helps create a workplace that values emotional smartness.

Importance of Developing Emotional Intelligence:

- **Resilience in the Face of Uncertainty**

The time after COVID at work has brought new uncertainty. People need to deal with not knowing things and fast changes. Goleman's model of intelligence shows how feeling smart can help people know themselves better and control their emotions. This makes it easier to handle stress or uncertainty that comes up in life. The workers at Pret A Manger, who have strong feelings and can handle emotions well, find it easier to change with customer needs and market changes (Bryce et.al. 2022).

- **Enhanced Interpersonal Skills for Customer Satisfaction:**

In a business that focuses on services like fast food, good people skills are very important. Mayer and Salovey's models, along with Bar-On's ideas, show how important it is to know about feelings in social situations. Pret A Manger cares about making customers happy. They need workers who are very good at understanding others, talking well and building strong connections with people (Charoensukmongkol and Sasatanun, 2017).

- **Effective Management Communication:**

Understanding emotions is very important to talk well. It's needed in good bossing of people. Goleman's model shows how important social skills are, like talking and working together. It includes communication and teamwork. Managers at Pret A Manger with high

emotional intelligence can create a good work environment. They make clear what's expected and handle tough chats gently and thoughtfully (Shannon, 2018).

The Relationship between Emotional Intelligence, Effective Management Communication, and Business Advantage:

- **Customer-Centric Approach:**

Pret A Manger's success comes from its strong focus on giving the best customer experience. A group of people who are good at understanding feelings helps reach this aim by recognizing and reacting to customers' emotions. Workers who can understand customers make good experiences, making them loyal and coming back for more (Gupta and Ramachandran, 2021).

- **Team Cohesion and Collaboration:**

Working well together is very important in the busy world of a restaurant like Pret A Manger. Understanding feelings, especially the part about social skills helps to work well in teams and make them stronger together. Managers who focus on emotional intelligence make the team culture better. This raises productivity and the overall running of business operations too (Van der Voet and Steijn, 2021).

- **Innovation and Adaptability:**

The food business can quickly change based on what people want to eat and market trends. In Mayer and Salovey's plan, high emotional smartness in a team is more ready to deal with new things. They can also help create fresh ideas for solutions. Workers who know how to handle their feelings well can change with new situations. This helps create a culture that always gets better and is ready for changes (Do, Yeh, and Madsen, 2016).

- **Employee Well-Being and Retention:**

Keeping workers happy is very important for a company to do well. Pret A Manger focuses on personal skills, as shown in Bar-On's model. This helps people feel better about themselves. Bosses who care about their worker's feelings make a good place to work. This leads to happier jobs, fewer people leaving and more workers staying longer (Ashraf and Siddiqui, 2020).

Training and Developing an Emotionally Intelligent Workforce:

- **Assessment and Feedback:**

Start by checking how well workers understand emotions using questionnaires or tests. Give helpful criticism to help people know their best parts and things they can get better at. This makes a base for focused growth (Conine Jr and Leskin, 2016).

- **Training Programs:**

Start training programs that concentrate on the main parts of emotional intelligence found in the ideas. This might involve classes on recognizing oneself, talking well, solving arguments and handling stress. Pret A Manger can use both inside and outside help to make these programs happen (Mattingly and Kraiger, 2019).

- **Leadership Development:**

Teach bosses and leaders how to show and encourage emotional intelligence. Programs that teach emotional intelligence along with leadership skills can change the whole organization for good, making it a better work environment (Crowne et.al. 2017).

- **Mentoring and Coaching:**

Set up guidance and training programs to give continuous help to workers. Having new workers work with older, experienced people can help them learn emotional skills and knowledge in the company (Schaap and Dippenaar, 2017).

In the new work world after COVID, where being flexible and strong is very important, creating a group of workers who can understand their feelings is not only nice but also something that business leaders must do. Pret A Manger, which cares about customers being happy and teamwork along with new ideas can get big business profit by helping its workers to understand feelings better. By putting money into courses that connect with major ways of thinking about emotions, Pret A Manger can be sure their workers have the right tools to handle problems. They will also talk well and help make success for years in an always-changing business world happen more easily.

