

Developing Emotional Intelligence Skills for the Workplace

Table of Contents

Introduction	1
Company Overview	1
Concept of Emotional Intelligence	2
Emotional Intelligence in Primark	3
Importance of Developing Emotional Intelligence in Primark	3
Relationship between Emotional Intelligence, Effective Management Communication, and Improved Performance	5
Emotional Intelligence Framework	7
Four Dimensions of Emotional Intelligence	7
Five Components of EQ Model	8
Applying Emotional Intelligence in the Workplace of Primark	9
The Extent of Emotional Intelligence in Meeting the Development Needs of Individual	11
Personal Development	11
The linkage between Feelings and Thinking	11
Personal Development of the Employees of Primark through the Improvement of Emotional Intelligence	12
Emotional Intelligence to Gain Competitive Advantage	14
Conclusion	16
References	17

Introduction

It is not enough for a leader to possess common leadership qualities like intelligence, acumen, determination, and decisiveness to become successful. A successful leader must have a higher degree of emotional intelligence. Not only the senior executives of a business need this quality but the employees from every level of an organisation must have a strong level of emotional intelligence (Caruso and Salovey, 2007). In this assignment the concepts of emotional intelligence, its elements and how those elements can be implemented in Primark has been described. Successful implementation of the ideas of EQ in the organisation helps to build an effective communication network among employees. An employee with higher EQ always tries to know the feelings of others and act that way. By developing the skills, an individual can identify the discrepancies between thoughts and actions which will give them more control over emotions.

Company Overview

Primark also named Penneys, a subsidiary of Association British Foods, is a fast-fashion retailer founded in Ireland by Arthur Ryan on June 1969, the headquarter is situated in Dublin (Primark.com, 2019). After a successful business in Ireland Primark expanded its business in the United Kingdom in 1973. A diverse range of products offered by Primark includes children's clothing, womenswear, menswear, home wear, accessories, beauty products, and confectionery. Now, more than 350 stores are owned by this company. In the mid-2000s, the major expansion Primark happened in the UK (Primark.com, 2019).

Concept of Emotional Intelligence

The capacity to comprehend and handle a person's own feelings and the individuals around him or her is known as emotional intelligence (Feldman and Mulle, 2007). People with a high level of emotional intelligence understand what they feel, what their feelings mean, and how other individuals can be influenced by these feelings (Bird, 2016).

In the past, it was believed that emotion and intelligence are the opposite terms. However, scientists studying emotional psychology have become more interested in cognition and influence in the latest decades (C. Allen, 2013).. The impact of an individual's emotions and moods such as happiness, anger, sadness, and fear on his or her behaviour and decision making (Goleman, 2007).

The concept of emotional intelligence became popular in 1995 through the publication of *Emotional Intelligence: Why it can Matter More Than IQ*, a book by Daniel Goleman. In the famous book, Goleman stated that in anticipating achievement in life, emotional intelligence might be just as essential, if not more significant (Goleman, 2005). He asserted that these psychological skills also performed a significant role in the workplace.

How effectively an employee interacts with others in the organisation is affected by EQ or emotional intelligence (Freedman, 2012). It also enables the manager to manage stress in business by resolving conflicts arise inside or outside of the business environment which eventually enhances the performance of that business (Mersino, 2007).

Emotional Intelligence in Primark

The managers of Primark believe that understanding the feelings of employees will lead them to become more efficient in doing business (Primark.com, 2019). Primark believes that if stakeholders have trouble understanding the objectives of the company, they won't feel interested in working with Primark (Hanbury, 2018). Managing a healthy relationship with others requires self-management which allows one to motivate oneself in all situations. Primark believes encouraging the members of the organization to practice tis skill will ensure

maximum effectiveness in business (Primark.com, 2019). Psychologically smart peers will repeatedly excel in management, coordination, collaboration, and vision as they will have experience in their interactions with employees, organizations, managers, clients, rivals, networking contacts, etc.

Importance of Developing Emotional Intelligence in Primark

In the 21st century, many organisations are adopting psychological concepts to shape the behaviour of their employees for a better outcome. Embracing this concept is enabling them to develop the potentiality of the workforce as well as enhancing the self-awareness of individuals (Caruso and Salovey, 2007).

