

UNIVERSITY OF WALES
Trinity Saint David
London

Level 6 BA (Hons) Leadership and Management Skills in the

Developing Emotional Intelligence Skills for the Workplace

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I. Introduction



Diagram: from Print in Time

“Print in Time” was founded by John Pawson, a local Englishman who lived in East Grinstead. The company has been in business for approximately 15 years. The business was formerly located 6 blocks away from its current location on London Road with 6 different departments and 6 employees (printing department, framing department, T-shirt sign design printing, embroidery department, IT/designs department and accounting department).

The lockdown of all businesses, during the COVID-19 pandemic, affected the whole country and the economy. The company was forced to downsize to a smaller unit, with only 2 staff left to run the business. A year ago, a new owner bought the business, and it is now registered under the name of Guy McQuade. Since taking over, the new owner has implemented changes to the business, and they have grown to 5 staff in total, with the majority of the aforementioned departments reinstated.

How the environment affected businesses

During the lockdown, there were a lot of negative effects on businesses, such as many companies being out of operation. There was a shortage of infrastructure, product shortage and people being laid off from their workplace. In some companies, workers had to have permission cards to travel 50 meters away from their homes. Most people had to stay at home which led to a good number of people suffering emotionally.

However, some positive results occurred, according to the Bank of England findings: clean air, in 2020 the annual mean of NO₂ concentration decreased by 23% in comparison to 2019, a reduction in environmental noise levels (observable across 11 sampled locations of 5.4dB Leq, and a substantial reduction in air pollution (48%).

Company Statement

Mission Statement of Print in Time

At Print in Time, located in the heart of Southern England, our mission is to bring your stories, memories, and visions to life through exceptional printing and framing services. We are dedicated to delivering the highest quality craftsmanship, personalized service, and innovative solutions to meet the unique needs of our customers.

Our commitment is to:

1. Excellence in Craftsmanship: We combine traditional techniques with modern technology to produce prints and frames that are not only beautiful but also built to last. Every piece we create is crafted with meticulous attention to detail, ensuring it meets the highest standards of quality.
2. Customer-Centric Approach: We believe that each project is unique, just like the stories behind them. We take the time to understand your needs and provide personalized advice and solutions to help you achieve the perfect result, whether it's for your home, business, or special occasion.
3. Sustainability and Local Support: As a proud Southern England business, we are committed to supporting our local community and preserving the environment. We source materials responsibly and work with local suppliers whenever possible to reduce our carbon footprint and strengthen the regional economy.
4. Innovation and Creativity: We are passionate about the art of printing and framing, constantly exploring new techniques and materials to offer our customers the latest trends and creative possibilities. Our mission is to inspire and empower you to express your individuality through our products.
5. Community Engagement: We believe in giving back to the community that has supported us. Through partnerships with local artists, schools, and charities, we aim to promote creativity, education, and social well-being across Southern England.

At Print in Time, our mission is to help you preserve and celebrate the moments that matter most, with quality and care that you can trust.

II. Emotional Intelligence Models that Will Underpin this Report

This report is about Emotional Intelligence and well-being in the workplace, discussing the importance and the effectiveness of EI, EQ and Wellbeing in the workplace and how it relates to clients and customers.

In addition, the report will also cover how the Modules relate to the company being used.

Finally, the different components of EI and Wellness Being will be used to examine parts of the report about the workplace by applying Goleman's Model. David McClelland's Framework of Emotional Intelligence and Bar-On Emotional Inventory of Emotional Intelligence.

The report is done to cover the impact of developing Emotional Intelligence (EI) in the workplace. Emotional Intelligence could also be Emotional Quotient (EQ), the ability to understand, use and manage one's own emotions positively to relieve stress, communicate effectively, empathise with others, overcome and defuse conflict (Bar-On,1997).

III. Applying the key EI models to the chosen organisation

1. Goleman's Model



Diagram: by GovLoop

The components of Goldman's EI

- **Self-awareness (recognition)**

Emotional self-awareness this point relates to having an accurate self-assessment and having self-confidence. Self-awareness also relates to the degree an individual recognises and assimilates emotions and has a sense of what one does about those moods and the effect of the emotions of people around us. It is knowing one's emotions, understanding how one feels, knowing when to react and how to react. (Goleman, 1995).

