



BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

How Emotional Intelligence Affect generations

Emotional Intelligence

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Introduction

In contemporary organisation, emotional intelligence EI is increasingly recognised as an essential competency for leadership and performance success. According to Mayer, Salovey and Caruso, emotional intelligence is the ability to recognise, manage and use emotions in oneself and others in a positive way. Strong and emotional intelligence help employees communicate, managed their emotion and make better decision, which improve workplace relationship and organisational outcomes. Leaders with high emotional intelligence demonstrate empathy, adaptability, and effective communication skills, which are essential for motivating teams and managing organisational changes. (Goleman, 1998).

By improving self-awareness and emotional regulation, mindfulness play a significant role in the development of emotional intelligence. According to Kabat-Zinn (2003), mindfulness is defined. This mindfulness is defined as being aware of the present moment without judging it, allow people to better identify and manage their emotional reaction and the professional settings.

Understanding Emotional intelligence

Daniel Goleman's Model

According to Goleman's model, emotional intelligence refers to the ability to identify and manage one's own emotions, as well as the emotions of others. Generally, emotional intelligence is considered to encompass several skills: namely, emotional awareness, that is, the ability to identify and name one's own emotions; the ability to harness these emotions and apply them to tasks such as thinking and problem-solving; and the ability to manage emotions, which includes both regulating one's own emotions when necessary and helping others to do the same (Psychology Today, 2019). Daniel Goleman introduced five components of emotional intelligence: Self-Awareness, Self-Regulation, Motivations, Empathy, and Social Skills. These five components of Emotional Intelligence can affect positively or negatively an individual or organization, and to have control of those emotions, a person must first know themselves, know what causes them stress, what motivates them, how to deal with other people, whether at work or not. Below we will understand the five points described by Daniel Goleman (Channell, 2025).

Self-Awareness

The foundation of emotional intelligence is self-awareness. It involves recognizing and understanding one's own feelings, motivations, values, strengths, and weaknesses. This essential element allows people to see themselves clearly and understand how their emotions and behaviours impact others in society. As the basis of all other emotional intelligence skills, self-awareness essentially consists of having a deep and accurate understanding of oneself, that is, having self-knowledge. Self-awareness is important because it allows a person to recognize their emotions, that is, to understand what they are feeling at the moment and why, to know precisely their strengths and weaknesses, and to analyse areas that should be improved (Bhandari, 2024).

Self-Regulation

The ability of an individual to control and manage their own feelings, impulses, and behaviours is known as self-regulation. The capacity to remain firm in behavioural or logical terms, to think and act with clarity and responsibility, is important for professional or even personal success. People who have greater mastery over self-regulation are better able to cope with stress, thus avoiding acting impulsively and maintaining constructive and healthy relationships with others.

Motivations

Motivation, according to Kendra Cherry (2025), is the psychological force that explains an individual's actions. Motivation is what drives people to act in certain ways, such as maintaining an exercise routine, focusing on work, or seeking a promotion. In short, motivation causes you to act in a way that helps you achieve your goals. The biological, emotional, social, and cognitive factors that drive human behaviour are all included in this motivation (Cherry, 2025).

Empathy

In simple terms, the ability to understand what other people feel is called empathy; that is, the capacity to put oneself in another's place to better understand what others feel. In my particular case, and especially at work, I put myself in the shoes of many of my colleagues, and that way I easily understand the situation they are in, making it easier to resolve work-related issues.

Social Skills

The ability we humans have to interact, communicate, and form relationships with other people effectively is known as interpersonal skills. These skills are quite important for conflict resolution, leadership, and teamwork. Healthy communication, influence in conflict resolution, and teamwork are just some of the behaviours and skills included in social skills. Strong social skills allow people to connect with others, develop trust, and foster a positive and productive environment in both personal and professional contexts.

The Emotional Intelligence model described above according to Goleman, now let's understand the components of the five different types of emotional intelligence:

Self-Awareness: Self-control, Innovation, Adaptability, Conscientiousness. And to develop this practice of self-control it is necessary to do some meditation, to practice reflection, that is, to analyse these emotions and what causes them. Seeking feedback from family, friends or colleagues.



Source: Morgan King

Self-regulation: Improve Emotional stability, enhance relationship, better decision-making.

Motivation: Enhance productivity, Increase satisfaction, optimism, commitment.

Empathy: Enhance communication, reduce conflicts, improve teamwork.

Social Skills: Increase influence, enhance personal well-being, career success.