Successful Interaction among Employees

The workforces of Primark are characterized by a diverse culture where various skills and capabilities of employees blend together. The most important element to make group effort effective is communication, although other skills are also required (Goleman, 2007). Teamwork is about connecting and understanding others and discovering how to develop and retain important interactions; it also includes the capacity of employees to peer-manage and self-motivate themselves which eventually improve their performance and they will be able to contribute to the success of the organisation (Feldman and Mulle, 2007). Emotional intelligence is the core of all these abilities and characteristics and, as a matter of fact, it cannot be exaggerated to influence even the smallest interactions in the workforce (Pahl, 2008).

Fundamental Attribute of Leadership

A leader needs to manage both financial and material resources of an organisation. The most important resource of a company is people and how a leader manage them can determine the achievement of the organisation (Bird, 2016). People management at its core is fundamentally the capacity to regularly show and enforce powerful emotional understanding. The main aspect of emotional intelligence is understanding what makes individuals tick, and how to use it to make a contribution to the team (Caruso and Salovey, 2007). If a leader encourages its followers to contribute to the decision-making process, he or she will be more respected and successful (Mersino, 2007).

Effective Recruitment Tool

For selecting a suitable employee for the organisation, candidates are assessed by HR managers to identify whether they are fit for the position or not (C. Allen, 2013). The stress management quality of each candidate is measured in the interview phase by presenting a unique problem or creating an embarrassing situation to figure out how the candidate reacts (Freedman, 2012). Candidates who will be able to reveal emotional intelligence in their answers to the questions designed by employers for the purpose of assessing the mental fitness of the candidates (Pahl, 2008).

Essential for the Success of Career

Emotional intelligence is the prerequisite quality of an employee for being successful in a career (Goleman, 2000). The relationship among co-workers, understanding own strengths and weaknesses and managing the stress of the workload are the best possible ways to become successful in a career (C. Allen, 2013). An employee may have many degrees, good working knowledge, but without understanding people it won't be possible for the person to be successful in a career (Caruso and Salovey, 2007).

Relationship between Emotional Intelligence, Effective Management Communication, and Improved Performance

The interaction among individuals is a major concern of a leader, as he or she has to earn the trust of followers and it must be ensured that no communication gap exists between the leaders and other employees (Bird, 2016). Emotional awareness comes to action where there is a possibility of social interaction (Freedman, 2012). The effectiveness of management largely depends on the capability of managers to solve complicated community difficulties arise in an organisation (Goleman, 2007). Good managers need to have an excellent knowledge of their own and others' feelings, and they can control their feelings when engaging with each other. Effective communication results in improved performance (Feldman and Mulle, 2007).

Communication awareness enhances the ability of an individual to understand or communicate emotions (Mersino, 2007). A person with emotional awareness will be able to

perceive the emotions of others which eventually helps him to understand how the communication of individuals affected by the emotions (Goleman, 2000).

So, we can see effective management is a result of effective communication and an organisation will be able to establish effective communication if its employees are aware of other's emotional stage and the best way to aware of other's feelings is to know themselves first (Goleman, 2007).

Considering the Feelings of Others

Understanding emotion enables an individual to understand the behaviour of others (Bird, 2016). For example, a colleague may arise a topic to someone that he or she finds no interest. Another example is the supervisor might be angry on his or her subordinates for no reason. If the employees of Primark don't be able to understand the reasons behind these unexpected behaviours, a miscommunication will easily grow up among co-workers and communication gap will exist (Pahl, 2008).

Considering Own Feelings

Just as the emotions of other people can impact the message they are attempting to deliver, so can a person's own emotions also interfere with his or her interaction (C. Allen, 2013). Whenever the understanding of own emotion will be developed among the employees of Primark, they will be able to prevent the interference of those emotions in way of their communication (Lynn, 2005).

Having Empathy

Empathy is the capacity to comprehend and contribute to someone else's emotions (Freedman, 2012). After a person has discovered to acknowledge the emotions of another person, the relation of those feeling with the behaviour can easily be developed (Caruso and Salovey, 2007). The mental pressure of that co-worker can easily be understood if the first employee tries to understand the situation by putting himself in the co-worker's shoes (Feldman and Mulle, 2007). If he does this, then a feeling of empathy will grow into that employee and he will try to talk about it with his co-worker or offer him assistance.

Developing Trust

Effective communication requires the trust-building among the employees working in Primark. By sending the nonverbal cues that match with the words, trust can be earned from others. The difference between verbal and nonverbal communication raises the question of trustworthiness (Feldman and Mulle, 2007). Leaving confusing marks while communicating will make others believe that you are concealing something. Such a confusing situation should be avoided. It's also important to justify the assumptions arise from examining the verbal and nonverbal cues of others (Bird, 2016).

