

**Developing Emotional Intelligence Skills For Workplace
(BMSW6106)**

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Investigates the role of EI in the workplace and FAYE Inc. in particular

Emotional intelligence mainly refers to the ability of an individual to recognise, manage and understand the emotions of others. Emotional intelligence plays a very critical role in fostering collaboration and effective communication along with leadership within workplaces like FAYE Inc. which is one of the diverse workplaces. Emotional intelligence can be considered as a vital scheme for achieving workplace success. It specifically helps in leadership roles. It also compasses self-regulation, self-awareness, empathy, and social skills along with motivation which can enable people to manage their emotions and understand the emotions of others in an effective way (Lima *et al.* 2022). “At FAYE Inc., Clarke’s challenges highlight the importance of EI in addressing cultural sensitivity, communication barriers, and employee morale”. This report is going to critically examine the overall role of emotional intelligence as specifically in workplace dynamics it will also focus on the situation of Clarke and it will also introduce broader implications through which organisational success can be achieved.

In order to answer this question it is important to understand emotional intelligence first. In order to define emotional intelligence it can be treated that it is mainly the ability for recognising, understanding, and managing the emotions of others at the same time navigating some interpersonal relationships effectively. According to the framework of Daniel Golman, there are mainly 5 components in emotional intelligence for example self awareness, selfregulation, motivation, empathy, and social skills (Kargeti, 2021). Self-awareness is nothing but recognising the emotional state of an individual and on the other hand, self-regulation is mainly about managing emotions in a constructive way. Motivation on the other hand uses the emotions of others for achieving goals and empathy mainly helps in understanding the emotions of other people. Lastly, social skills are something that helps individuals to build relationships and manage interactions effectively. These components of emotional intelligence are extremely essential in order to foster collaboration, resolve conflict, and for adopting a very diverse environment in the workplace (Carminati, 2021).

The role of emotional intelligence in workplace success

According to sources emotional intelligence contributes significantly to organisation performance for example this type of skill is efficient for enhancing communication it helps in decision-making leadership and even teamwork. There are some major benefits associated with emotional intelligence, for example, improved communication (Jena, 2022). With the help of emotional intelligence, leaders can easily adopt communication styles that suit the diverse employee base of an organisation not only that it also helps in fostering clarity as well as mutual understanding. Another benefit associated with emotional intelligence is in conflict resolution. It has been identified that emotional intelligence can easily enable leaders to address conflict in a very constructive way. It also helps them to empathise with different perspectives as well

as help them to manage emotional triggers (Vrontis *et al.* 2021). Team collaboration is also a benefit that can be achieved through emotional intelligence because emotionally intelligent team members work very quietly to respect each other and the differences of each other and also maintain a very positive relationship. With the help of emotional intelligence, leaders can easily enhance employee morale. For example, managers that have emotional intelligence capable of creating psychologically safe environments in a workplace and they can also make the employees feel valued and supported in an organisation as well.

Challenges faced by a Clerke FAYE Inc.

Clarke has faced different types of issues in the workplace and it illustrates the gaps within his emotional intelligence skills. For example cultural sensitivities are one of the areas of challenges for Clarke. For example, “Clarke’s use of “my love” as a greeting offended female employees due to cultural differences. At the same time this may have been acceptable in Texas, it is inappropriate in the UK workplace context”. From his gesture, it has been identified that he planned to ask the Chinese team members for English names which disregarded their preferences in the context of culture. It is extremely important for management people to address the preferences of the team members. This approach risks alienating the visiting team members.

Another challenge that was faced by Clarke was maintaining employee morale. It has been identified that some of the employees were negatively impacted by the behaviour of Clarke. In this process the morale of the employees were impacted negatively which highlights that large has a lack of empathy as well as adaptability. Arijit leadership style is also considered as a challenge for Clarke according to the case because his strict and hearings to different schedules as well as to everstone for small talk can hinder relationship building with culturally divers team members and it also value interpersonal connections.