An employee has an awareness of what they do and how they go about doing it, for example how they relate to customers. A few days ago, a customer came into the shop to print some documents (more than 100 pages), and there were 3 folders of about 30 individual documents. This job would ordinarily take 2 hours to complete but we only had 20 minutes prior to closing. At first, I became frustrated and showed this by asking the customer why they came so late if they wanted the printing to be carried out by the end of day. Immediately after, I looked at the situation and recognised that I was being emotional towards the customer, so I took a deep breath and asked if it was possible to come back the next day to collect the completed job. She said yes, paid for the job and took the ones that were already printed and left.

- **Self-Management-(social)**

Self-control has to do with transparency, adaptability and an achievement drive. This factor also relates to how the individual manages themselves given the emotional situation. On this point, they must have self-control, be fair and cope with change, manage conflict, diffuse difficult or tense situations, know how one's actions affect others and take responsibility for their actions.

- **Social Awareness - Social (Regulation)**

Empathy, organisational awareness and service orientation.

This aspect of EI relates to communicating with others, using one's emotion, understanding oneself, and others, whilst interacting on a day-to-day basis. One should have some social skills at hand, such as active listening, verbal communication skills and nonverbal communication skills. (Birt, (2024)

For example, I observed an interaction with a regular customer I had not personally had any interaction with. My work colleague welcomed this customer and I noticed they were using no words to communicate. Instead, written instruction would be written and further clarified by further written instructions. It turned out this customer had no hearing and this was the way he would carry out his request in

person. Non-verbal communication, such as nodding, writing, pointing, smiling and eye contact were all points of communication and empathy was fully employed by each until the service was completed. The customer left satisfied, much like any other.

- **Environmental vitality (what makes the environment volatile)**

One also needs to have the ability to understand and feel for others otherwise they can feel neglected and possibly become upset. If one maintains their awareness of other's emotional needs this can help them respond to interpersonal emotional situations. Empathy, couple with excellent customer service would create an ideal work environment.

- **Relationship Management (Regulation)**

This component refers to inspiring others as a leader (setting targets, agreeing on goals and allowing them to develop and grow as leaders). This component also refers to the leader influencing the team positively in the EI situation. They are committed and take the initiative to create bonds within the group, encouraging teamwork and collaborating within the organisation. (Goleman, 1995).

For example, my partner would look at the various jobs which came in for the day, would assign the jobs according to the employee's capacity to carry out the task, setting a target for when the task should be completed by in order for the customers to collect their job.

At the end of the day, we have a meeting and each employee goes over how they did for the day, with their given task, and if any help is required to complete the tasks. He takes the initiative to inspire everyone in creating bonds amongst the employees, encouraging teamwork and a commitment to meeting their goals.

2. Davide McClelland's Framework

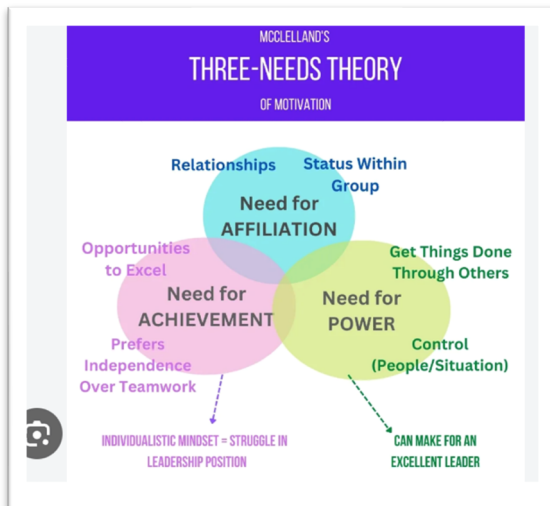


Diagram: by Management works.

David Clarence McClelland an American psychologist was noted for his Motivation Need Theory. (1961)

- Davide McClelland demonstrated that competencies work at a group level and not singly. McClelland ascertained that no one characteristic could produce an effect on its own but a combination of competencies would be more effective. He also stated that people are trying to find the best effective competencies of individuals for their businesses but in some cases, the task has been achieved by individuals with different combinations of characters.
- It is found that when the group is mixed up with different characters, they often lead to achieving the given task successfully. For example: in year 1 at the university, we had to team up to create a presentation, there were 6 of us in the group, we applied the Six Thinking Hats theory, (the Whit Hat, Red Hat, Yellow Hat, Black Hat, Green and Blue Hat). Everyone had a part to play in the presentation, and we all did our part. We practised from the first day that we were assigned to the group. The White Hat got facts and information about the tasks we needed, the Black Hat challenged that information asking why we should present it differently, and the Yellow Hat brought positivity to the group. After we had passed through various stages and with a combination of characters and competencies, we succeeded in our given task on the presentation day. (De Bono, 1999)
- McClelland called the various combinations of competencies working together “a formula for success.” A set or a group of these competencies have to work together to demonstrate the proficiency of a cluster. Filling this criterion is important for businesses in recruitment and looking for the best-skilled talents for their business. That the individual would have the best emotional intelligence skills, like adaptability, creativity and resilience at the workplace. (McClelland, 1961)