Recognizing Misunderstanding

A misunderstanding occurs when two individuals believe about something they are on the same page, but in fact, they believe about two things in a different way (Freedman, 2012). Miscommunications always occur, but emotional consciousness can help the employees of Primark to prevent misunderstandings which are instigated by confusing emotions (Goleman, 2007). For instance, if your colleague is angry about something, they might speak to you as if they're upset with you, even though they're not. It's hard to resist to move away from this kind of discussion feel like your colleague is furious at you, but that would only lead to a misunderstanding. If you know the reason for your worker's anger, you will understand that it was not your colleagues' intention to hurt your feelings (C. Allen, 2013).

Emotional Intelligence Framework

Emotional intelligence is a collection of abilities that are believed to contribute to themselves and others to the assessment of feelings (Caruso and Salovey, 2007). It can also assist to regulate thoughts and feelings effectively. The prototype of Goleman defines Emotional Intelligence or EQ in terms of five domains divided into four parts (Goleman, 2005). Two of these domains relate to private skills, while others relate to social skills.

Four Dimensions of Emotional Intelligence

There are four branches of EQ according to Salovey and Mayer, the founding father of this concept (Freedman, 2012). These four branches form a hierarchy consists of emotional competencies and capabilities.

- The first dimension is perceived emotion which relates to the ability of a person to diagnose the states, either emotional or physical, of others (Pahl, 2008). Apart from that the ability of a person to express own feelings and needs accurately and distinguish between the honest, accurate and dishonest, inaccurate feelings are also part of perceived emotion (Bird, 2016).
- The second dimension involves using emotions to promote thinking which means diverting and setting priorities in reasoning based on the emotions connected with those ideas, producing emotions which will enable better judgment and understanding, capitalizing on personality modifications so a leader can experience various points of perspective, and using mental states to enhance his or her abilities and creativity in problem-solving (C. Allen, 2013).
- Perceiving the relationship between various feeling and their causes and consequences, understanding the contradiction of complex emotions because of their rapid transitions are included in understanding emotions which is the fourth dimension of emotional intelligence (Feldman and Mulle, 2007).
- The final branch of EQ is managing emotions which refers to the ability of leader or manager being open to both positive and negative feelings, monitoring the emotional state of an individual in the organisation and controlling those feelings to bring a better outcome for the organisation (Goleman, 2007).

Five Components of EQ Model

There are five components in the emotional intelligence model according to Daniel Goleman.

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills

Self-awareness

Self-awareness includes the ability to read and acknowledge your own feelings. It also includes knowing your benefits and drawbacks and feeling confident about yourself (Goleman, 2000). The ability to recognize and understanding own emotions and what factors

direct those emotions and how they affect the way of behaviour is all about self-awareness (Caruso and Salovey, 2007). So, the employees of an organisation must be developed their own emotional states to ace this skill.

Self-regulation

Self-management skills require a feeling of accomplishment, showing sincerity, integrity, and confidence, and being able to regulate destructive feelings (Bird, 2016). Being able to adapt in a different situation, have an optimistic view and recognizing and grabbing the opportunities while they knock at the door are some skills fall under this category (Goleman, 2007). If the employees of Primark practice this competency, it will be easier for them to choose the response of their own emotion. Self-management also includes knowing to re-frame difficult situations into scenarios that are merely challenging (Caruso and Salovey, 2007). Adjusting to these emotional responses can also assist you to handle your feelings better.

Motivation

People with elevated EQs also have more self-discipline in general. In other words, individuals elevated in emotional intelligence are encouraged to earn prosperity, respect, or reputation for inner reasons rather than outward benefits (C. Allen, 2013). For their own private reasons, those with higher EQs are encouraged and work towards their own objectives.

Empathy

Empathy can be described as the capacity to comprehend how other individuals feel and acknowledge how you might feel if you were in their situation at an intimate level (Feldman and Mulle, 2007). It does not imply you are sympathetic, validating, or accepting their conduct just because you can see stuff from their view and understand what they are feeling.

Social Skills

Having a sense of teamwork and collaboration is part of social skills. Social skills enable oneself to develop an effective relationship with others (Freedman, 2012). How to settle disputes also can be learned by practicing these skills. Relationship management is a necessity to be an inspirational leader to others. Those who understand this skill well understand how to direct and inspire others, and use a broad variety of strategies to persuade

others (Ryback, 1997). Relationship governance also includes being prepared, through reviews and instruction, to initiate and guide individuals in a fresh direction and learn how to strengthen the skills of others (Lynn, 2005).