Applying different types of emotional intelligence skills for addressing the challenges of Clarke

In order to address the issues faced by Clarke shows that he needs to develop emotional intelligence in certain areas for example he need to develop more effective self awareness. He need to recognise his behaviours and the need it impact others emotionally as well as culturally. For example he need to understand why my love is a perceived by employees in and very inappropriate way in the workplaces of the UK and he needs to avoid this type of mistakes further. Along with that Clarke also need to develop a mode empathy because he is found to be extremely crucial as it helps people to appreciate different types of cultural differences. According to the current situation of Clark he need to respect the Chinese team preferences. In this process you can use meaningful conversation as it can help people to faster collaboration and also helping showing mutual respect. It can even use a small talk that is found to be

essential for building a proper rapper with the culturally diverse team members (Winardi *et al.* 2022). The more cloud will develop adaptability and conflict resolution skills the more he will be able to address the concerns of employees constructively which require activation as well as open dialogue.

Strategies Clarke can use for improving emotional intelligence

He can enhance his emotional intelligence using training programs mindful practices feedback mechanism and through mentorship. It has been identified that participating in different workshops on cultural sensitivity as well as on emotional intelligence can provide class with some practical tools that are beneficial for managing diverse teams in an effective way. Not only that but also he can take mindfulness a training so that he can improve his self awareness and get control over his stress it is a strategy that enable leaders like like for responding in a thoughtful way rather than reacting impulsively.

The broader role of EI at FAYE Inc

Clark has faced some challenges however fostering emotional intelligence across the workforce of this organisation is found to be necessary as it can yield significant benefits for the company as well. In order to discuss the role of this skill in this organisation it can be stated that emotional intelligence can help in enhancing leadership effectiveness. Currently, the leaders of FAYE who have high emotional intelligence can inspire the team members using empathy driven communication as well as with decision-making. Most importantly emotional intelligence is essential at this workplace because it can help in achieving higher employee engagement (Vapiwala and Pandita, 2024). It has been identified that emotionally intelligent managers can easily support the well-being of the employees as they are capable of addressing different issues very proactively and they are also capable of maintaining positive relationships among the employees. In conclusion, it can be stated that emotional intelligence is a very dispensable factor for workplace success at FAYE Inc. People like Clarke need to develop self-awareness, adaptability, empathy, social skills, and conflict resolution skills as it can enable him to manage their team members effectively at the same time respecting the differences of individuals.

Discusses two EI models of your choice that can potentially enhance Clarke's workplace abilities

The challenges that Clarke faced at FAYE Inc highlight that there is a need within him for improving his emotional intelligence skills so that he can address cultural sensitivity, communication barriers along with employee morale effectively. In order to fill the requirement of the section two prominent models of emotional intelligence have been applied that are Daniel Goleman's Emotional Intelligence Framework and the Ability Model by Mayer and Salovey.

It has been identified that a boat these frameworks of emotional intelligence can offer some actionable strategies for enhancing workplace abilities of Clarke.

Daniel Goleman's Emotional Intelligence Framework

As per Williams (2021), "Daniel Goleman's model is one of the most widely recognized frameworks for EI". This model mainly emphasizes that there are 5 key components associated with emotional intelligence that are self-awareness, self-regulation, motivation, empathy, and social skills.



Figure 1: Daniel Goleman's model

(Source: Williams, 2021)

Application of the model for the challenges of Clarke

Clarke is a person that needs to recognise his behaviours because calling female employees my love can impact the employees both culturally and emotionally. It shows that he needs to develop self-awareness for identifying his actions that can be perceived as very insensitive within the context of the UK workplace. There are issues in the self-regulation of Clark as well because of his strict adherence to schedule as well as to small talk and hinder relationship building with team members who are culturally diverse. It is known that self-regulation is extremely essential because it can enable individuals to manage their rigidity and help an individual to adopt different leadership styles that accommodate different types of cultural norms (Long *et al.* 2022). Applying this model it can also be stated that empathy is one of the crucial factors that can appreciate cultural differences. For example, why it is important for Clarke to address the preferences of the Chinese team members has been understood. According to the case study, if a case Clarke is able to understand the cultural values of the Chinese team members then he will be able to foster trust as well as inclusivity in the workplace. Social skills are something that can help individuals to develop better interpersonal skills and it can also help people to get engaged in meaningful conversation with employees

and even with visiting team members (Riaz, 2024). Not only that but also it helps in improving collaboration and employee morale very effectively.