3. Bar-On's Model of Emotional Intelligence,

Components	Sub-Components
Intrapersonal	Self-Regard
	Emotional Self-Awareness
	Assertiveness
	Independence
	Self-Actualization
Interpersonal	Empathy
	Social Responsibility
	Interpersonal Relationship

Diagram: By Research Gate

- **Intrapersonal Skills.**

There are various components which explain these intrapersonal skills as given below.

Self-Regards: Being able to see accept oneself and understand that one is good. Emotional

Self-Awareness: Being able to understand one's feelings. Assertiveness: when one can show

and express their feeling, belief, and their thoughts to defend one's rights in a civilized

manner. Independence: the freedom to think freely, one has self-direction and can control

one's thinking and emotions. Self-Actualisation: This is when one can realise their potential

capabilities. Empathy: when one can see and understand the feelings of others around them.

Social Responsibilities: able to show oneself in the group or community, supporting and being constructive of one social group.

- **Interpersonal Skills:**

This is a relationship and the ability to maintain understanding amongst person-to-person

giving and receiving friendliness. Reality Testing: when one can understand what is real for

them and what is around them, this has to do with not being aware of their environment. One

can manage them better when one establishes oneself in their environment. Flexibility: when

one can manage their feelings, thoughts, their behaviour according to what they are doing

and to what they are faced with, creating a positive effect around them. (Bar-On,1997)

For example: An employee's partner has recently not been doing well and was admitted to

the hospital. She had to miss some days off work to look after him. She looked at the

situation and understood that she could not make it to work the first few days, then when

she returned from the hospital, she sent an email asking if she could be off one week to look

after her partner who was ill. After looking at the situation, the manager sent an email

approving this request and replaced her with another staff member for during that week.

- **Stress Management**

This has to do with one having the ability to see a problem and see how to manage and solve it by creating an effective way out of the problem. One can withstand and manage stress without getting emotionally involved but coping well with the stress. This point also has to do with one's capacity to withstand or pause the urge to take drastic actions which are not constructive.

- **General Mood**

One is being optimistic about life and maintaining a positive attitude towards the task even when it seems negative. This point also expresses one having the capacity to express joy and be able to feel satisfied with oneself and also with others.

vi. Why is Emotional Intelligence important in the workplace?

- Emotional intelligence is important in the workplace because a person can perceive, reason with, understand and manage the emotions of oneself and others. When one can manage emotion it guides and help people, and it helps one lead a happier life and be successful.
- When one understands non-verbal communication, they have the chance to fix situations before they get worse. For example: if a colleague is displaying a sign of sadness one can take them aside and find out what is wrong and offer empathy. (Ei matters, 2022)
- Be self-aware of personal emotion: one can use this skill to manage one's emotions before they create an unwanted situation, for example, if one had a rough night, the following day you might want to take it easy and put your attention to more positive things.
- Improve your efficiency: when one is empathetic and understands other's emotions, one can make decisions with ease, they can complete the task at hand.
- Encourage others to develop strong interpersonal skills: Emotions are contagious, and showing correct motivation, empathy and teamwork would inspire one's team to follow along. (Birt, 2024)
- The absence of strong customer relationships may be due to factors beyond emotional intelligence, such as a lack of training or clear customer service protocols. Most small businesses hire someone and give them training regarding the business and have them start on the spot.
- The publication of research on emotional intelligence (EI) has steadily increased over the past 30 years, with distinct stages of growth. Initially, there were relatively few

studies due to the controversy surrounding EI. However, from 1997 onwards, there was significant growth, particularly with the introduction of new EI models. This led to increased focus on the concept and dimensions of EI, resulting in a surge of publications during the burst stage from 2008 to 2020. (by the Frontiers Psychology)