Terry Wiedmer Model

According to Wiedmer, the ability to recognize, understand, manage, and influence one's own emotions or the emotions of others is defined as emotional intelligence. His model emphasizes how emotions affect leadership and even personal growth. This model is important because it enables individuals to recognize their own emotions and the emotions of others. It helps them control difficult situations such as arguments or management. Furthermore, it motivates individuals to achieve their goals, whether personal or professional, and also allows them to put themselves in others' shoes to better understand them. Finally, it facilitates relationship and management.

Importance of Emotional Intelligence in the workplace

The importance of emotional intelligence (EI) in leadership, communication, teamwork, and organizational culture is increasingly recognized as a crucial component for workplace success. Its influence on decision-making, conflict resolution, employee engagement, motivation, and leadership effectiveness justifies its importance in the workplace. The multifaceted concept of emotional intelligence (EI) describes how workers perceive, understand, control, and use emotions to improve productivity at work. A useful framework for assessing EI skills in organizational contexts is provided by Wiedmer's Emotional Intelligence Framework. Using established theoretical models such as Goleman's Mixed Model, Bar-On's Social-Emotional Intelligence Model, mindfulness-based stress reduction (MBSR), and management by direct observation (MBWA), this assessment critically analyses each component of emotional intelligence (Price, 2023).

How Leaders Can Use Emotional Intelligence to Achieve Goals

It can be particularly challenging for middle managers. They must balance competing demands from their superiors and subordinates in addition to producing results. They frequently bear a heavy emotional load as they support their teams and put strategy into action. In order to effectively oversee their superiors, managers must possess emotional intelligence in order to understand circumstances, modify their communication methods, and establish solid bonds. However, these are frequently abilities that managers have not acquired in prior positions. Many managers may not have acquired the so-called "soft skills," like emotional intelligence (EI), required to succeed as leaders, despite having achieved success as highly skilled individual employees.

Leaders with high emotional intelligence can use their emotional intelligence skills to inspire, engage and motivate their teams by driving better performance and achieving organisational goals. Below are some ways in which emotional intelligence can be used positively by leaders.

Build Strong Relationships: By exhibiting empathy and social awareness leader with emotional intelligence are able to cultivate good relationship with their staff. Leaders foster respect and trust when they comprehend and acknowledge the thoughts and the feelings of their team members. Establishing a collaborative and transparent workplace where people feel comfortable sharing ideas, taking chances and innovating requires Trust (Goleman 1998). Higher levels of creativity, innovation and eventually goal attainment can result from this productive workplace.

Effective Communication: Leaders with high emotional intelligence are skilled communicators who can adjust their style to meet the needs of different individual. They can interpret verbal or nonverbal cues which help them manage sensitive conversation, provide constructive feedback and resolve conflicts efficiently. Clear and empathetic communication ensured that team members are aligned with organisational goals, which is crucial for achieving targets.

Conflict Resolution: In in workplace conflicts are inevitable, but emotionally intelligence leaders can handle them in a way that foster positive outcomes. Leaders who can manage

their own emotions and understand others' emotional reaction are better equipped to mediate disputes and find mutually beneficial solution. By managing conflict effectively, leaders prevent disruption and maintaining a harmonious work environment, allowing team to focus on their goals.

Motivate and Inspire Teams: According to Stimpson 2025, emotional intelligence leaders are attuned to the emotional needs of their employees, enabling them to inspire and motivate teams in meaningful way. They understand that motivation is not solely about external reward but also about creating a sense of purpose and connection to the organisation's vision. Leaders who exhibit high level of self-motivation and enthusiasm are more likely to instil these qualities in their teams, driving commitment and goals-oriented behaviour.

Adapting to Changes: In times of transition or disaster, leaders with emotional intelligence are able to maintain composure and effectiveness. By offering emotional support and encouraging optimism, leaders with high EI are able to manage their own emotions and help their teams adapt to change. This flexibility is especially crucial when organizational goals need to be modified in response to internal difficulties or market realities. An emotionally intelligent leader fosters resilience, helping teams remain motivated and focused on adverse conditions.

Employee Engagement and Retention: Leaders with high emotional intelligence foster an environment where employees feel valued and understood. When employees perceive that their leaders are sensitive to their emotional needs and well-being, they tend to be more engaged and dedicated to their work. Employee engagement increases productivity, loyalty, and the likelihood of long-term success for the company.

Enhance Decision-Making: Strong emotional intelligence enhances a leader's ability to make thoughtful and balanced decisions. They can make decisions with clarity and reason because they are able to understand and control their emotions. Emotionally intelligent leaders can make judgments that are not only productive but also empathetic and mindful of the effects on their teams, considering both rational and emotional aspects (CJPI 2024).