Applying Emotional Intelligence in the Workplace of Primark

Designating the Right Kind of Work to the Right Person

Employees feel motivated if the tasks assigned to them interest them. So, before assigning a task employer need to find out whether the passions of employees are aligned with the nature of the job (Bird, 2016). Procrastination of workers can be reduced if the right tasks are assigned to the right people and the efficiency of doing business will be improved (Feldman and Mulle, 2007). They will feel fewer doubts about their career goals and their own abilities. Employees feel demotivated when they fail to accomplish a task. It makes him raise a question about his ability and skill. Higher emotional intelligence makes a person more balanced in professional life (Goleman, 2007).

Enhancing the Effectiveness of Leadership

The managers and decision-makers of Primark need to apply the theory of emotional intelligence to the workplace for better understanding the needs of employees (Lynn, 2005). If you know the effect of certain choices on your employees, you will handle requirements more efficiently, respond more easily to issues, and act to decrease friction (C. Allen, 2013). Intellectually smart executives hear the issues of their staff without enabling their own emotions to comply with assessments and choices (Goleman, 2000).

Establishing Effective Communication Channel

Applying emotional intelligence requires establishing a communication channel around Primark. To have your point through, create a sale or impact your boss, you will be able to implement convincing strategies and methods (Freedman, 2012). Mentally smart staff are evident when speaking, free from unresolved problems or fundamental intentions. By applying EI with an eye to creating bonds with others that are essential to your achievement, the employees of Primark will succeed to cultivate richer partnerships (Caruso and Salovey, 2007). In addition, EI plays an essential part in team synergy and team-building growth.

Managing Conflict with Ease

The personality-control that you acquire when you practice greater EI concentrations can assist you to prevent many clashes (Goleman, 2007). You can evaluate your emotions and respond to the best possible outcome for everyone with intent. People with elevated levels of EI tend to be more versatile and less likely to be scornful or discriminating towards colleagues. Monitoring feelings of oneself during a stressful situation will make the employees of Primark a better negotiator (Ryback, 1997).

The Extent of Emotional Intelligence in Meeting the Development Needs of Individual

Personal Development

Personal development includes operations that enhance knowledge and identity, create talent and experience, create human capital, and promote employability, enhance the standard of living, and lead to dreams and ambitions being realized (Bird, 2016). Apart from self-learning personal development process includes formal and informal training, counselling, mentoring and managing which requires the role of other people (Caruso and Salovey, 2007). When personal growth occurs in an institutional context, it relates to techniques, projects, instruments, procedures, and evaluation structures that promote human progress in organisations at the personal level (Lynn, 2005).

The linkage between Feelings and Thinking

Suppose a person identifies an unexpected situation that is occurring about which he or she is uncertain it gives the brain a signal to perform some thinking (Feldman and Mulle, 2007). So, feelings represent a demand to mind to perform work. There is a relationship between these two which are described below:

- Thinking is the way by which a person deals with feelings. Thoughts are ways of coping with emotions – methods of thinking our way out of emotions, for example – methods of discovering alternatives that meet the requirements behind the emotions (C. Allen, 2013).
- Thinking can be sumptuous as it may require the rethinking of the same situation if it fails to satisfy the feelings (Freedman, 2012). Thinking about a problem can activate a feeling which is compatible with the situation.

- We need to understand that thinking is just an instilled version of our world cognitive experiences (Goleman, 2005). All ideas have a perceptual format, as distinct from emotions, derived from perceptual pictures. The elements of thought are derived from how we experienced the world (Goleman, 2000). For this reason, it is also called the reality principle.

Personal Development of the Employees of Primark through the Improvement of Emotional Intelligence

It is possible to learn the abilities that comprise emotional maturity at any moment. It is essential to note, however, that there is a distinction between merely knowing about EQ and implementing it to one's life (Goleman, 2007). Just because a person knows what he is supposed to do something doesn't imply he is going to - especially when he is absorbed by the pressure that can circumvent the good intentions of him (Feldman and Mulle, 2007). Developing emotional intelligence is a step in personal development. An employee might have good working knowledge but if he cannot handle the stress properly, it won't be possible for him to become successful in career because the real situation can turn into any direction (Bird, 2016). As we discussed earlier there are five elements that work as building blocks of emotional intelligence. To ace the highest score in EQ, the employees of Primark must nurture the following skills. How each of the following skills can be developed is discussed below:

Self-management

You must be able to use your feelings to create positive choices about your conduct in order to participate in your EQ (Lynn, 2005). You may lose control of your feelings and the capacity to behave carefully and properly when you become incredibly stressed. When people get stressed, their ability to think clearly become compromised. Information about yourself and others can be derived for emotions, but stress takes us to the outside of the comfort zone (C. Allen, 2013). They will be able to create decisions that enable them to regulate reckless emotions and behaviours, handle their reactions in good ways, act, create obligations and adapt to different conditions (Caruso and Salovey, 2007).