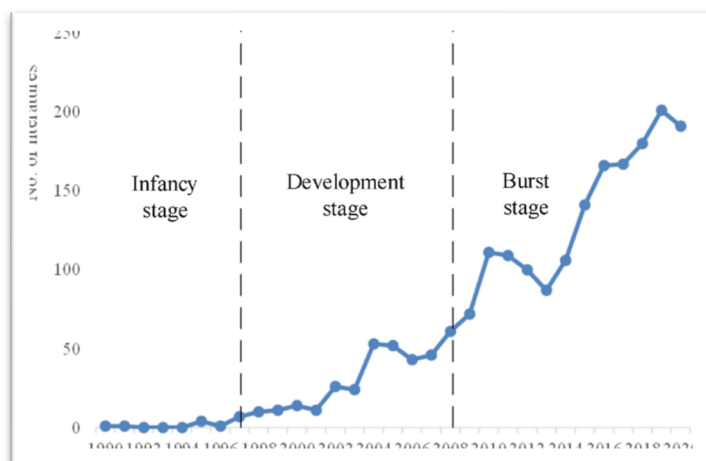


Diagram: by Frontiers in Psychology

v. Benefits of Emotional Intelligence and Mindfulness at Work

- People who are emotionally intelligence are inclined to handle stress better. It helps them to handle stress and pressure more effectively. While they are aware of their own emotions and can regulate them, they can remain calm and composed in high-pressure situations. (Goleman and Lippincott,2017)

For example: I had a situation at work where I was trying to instruct a colleague on completing a task on the computer. She became very emotional which was stressful as I could not assimilate how the instruction elicited this type of emotion. I told her to go and have a cup of tea and we can continue our conversation. I was aware of the situation and applied self-control and empathy, I thought to myself how can I handle this problem, and after a cup of tea we resumed the coaching, I told her that the management had decided to give her more responsibility and that is why we are going through the coaching session.

- They have good production records and effectively manage their work.

For example: My partner worked with a company for 5 years. Over the years he attended various professional training and became one of the managers in the organisation, at a point he became the spokesman between the company and the staff as the staff were going through an economic hardship and the wanted a pay rise. He

managed the situation well, using EI and EQ and at the end the staff got a pay rise and then they focused on their duties effectively.

- They create bonds with co-workers and encourage teamwork. Organisations are recognizing the value of hiring and developing EI individuals who can effectively navigate the complications of the modern workplace. For example: in the case study of the NHS, the management had to make some changes by sending the Manager “Phillipa” for special training to manage the complexities which arise with her teammates, because they recognised the effectiveness and the importance of EI in the workplace. It is understood that EI is increasingly becoming valuable for the success of the organisation.
- They foster stability and continuity in the workplace. One of my colleagues from my previous place of work, her job title is the HR manager, she has been with the company for more than 15 years. This lady regulates her own emotions, understands the emotions of others and finds mutually beneficial solutions to settle disputes when there is any conflict amongst her colleagues. She uses her EI and Mindfulness to understand and appreciate her team’s diverse perspectives and experiences. (Goleman and Lippincott, 2017)
- The team must build strong connections with customers and display genuine empathy while addressing their concerns. Failing to understand and acknowledge a client’s specific goals and requirements can lead to dissatisfied clients and missed business prospects.

vi. Advantages of EI at the Workplace

- Emotional intelligence helps to manage stressful situations by negotiating and resolving conflicts.
- When one manages themselves well by learning EI they can potentially live a happier life and live better with their co-workers.
- They are optimistic, they look at the brighter side of the situation and maintain a positive attitude toward their colleague and customers.
- They can manage stress without falling apart and they cope well with stress.
- Emotional Intelligence can aid one to identify and manage problems to resolve the situation.
- For example, a customer came to print some documents at the shop so my colleague showed them the email address to send the documents to, after a few seconds the customer said you should have received the document. My colleague could not find the document so asked the customer if they had sent it. The customer was getting offended by the question not able to control their emotion. They answered abruptly, so in order to pacify the customer, she showed him the computer to see the email inbox. At this point, his temper got worse and he wanted the employee to know he had

wasted some time being there. At this point, I interjected and checked to see if the email address was correct. It was not, this was corrected and then the email came through. The transaction was completed and he thanked us and paid.

vii. Disadvantages of EI in the Workplace

- If one is not able to identify where a problem came from, this could create upset within the business and among the employees.
- One should be able to perceive emotion otherwise one could have problems dealing with customers and colleagues.
- One should be able to facilitate thought by being able to feel, use and able to communicate those feelings, if one is unable to communicate those feelings one might create an upset within oneself and with others.
- A manager not understanding emotional information on how to combine and progress through relationships could have a high employee turnover.
(Mayer, Salovey, and Caruso, 2002)
- The team must build strong connections with customers and display genuine empathy while addressing their concerns. Failing to understand and acknowledge a client's specific goals and requirements can lead to dissatisfied clients and missed business prospects.