With the application of this model, it has been understood that for achieving collaboration in a workplace motivation is extremely important. For example, “Motivation drives leaders to inspire their teams despite challenges”. It points out that in this way, “Clarke can use this component to create a positive environment where employees feel valued and supported”.

Benefits of the Goleman Model

In order to discuss the benefits of this model it can be stated that this model is capable of promoting adaptability in a wedding diverse workplace environment. Not only that but also it helps management teams to enhance communication and also help them to build relationships with the employees. This model can also help workplaces to encourage in implementing of constructive conflict resolution so that a better environment of the workplace can be achieved.

Mayer and Salovey’s Ability Model

According to the adaptability model of Mayer and Salovey emotional intelligence can be conceptualised as a set of skills that mainly involve understanding, managing, perceiving and using emotions in an effective way (Supramanian *et al.* 2021). Most importantly this model can provide a very structured approach for Clarke so that he can improve his emotional intelligence.

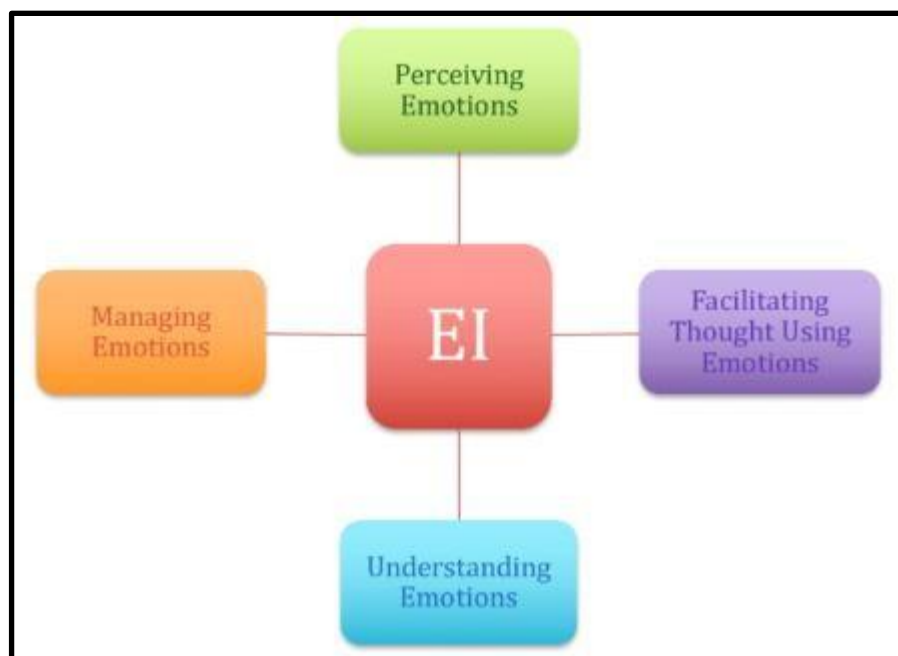


Figure 2: Mayer and Salovey’s Ability Model

(Source: Supramanian *et al.* 2021)

Application of the model for Clarke’s challenge

According to this model, perceiving emotions is very important in a workplace. An individual needs to learn how to perceive the emotions of the team members accurately in case the moral of the team members is affected by the behaviours of the management member. It is extremely

important for people in management to recognise a subtle emotion so that they can help the employees to address their concerns in a proactive way. The application of this model also highlighted the importance of understanding the emotions of others (Mayer *et al.* 2024). According to the model cultural differences are capable of influencing emotional responses and it is extremely important for management people to understand. For example, Clarke needs to understand why the “Chinese team values being addressed by the native names” and how it can prevent misunderstanding.