Self-awareness

The first step of building emotional intelligence we discussed earlier is managing stress. It is proved that the current emotional condition of a person reflects his previous life experience (Freedman, 2012). The quality and consistency of one's early life emotional experiences often relies on his capacity to handle key emotions such as anger, sorrow, fear, and happiness (Ryback, 1997). How emotions influence the thought and actions of a person can be better understood by trying to connect with the emotions (Goleman, 2007). Answering the following questions will help the employees of Primark to understand the level of connection they have with their emotions (Goleman, 2000).

- Do you feel emotions that flow as your experiences shifts from time to time, confronting one emotion after another?
- Are your feelings followed by sensory experiences in locations like your stomach, neck, or chest that you experience?
- Do you encounter personal emotions and feelings like rage, sorrow, fear, and happiness, each of which is obvious in subtle body language?
- Can you feel extreme and powerful enough to catch your and others ' interest?
- Are you watching your feelings? Do they influence your judgment-making?

Those employees who find the above-mentioned experiences unfamiliar, they may have become reluctant about showing emotions. But building emotional intelligence requires the employees to connect with their own emotions (Caruso and Salovey, 2007). They have to accept their feelings and try to become comfortable with it. Through the practice of mindfulness, they can achieve this.

Mindfulness is the exercise of concentrating your attention purposefully on the current moment and without assessment (Bird, 2016). It will help the employees of Primark to move their mindfulness toward an appreciation of the time, their emotional and physical sensations, and gives a broader view to life. Mindfulness soothes one's down and makes a person more self-conscious in the phase (Freedman, 2012).

Social Awareness

The non-verbal cues of others can be recognized and interpreted through social awareness. These indications let a person understands how others really behave, how their mental state

changes from time to time, and what really matters to them (C. Allen, 2013). An empathetic and socially comfortable employee is able to understand the non-verbal cues while engaging in communication with others (Feldman and Mulle, 2007). Mindfulness acts as an ally between emotional and social awareness. Social awareness requires the presence of the person at the moment when he establishes communications with others (Goleman, 2005).

Relationship Management

Working well with someone is a method that starts with emotional awareness and the capacity to acknowledge and comprehend the experiences of other individuals (Goleman, 2007). Once social consciousness is in play, extra social/emotional abilities can be efficiently developed to make interactions with others more efficient, productive, and satisfying (Lynn, 2005).

- Effective use of non-verbal communication is very important for a person as it is really impossible for someone to avoid sending non-verbal cues to others (Feldman and Mulle, 2007). Trust can be built through the effective use of non-verbal indications.
- His best way to control stress is humour. Laughter lessens the burden and assists someone to think clearly. A balanced life can be maintained by reducing stress and humour allows one to calm down although that person faces a difficult situation (Goleman, 2005). So, the workplace of Primark must be encouraging and filled with fun.
- Conflict is considered as an inevitable element in human relationship. Resolving conflicts helps to strengthen the bonding between conflicting parties. It also helps to build trust (Bird, 2016). It promotes liberty, creativity, and security in interactions when a dispute is not viewed as harmful or punishing.

Emotional Intelligence to Gain Competitive Advantage

People with higher emotional intelligence quotients are easy to communicate as they are skilled in both verbal and non-verbal communication and their listening is better than anyone else (C. Allen, 2013). They don't let the conflicts to become incorrigible as they try to solve as soon as the conflicts arise. These individuals control their responses to ordinary circumstances in the workplace and are able to maintain their coolness whatever happens (Freedman, 2012). High EQ contributors are often modest and unassuming for a company. Indeed, to achieve a marketplace benefit, they should be leveraged (Ryback, 1997). By

following ways cultivating emotional intelligence in the workplace will help Primark to gain competitive advantages in business.