Recommendations: how can employers train and develop their employees to make EI workforce through Mindfulness practice?

- The mindfulness practice would be used for implementing "Print In Time" values by coaching the employee who has been assigned to take part in the coaching sessions.
- The first meeting would be to explain what the coaching session would be about, what program is going to be applied and what is the target goal we are trying to achieve. Then set up a feedback session for review so we meet once a week to practice the Mindfulness session and get some feedback from the employees.
- Going over what Mindfulness step with the employee. Mindfulness has to do with a way of moving one's attention and looking inward to notice your thoughts, your feelings and what actions you take without being disturbed or being judged. Having the employee practice shifting their attention inward and observing their thoughts and feelings. Then ask them for feedback on what experience they got from doing that.
- The next point is to ask them to focus on their breath, by noticing when their mind wanders that they should bring it back and focus on their breath. Then ask for feedback on what experience they got from that practice.

- Practising their ability to concentrate strengthens, at which point we will move on to the next step, which is to shift their attention to noting their inner experience without getting lost at any point in their day.
- The coaching sessions will take 4- 6 weeks until the employee gains the ability to practice mindfulness with ease.

The benefits of Mindfulness Print in Time.

- Stronger relationships with superiors, peers, and subordinates
- Improve productivity at the business.
- Better project results
- Improved crisis management.
 - Positive performance review. (Goleman and Lippincott,2017)

How Mindfulness Relates to EQ

- Have the employee take an EQ assessment and some coaching sessions before participating in the coaching and practice of Mindfulness session.
- Have them practice role-play modelling of another leader they admire by rehearsing how they can handle Emotional conflict when it arises.
- From my understanding, mindfulness is derived from components of EI and EQ and when practised it will have the most impact on one's business Goleman, D. and Lippincott, M. (2017).

Summary

In summary, the report begins with an introduction to “Print in Time,” a printing and framing business located in West Sussex. It includes my company statement, an overview of my report, and an explanation of the different models used, such as Goleman’s model, Davide McClelland’s framework, and the Bar-On model of emotional intelligence. The report delves into the theories behind these models, discusses the importance of emotional intelligence in the workplace, and explores the benefits of intelligence and mindfulness in the professional setting, as well as their respective advantages and disadvantages.

Furthermore, it provides recommendations for Print in Time on how the business can develop a strong, positive customer relationship by providing coaching sessions for the employees.

Lastly, it explores the relationship between mindfulness and emotional quotient.

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Attachment:

The presentation was done in week 9 in class.



UNIVERSITY OF WALES
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EMOTIONAL INTELLIGENCE IN THE WORKPLACE

EMOTIONAL INTELLIGENCE IS CRUCIAL FOR SUCCESS IN THE WORKPLACE



1. REFLECT ON MY EI -Communication

There was once at work when I was coaching a colleague on how to place an order, she turned around and said to give her a break. At that point I realized I was pushing her too much.



2. ASSESS HOW TO USE MY OWN EMOTIONS

At that point, these three components of EI came to my actualization — self-awareness, self-management and social awareness. I thought that I was pushing her too much and that I should slow down with her.

BA (Hon) Leadership and Management Skills for the Workplace

Goleman's Framework

	SELF	SOCIAL
RECOGNITION Who I am	Self Awareness the ability to recognize and understand your moods, and emotions, and drives, as well as their effect on others	Social Awareness the ability to understand the emotional makeup of other people, skill in treating people according to their emotional reactions (empathy)
REGULATION What I do	Self Management the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement - to think before acting	Social Skills proficiency in managing relationships and building networks, an ability to find common ground and build rapport

More on managing ourselves More on having relationships

EMOTIONAL INTELLIGENCE IS AN IMPORTANT FACTOR FOR HIRING AND MANAGING EMPLOYEES



71% of employers say they value EI over IQ in their employees

59% of employers would not hire someone with a high IQ but low EI

(Source: 2011 Capgemini Survey)

3. HOW TO IMPROVE AND CAPITALISE ON MY EI

I acknowledged the situation and empathized with her then explained to her that I was trying to give her more responsibility. This calmed her, made her focus on the job at hand and increased her confidence. She was delighted to continue with the coaching session.

THE POTENTIAL BENEFITS OF EI

- **COMMUNICATION**- Acknowledge and feedback
- **DECISION MAKING**-take responsibility
- **SELF-MANAGEMENT**-pay attention to yourself.

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Module and Code BMSW6106	Developing EI skills for the Workplace
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