Benefits of applying the Mayer and Salovey model

There are some benefits associated with the application of this model for example, it provides a step by step approach for developing emotional intelligence skills. Not only that what also by applying this model people in management and focus on both interpersonal emotional management and the emotional management of individuals. The application of this model has helped in enhancing decision making under pressure.

Recommendations for Clarke

- He can combine both the models as frameworks in order to achieve broader leadership traits at the same time for achieving specific emotional skills.
- In order to enhance emotional intelligence he can participate in different emotional intelligence training programs and you can even focus on cultural sensitivity along with interpersonal communication.
- According to the current situation practicing different types of mindfulness techniques can help him to improves self awareness along with emotional regulations.
- He can even see feedback from different employees on a regular basis for refine in his approaches

It can be stated that by integrating these models he will be able to improve his leadership style he can even address some of the current challenges effectively by firsting a positive workplace culture at FAYE Inc.

Discuss the role of culture in understanding EI and mindfulness of employees

Emotional intelligence as well as mindfulness are considered as critical factors that help in fostering a positive workplace environment specifically within culturally diverse work settings. Culture is found to have a significant role for shaping the way individuals express perceive as well as manage emotions not only that it shows how individuals can approach different types of mindfulness practices. In order to answer this it can be stated that workplaces have become extremely globalized, cultural diversity increased massively and these elements have significant influences on communication leadership as well as on interpersonal relationships (Abaker *et al.* 2025). Emotional intelligence along with mindfulness play a very critical role in fostering inclusive and a respectful work environment specifically in times of dealing with

employees based on their cultural backgrounds. According to the case of Clarke at FAYE Inc. cultural differences affect the interactions of a workplace it also highlights the overall need for leaders to adopt the behaviour and communication styles that are found to be aligned with the expectations of the diverse team members.

Understanding emotional intelligence within cross cultural workplace

It has been identified that emotional intelligence mostly refers to the ability of individuals to recognize, understand and manage their own emotions along with the emotions of others. Emotional intelligence is extremely essential “for leaders in multicultural workplaces, as it allows them to navigate different communication styles, workplace norms, and social expectations effectively” (Jiménez-Picón *et al.* 2021). According to the current situation of Clarke the way cultural variations are impacting perceptions of the employees need to be understood in this way he can understand whether his behaviour is acceptable at the workplace or not and it makes in emotional intelligence one of the vital scales within leadership. For example, “Clarke’s use of the term “my love” when addressing female employees might have been considered friendly or harmless in Texas, but in FAYE Inc., it has caused discomfort”. It mainly highlights “cultural differences in workplace communication, particularly regarding gender sensitivity and professionalism”. According to the analysis of the situation a leader who has high emotional intelligence then easily recognizes variations and cultural differences along with that the person can even adjust the language for creating an inclusive as well as respectful workplace environment. According to the preferences of Clarke, there is a strict schedule in the workplace that clashes with the Chinese emphasis division. It has been identified that in Western business culture time management along with directness are mostly valued; on the other hand in Chinese culture interpersonal dismissiveness and social harmony take precedence. It can be stated that “Clarke’s reluctance to engage in the small talk may be perceived as cold or dismissive, which can negatively impact collaboration and trust”. Emotional intelligence mainly requires leaders to be more adaptable and they also need to be considerate regarding cultural differences within professional interactions.

The Role of Mindfulness in Cultural Awareness

Mindfulness is something that involves being conscious and aware regarding the actions, emotions as well as their impact on others. One of the critical components of EI is “helping leaders remain present and attentive to the needs of their employees”. It has been identified that the concern of Clarke is mainly about the issues raised pointing out that “helping leaders remain present and attentive to the needs of their employees”. It has been understood that true mindfulness mainly requires some proactive efforts for understanding and respecting cultural norms even before making any assumptions and decisions (Yan *et al.* 2023).

