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BA Leadership and Management Skills for the Workplace

Subject: Developing Emotional Intelligence Skills for the Workplace

BMSW6106

Lecturer: Dr, Amare Desta

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1. Executive Summary

This study provides an investigation of emotional intelligence. The case study assignment concerning Clark's emotional intelligence receives particular emphasis. Emotional intelligence is the capacity to identify, comprehend, and regulate one's own emotions as well as the feelings of others. Emotionally intelligent people are thought to be able to sympathize with their coworkers, settle conflicts amicably, and maintain a productive workplace. Employees with emotional intelligence are better at managing stress, collaborating with others, and adapting to change. In addition to making the workplace more welcoming and inclusive, it also encourages greater empathy and stronger bonds between superiors and colleagues. In addition, the models of John Salovey Daniel Goleman were also examined.

1.1 Introduction

This study's main goal is to investigate emotional intelligence and its relationship to individual success at work. The ability of an organization to create a positive and productive work environment is essential to its success in the fast-paced, internationally connected world of today. Emotional intelligence, or EQ, is the capacity to understand, regulate, and express one's own emotions as well as to see and respond to those of others, Khalili (2012). A person cannot overstate its significance in the workplace due to its influence on communication, teamwork, and overall organizational effectiveness, Poskey M. (2006).

Self-awareness is one of the most important components of emotional intelligence. Employees with elevated levels of self-awareness are aware of their emotions, strengths, shortcomings, and social influence. In order to link their actions to organizational objectives, increase productivity, and improve employee happiness, employees must possess sufficient self-

awareness to comprehend their own motivations and objectives, Sarwar, H., Nadeem, K., & Aftab, J. (2017).

The ability to understand and empathize with the feelings of others makes empathy a vital part of emotional intelligence,(Akgun et al., 2007). This skill manifests itself, for instance, in the capacity to actively listen and be receptive, as well as in the capacity to support and guide colleagues in the workplace. By using empathy to foster trust and connection, leaders may establish an inclusive and cooperative corporate culture, Boyatzis, Goleman and McKee (2002).

Furthermore, managers that possess empathy are better equipped to identify and address the particular needs and concerns of their team members, which increases employee satisfaction, motivation, and retention within the company, (Mayer and Salovey, 1995; Huy, 1999).

Employees are also more likely to put out their best effort when they feel valued and understood, which enhances team dynamics and productivity.

Effective communication is significantly impacted by emotional intelligence. It is crucial to be direct and sympathetic in order to resolve conflicts, communicate ideas, and build successful professional relationships. People that possess high emotional intelligence are able to voice their thoughts while remaining receptive respectfully and authoritatively to the opinions of others (Cooper, R. K., 1997). They are excellent at conducting challenging conversations, coming to agreements, and producing constructive answers to problems.

2. Literature Review

According to the assignment case study, FAYE Inc. hires and recruits' individuals from across the nation. Clarke, a Texas native, works for the corporation as a supervisor. He used an inappropriate term of endearment with his female colleagues, He displays his emotions, which

raised concerns amongst them. Clarke's ability to lead a team is significantly influenced by his level of emotional intelligence.

Developing emotional intelligence is crucial to fostering a positive work environment, Emotional intelligence significantly enhances leadership, empathy, self-awareness, and effective communication skills, Cooper, R. K. (1997). Cooperation, creativity, and productivity are encouraged in a workplace culture that is created by employers who recognize and develop their employees' emotional intelligence.

Emotionally intelligent leaders have the ability to uplift and encourage their staff, which fosters a productive workplace, Rubin, R. S., Munz, D. C. & Bommer, W. H. (2005) Emotionally intelligent leaders are also adept at controlling their emotions under duress,(Perlovsky, 2006), leading by example, and assisting others in doing the same. An organization's culture will be more positive when there is strong emotional fortitude.