Emotional Intelligence VS generations

To understand how generations behave over time, we must understand the various social conditions that have shaped generations throughout history, such as wars, economic conditions, and other social events experienced over time.

Below I will describe the generations to facilitate the manager's decision-making regarding the recruitment of new employees.

Traditionalist Generations (Born 1928 -1945)

The Silent Generation, or Traditionalist Generation, was born during or shortly after World War II and the Great Depression. They prioritized stability, diligence, and reliability in both their personal and professional lives as a result of the economic hardship, social unrest, and postwar recovery that characterized their early years.

Consistency, loyalty to employers, and an organized and disciplined approach to work are generally valued by traditionalists. They often seek long-term security and routine in their lives, preferring stability to change, as they were raised in a period of economic instability and a need for resilience. They typically have a strong work ethic that emphasizes tenacity and commitment and believe that career advancement can be achieved through the constant accumulation of experience and responsibility. Traditionalists are seen as trustworthy, deferential to authority, and dedicated to maintaining a stable and predictable work environment. They are less likely to accept rapid change and are more likely to reject modern trends unless they are long-term safe and beneficial (Wallenfeldt, 2025).

Baby Boomers (Born 1946 -1964)

The post-World War II economic boom, a period of prosperity and profound social transformation, is when Baby Boomers were born. This generation is frequently linked to responsibility, career-mindedness, and a wealth of knowledge. Boomers typically place a high priority on financial security, job stability, and career advancement, all of which were crucial during a period of unheard-of economic expansion.

They are renowned for their commitment to long-term objectives, strong work ethics, and loyalty to organisations. In the workplace, many Baby Boomers place a high importance on interpersonal relationships and face-to-face communication. They also frequently mentor younger staff members by sharing their expertise.

Millennials (Born 1981 – 1996)

Millennials, also known as Generation Y, are highly connected and tech-savvy because they grew up during the rise of digital technology and the internet. However, they also tend to be cautious with personal information, primarily due to privacy concerns in an increasingly digital world. Millennials are known for having a competitive mindset and often pursue professional and personal success through creativity and flexibility.

Millennials highly value careers with purpose and have higher expectations of their employers in terms of social responsibility, personal growth, and work-life balance. While they adopt new technologies quickly, they are also aware of the risks that come with life in a digital world

Generation Z

The first generation to grow up with smartphones, social media, and continuous internet access is Generation Z. Influenced by economic uncertainty and the growth of the gig economy, they adopt a pragmatic approach to work, often focusing on prudent savings and investments. Despite being proficient in technology, Generation Z members tend to be frugal with money and prefer saving for the future rather than indulging in instant gratification. Due to the demands of living in a fast-paced and highly connected world, this generation is also more prone to anxiety, which impacts their mental health. However, Generation Z is often characterized as resourceful, resilient, and adaptable in the workplace, and expects employers to prioritize diversity, inclusion, and mental health (Thompson, 2022).

I should also mention that this same Generation Z, due to their anxiety and economic frustration, has already been responsible for overthrowing some governments, with the government of Nepal being the first to be overthrown. This same generation has even overthrown a European government, specifically in Bulgaria (Welle 2025).

Once generations are analysed, it becomes easier to decide, in the recruitment process, which candidate is capable of meeting the needs of the company or organization, and the manager should choose the right candidate for the right task.

Conclusion

The multifaceted concept of emotional intelligence is crucial to both organisational success and employee productivity. Employees can enhance communication, resilience, and teamwork by incorporating elements like self-awareness, self-regulation, empathy, and relationship management. Critical evaluation emphasises the need for ethical application and organisational support, even though established EI models offer useful frameworks for comprehension and development. A strong method for enhancing emotional intelligence skills that support both personal well-being and strategic organisational goals is to incorporate mindfulness practices.

In other hand the effectiveness of Baby Boomers and Traditionalists in the workplace largely depends on their emotional intelligence. For Traditionalists, emotional intelligence (EI) is primarily linked to maintaining stability and controlling emotions in order to ensure long-term reliability and commitment. The professional ambition and extensive experience of Baby Boomers are closely linked to their emotional intelligence (EI), allowing them to guide and lead with clarity and empathy. Understanding and utilizing emotional intelligence across generations will be essential to fostering intergenerational collaboration and organizational success as the workplace continues to transform.

Recommendations

To leverage emotional intelligence in the workplace, a leader must be communicative. That is, creating connections and building strong relationships with colleagues requires the ability to resolve conflicts. Being flexible means having the capacity to put oneself in others' shoes to better understand what subordinates truly feel, thus enabling the analysis and easy resolution of conflicts that can generally occur in the workplace. If employees have low emotional intelligence, results and objectives may be thwarted.

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