Critical evaluation

Using feelings smart skills at Pret A Manger gives helpful clues about how to grow people within the company. Goleman's model of Emotional Intelligence, Mayer and Salovey's Skill Model and Bar-On's E&S Intelligence provide separate ways to understand emotional intelligence. In a major check, we will see if these models fit well to help people at Pret A Manger grow. We'll look closely for the special problems and how they move in fast food places like theirs.

1. Goleman's Emotional Intelligence Model:

- **Applicability:**

Pret A Manger should use Goleman's model because it stresses knowing oneself, controlling emotions, motivation and feelings for others as well as team-working skills which are very useful. In an industry that deals with customers, workers need to pay attention to their feelings and manage stress. They also must use a way of talking where they feel for the customer's emotions. The emphasis on getting along with others matches the team-based way of work (Ackley, 2016).

- **Meeting Development Needs:**

For the people at Pret A Manger, mainly those working in customer service and as managers, Goleman's model gives them a complete plan to grow personally and professionally. It is very important in a busy place to focus on motivation. This makes workers do their best job. But, the model needs more focus on changeability. This is because industries often get affected by swift changes quickly.

2. Mayer and Salovey's Ability Model:

- **Applicability:**

Mayer and Salovey's model is about seeing emotions, understanding them correctly, managing feelings properly and using emotions in the right way. This matches well with how our brain handles emotional intelligence at a thinking level. It highlights the power to

handle social events, a vital talent in an organization that focuses on customers like Pret A Manger does (Offermann et.al. 2021).

- **Meeting Development Needs:**

People who want to better their ability to understand and manage emotions can use a model by Mayer and Salovey at Pret A Manger. It gives them strong support in doing that job. It's very important to learn and control feelings, especially when dealing with customers or in stressful moments. The model helps to grow special thinking skills that aid in making good choices. This benefits workers with different jobs inside the company.

3. Bar-On's Model of Emotional-Social Intelligence (ESI):

- **Applicability:**

Bar-On's model focuses on the person within, relationships with others, managing stress and adjusting. This gives a complete look at feelings and social skills in emotional intelligence. It takes into account how feelings affect happiness and the ability to adjust (de Geofroy and Evans, 2017).

- **Meeting Development Needs:**

Bar-On's complete model is good for people at Pret A Manger who want to know more about how emotions work. It is very important in a business where being able to change and quickly respond is most needed. The model's concern about overall feeling matches with the company's promise to keep a happy work environment.

Integration of Models:

Mixing parts of all three types can give a more detailed and complete way to deal with development needs. Goleman's model talks about how you deal with people and get motivated, Mayer and Salovey's focuses on thinking skills. Meanwhile, Bar-On covers your whole well-being including being able to change when needed. Joining these models lets people at Pret a Manger grow strong skills in understanding emotions (Belete, Voinov, and Laniak, 2017).

Consideration of Organizational Culture:

The rightness of these models also depends on Pret A Manger's unique way they managing things. If the firm pushes for working together, making customers happy and being ready to change when needed then parts of both ideas become very important. A custom plan that looks at the special features of Pret A Manger makes sure people's growth goals match with what the business wants (Mirzapour et.al. 2019).

Challenges and Limitations:

These models are great, but they also have some problems. It's important to remember that emotional smartness changes depending on the situation. How well these ideas work can also change based on a person's job at Pret A Manger. For example, people who work on the front lines might focus more on some parts of emotional intelligence than those working in offices at the back. Also, things like different cultures and the effects of outside stresses might make these models work better or worse (Bowles, 2019).

The important look at emotional smart ways used in the Pret A Manger store shows how much they matter for helping people grow. Goleman looks at people skills and making others want to do things, while Mayer and Salovey prioritize think-related actions like solving problems. On top of this helpful viewpoint is Bar-On's way of covering everything related to personal feelings and emotions. Merging these systems gives a complete plan that fits with the special problems and actions of the quick-food business. However, the success of development projects needs a careful understanding of Pret A Manger's company culture and what different roles are needed in the organization. A combined, personalized strategy ensures an improved and developmentally suitable method for people starting the process towards enhancing their emotional intelligence.