Empathy Improves Communication

Having empathy towards colleagues makes an employee think themselves in someone else's situation. When someone feels the difficulties of other person's, he or she tries to mitigate the severity of the situation (Caruso and Salovey, 2007). Thus, a friendly working environment is established where employees try to accompany each other. The performance of the business is improved and goals can be achieved efficiently.

Ability to Handle Stress improves the Outcomes of Business

When things go bad as they sometimes do, remaining calm, relaxed and collected allows a person to do the reasoning and perform the work needed to get the job done (Goleman, 2007). Employees with high emotional intelligence quotient have a pressure grace that distinguishes them from their peers who remain acerbate all the time (Lynn, 2005).

Improving the Trust among Employees

Diplomacy is a technique that should be developed. It comes to individuals with elevated EQ, of course. A sensitive touch brings confidence among others, and the thoughtfulness and authority shown by someone who is polite are often compensated in exchange by enhanced graciousness and discretion (Feldman and Mulle, 2007).

Collaboration can be improved through the Adaptation Process

Employees with higher emotional intelligence can easily adapt themselves which enhance their chances to be recognized by others (Bird, 2016). Once recognized, through collaborative efforts with their peers, these people can spark the participation necessary to drive winning solutions.

Employee Engagement improves Team Performance

Teamwork is improved by engaging all teams and operating towards the same results (Caruso and Salovey, 2007). Teammates of high emotional intelligence encourage others to do their utmost.

Leadership Ability can be improved through the Practice of the Skills of Emotional Intelligence

People with high EQ are often perceived as natural-born rulers. This is due to their capacity to impact others. Fostering and designing high-quality talent makes it possible for a company to create the management required to set path and handle shift well into the future (C. Allen, 2013).

The above-discussed ways are few compared to the wide ranges of tactics Primark can be utilized to become different in the market in terms of strategy formulation. Organisations need to hire those people who have high EQ and their training and development program should be designed in a way to enhance the emotional ability of employees (Freedman, 2012).

Conclusion

A reliable manager or leader is characterized by emotional intelligence. They know and respond properly to both the subject matter of a message and the underlying psychological and relevant elements that make an organisation's message live (Bird, 2016). The sustainable relationship among employees can be developed through the practice of those skills. A leader is significantly disabled in his or her capacity to interpret and respond to the psychological element of communication and interaction with other staff without empathy (C. Allen, 2013). This failure is going to destroy its efficacy. It takes a lot of time to develop emotional intelligence and commitment. Some of the skills are innate so the person possessing those skills don't have to think much. The executives of Primark should be assessed from time to time to identify the level of their emotional intelligence and provide a proper learning opportunity to ace the skills of emotional intelligence.

References

- Bird, D. (2016). *The leader's guide to emotional intelligence*. 1st ed. United States: Drew Bird.
- C. Allen, J. (2013). *Emotional Intelligence*. 1st ed. Speedy Publishing LLC.
- Caruso, D. and Salovey, P. (2007). *Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership*. 1st ed. Jossey Bass Inc.
- Feldman, J. and Mulle, K. (2007). *Put Emotional Intelligence to Work*. 1st ed. Association for Talent Development.
- Freedman, J. (2012). *At the Heart of Leadership: How to Get Results With Emotional Intelligence*. 2nd ed. Six Seconds.
- Goleman, D. (2000). *Working with emotional intelligence*. 3rd ed. Bantam.
- Goleman, D. (2005). *Emotional Intelligence*. 1st ed. New York: Bantam Books.
- Goleman, D. (2007). *Social Intelligence: The New Science of Human Relationships*. 1st ed. Bantam.
- Hanbury, M. (2018). An Irish clothing chain is suddenly the fastest-growing retailer in America. Here's everything you need to know about it. [Blog] *Business Insider*. Available at: <https://www.businessinsider.com/primark-is-fastest-growing-retailer-in-america-history-details-2018-8> [Accessed 2 Aug. 2019].
- Lynn, A. (2005). *The EQ difference*. 1st ed. New York: Amacom.
- Mersino, A. (2007). *Emotional intelligence for project managers*. 1st ed. New York: American Management Association.
- Pahl, N. (2008). *The role of emotional intelligence in leadership*. 1st ed. Norderstedt: GRIN Publishing.
- Primark.com. (2019). *Primark UK | Homepage*. [online] Available at: <https://www.primark.com/en/> [Accessed 2 Aug. 2019].
- Ryback, D. (1997). *Putting emotional intelligence to work*. 1st ed. London: Butterworth-Heinemann.