Developing Cultural Intelligence within EI

Cultural intelligence (CQ) is mainly considered as “an extension of EI that enables individuals to interact effectively in multicultural environments”. In order to develop Cognitive Awareness, emotional regulation, and Behavioral Adaptation need to be achieved. It is extremely essential to understand “the values, traditions, and communication styles of different cultures”. In order to achieve better leadership both emotional intelligence and mindfulness need to be enhanced. It has been identified that an individual can practice self-awareness to reflect on communication styles so that individuals can have a better impact on the employees (Rajaram, 2023). Along with that, adapting communication styles and engaging in active listening can also help in enhancing emotional intelligence and mindfulness in better leadership.

How can FAYE Inc. further harness the benefits of EI and mindfulness among its employees

FAYE inc is an organisation that mainly operates in a culturally diverse environment. In that case making emotional intelligence along with mindfulness essential to foster a positive and an inclusive workplace. This case study mainly highlights some of the challenges faced by the leader Clarke. For example the newly appointed supervisor faces some cultural difference issues and issues because of this communication style. It Is important to enhance emotional intelligence as well as mindfulness among the employees and the leaders of FAYE Inc. and this organisation can implement different types of strategies for implementing EI and Mindfulness.

Implement EI and Mindfulness Training

This organisation needs to introduce very structured training programs for enhancing emotional intelligence and mindfulness for all the employees, managers and even for the supervisors. It is believed that other training programs can help in recognising and managing emotions effectively and it can also help understanding different cultural perspectives along with communication styles (Kadam *et al.* 2021). Most important leader training program can equip the employees with different emotional intelligence and mindfulness techniques hence the organisation needs to promote emotional regulations and strategies for reducing workplace conflicts along with enhancing collaboration.

Another strategy that can be implemented by the organisation is encouraging cultural awareness and sensitivity among the employees. It has been identified that cultural intelligence is one of the critical components within emotional intelligence. Conducting proper crosscultural workshops can help in educating the employees regarding the norms of a diverse workplace.along with that, encouraging cultural awareness helps in developing inclusive communication guidelines which might be beneficial for emphasizing professional and respectful language. Not only that but also this strategy can also help in fostering “an open dialogue where employees can express concerns and share cultural insights. For instance,

Clarke's approach to addressing Chinese employees by English names could be adjusted through cultural sensitivity training, ensuring that names and identities are respected". It is also important for the organisation to promote different mindful leadership practices because this strategy helps in creating self awareness and reflective thinking among the employees; it can even encourage flexibility within leadership styles. Most importantly it accommodates cultural differences in the organisation.

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My Emotional Intelligence Journey: Reflection, Growth & Action

1. COMMUNICATION

Potential Benefit: Improves collaboration and workplace trust

EI Skill: Acknowledge & give constructive feedback

How I Improve: I take time to pause and reflect before responding to others

My Reflection:

I've learned that a well-timed, thoughtful response builds clarity and respect. Clarke's communication style in the case study reminded me of how tone and phrasing can affect others emotionally and culturally. I now make an effort to acknowledge both the situation and how it might be perceived.

2. EMPATHY

Potential Benefit: Stronger relationships with team members

EI Skill: Empathize with others

How I Improve: I actively listen and observe how people respond emotionally

My Reflection:

In Clarke's case, a lack of empathy led to misunderstandings. I've realized that empathy isn't just about listening—it's about tuning into what's unspoken too. I now ask myself, "How might this person be feeling?" before responding or judging.

3. SELF-AWARENESS & ADAPTABILITY

Potential Benefit: Better decision-making and emotional control

EI Skill: Understand/consider other perspectives

How I Improve: I keep a reflection journal and review my emotional reactions

My Reflection:

When I feel triggered or overwhelmed, I've started writing my thoughts down. This helps me recognize patterns and change habits. It's helped me stay more open-minded—something Clarke needed when working with culturally diverse teams.