Recommendations

1. Integrated Emotional Intelligence Training Modules:

Create and put into use emotional intelligence training modules based on models from Goleman, Mayer and Salovey, as well as Bar-On. These will help people understand their feelings better. Make sure these parts meet the special needs of different jobs in Pret A Manger, and encourage all roles to understand emotional knowledge. This will make everyone better at working together within the company. This training should be easy for everyone to join and have hands-on activities that help you remember better (Gilar-Corbí et.al. 2018).

2. Regular Emotional Intelligence Assessments and Feedback:

Set up a way to check happiness at work and share thoughts often so workers can learn more about getting better at dealing with feelings. Use questionnaires, own evaluations and all-around feedback tools to measure improvement. This never-ending loop will help workers see how their understanding of emotions gets better, find what needs fixing and build a world for endless learning (Ackley, 2016).

3. Virtual Collaboration Platforms:

Use technology to improve working together when we're not in the same place and keep teams feeling like they are connected. Use online shared work tools, video chat systems and message services to make it easy for far-away people to talk right now. Praise these sites for both work talks and online bonding games. This will make a place that helps teams to cooperate better even if they are not together in person (Berente and Howison, 2019).

4. Leadership Development for Emotional Intelligence Excellence:

Give support to training programs for leadership that concentrate on emotional intelligence skills. Teach leaders the ways to show good emotional skills, talk well and create a positive team atmosphere. Leading others can affect how emotional the workplace is. That's why it matters to match what managers do with wanted results for feelings they are aiming at, known as " Emotional Intelligence " (Ugoani, 2019).

5. Recognition for Emotional Intelligence Contributions:

Start a program that praises and gives rewards to workers who often show good feelings. This can help grow emotional intelligence in everyone at the company. This can be connected to messages that the whole company gets, newsletters made inside it or even giving money as a reward. Recognition is a good way to encourage people. It makes them want to work on their ability with emotional intelligence and it also helps create an atmosphere where they feel valued and appreciated (Bakola and Drigas, 2020).

These tips make a plan for raising feelings of smartness, teamwork and togetherness among current workers at Pret A Manger during the COVID-19 pandemic. They also help after it's over. Pret A Manger can create a work atmosphere that encourages high Emotional Intelligence actions among its employees and correlates with its core principles through implementing Emotional Intelligence training, completing regular evaluations, applying online communication tools, giving organisational growth the highest priority, and accepting Emotional Intelligence contributions.

Conclusion

In the end, Pret A Manger's trip from its start in London to acceptance worldwide shows how much it can focus on quality and freshness. It also tells us about their special way of doing things for customers. The company's stress on environmentally friendly practices, good work atmosphere and involvement in the community have made it a top player in the fast-food business. But mostly, its yummy food is what won over customers! With a good name for making food well and worldwide fame, Pret A Manger keeps being the best model for quick snacks that are freshly made. They care about people in their business too.

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Appendix

Poster Presentation

Emotional intelligence

STRENGTH	OPPORTUNITIES
• Work well with the team; • Good communication • Challenging myself with new tasks • Show empathy	• Trust myself and my decision more • Feel certain and confident • Improve my time management • Improve decision making • Meet new people and take inspiration
WEAKNESSES	THREATS
• Get stressed when under pressure • Impatience • Don't try to understand always others point of view	• Don't ask always for help • Take the first step

How and why I apply Emotional Intelligence skill:
I apply Emotional Intelligence skills to develop and establish **relationship at my workplace and personal life** and control them.
Applying the EI will benefit my **mental** and **physical health** and at the same time is helping to apply better **self-management** and increase the **work performance**.
One of the most important benefit for me of applying EI is the **resilience** and **social intelligence**.
Writing down my goals is helping to focus on that and gives me the opportunity to **keep my word** and control my thoughts.



SCORE TEST:
55

How I can improve my Emotional Intelligence:
As I show on my own SWOT analysis, I believe that to improve my Emotional intelligence I should

- **Listen more** other's opinion
- Accept when I am wrong and then **apologise**
- Be calmer and not reacting
- Have a better attitude
- **Think before speaking**
- Know how to **forgive and forget**
- Protect myself from **manipulation**

Academic year: 2023/2024
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