Clarke's ability to lead a team successfully is significantly influenced by his level of emotional intelligence. Emotionally intelligent leaders have the ability to inspire and motivate their staff, which in turn creates a productive workplace (Huy, 1999). Emotionally intelligent leaders are also skilled at controlling their emotions by demonstrating self-control and assisting others in doing the same (Reus and Liu, 2004). Emotional intelligence significantly enhances leadership, empathy, self-awareness, and effective communication.(Kafetsios, Zampetakis, 2008: 713).

Scientific studies have shown that workers' emotional intelligence and teamwork can be enhanced by companies with greater emotional intelligence levels. In order to govern organizational culture and promote positive employee behavior, Ugoani (2015) asserts that deeper relationship management is necessary. However, if a company conveys a bad image that plays on the feelings of its employees, people may reject the words and deeds of others. Apart from genuineness, hope is a crucial aspect of emotional intelligence that managers should

demonstrate when establishing the cultures of their company. A culture that encourages collaboration, innovation, and productivity is created by employers who value and develop emotional intelligence in their employees. By making investments in the development of emotional intelligence skills, organizations may foster a culture of emotional well-being, engagement, and prosperity.

The concept of emotional intelligence was founded by Mayer and Salovey (1997) and Daniel Goleman through their groundbreaking research. They offered a model that delineated the fundamental components of emotional intelligence and its potential impacts on interpersonal and social functioning. Below is a

A more thorough explanation of "emotional intelligence and its importance in the workplace, will be look into

2. 2 EI Models of Theory BY Peter Salovey John Mayer and Daniel Goleman

Peter Salovey and John Mayer (1990) produced one of the first and most prominent models in the subject. They defined emotional intelligence (EI) as a set of skills that includes the processing of emotional information. Goleman's (two thousand) paradigm, which is widely acknowledged as a dominant framework. It is important to note that Goleman (1995) based his idea of emotional intelligence on the Salovey and Mayer (1990) model. Goleman developed this idea further by proposing the five essential elements of emotional intelligence. These elements include motivation, self-control, self-awareness, empathy, and social skills.

By demonstrating the emotional intelligence model and framework developed by Daniel Goleman, Peter Salovey, and John Mayer in 1990, The ability to identify, use, and produce emotions in order to help people understand emotional experiences and knowledge is all part of the comprehensive definition of emotional intelligence (EI) given by Salovey and Mayer (1990). Furthermore, according to Gkintoni et al. (2021c), this definition highlights how crucial it is to successfully regulate emotions in order to promote cognitive and personal development.

Through focused instruction and intentional practice, it suggests that emotional intelligence (EI) is a flexible concept that can be developed and improved.

Goleman (1995) based his theory of emotional intelligence on the Salovey and Mayer (1990) model. Goleman added to this framework by presenting the five essential elements of emotional intelligence. Among these are social skills, motivation, self-control, self-awareness, and empathy (Antonopoulou et al., 2022b; Antonopoulou et al., 2021).

According to the unique concept of emotional intelligence developed by Daniel Goleman the cornerstone of emotional intelligence is self-awareness. It is about understanding who you are, including your motivations, values, emotions, and strengths and weaknesses.

3 . Evaluation of Goleman's framework

Self-aware people are able to identify the ways in which their emotions influence their ideas and actions. They have a realistic view of their own talents and are honest with both them and other people. Increasing self-awareness is similar to turning on a light in a dark room; everything that was previously concealed from view now becomes visible.

Learning to control your emotions is the next stage after becoming conscious of them. Self-regulation entails accepting responsibility for your actions, managing impulsive thoughts and feelings, and adjusting to shifting conditions. Instead, then repressing feelings, it is important to use them constructively. Imagine it as the captain of your emotional ship, guiding it steadily through both calm and choppy waters.

Goleman's framework of motivation posits that motivation transcends benefits from outside sources. It is about possessing an inner motivation to succeed, advance, and fulfil individual excellent standards. When faced with obstacles, motivated people remain strong, hopeful, and dedicated to their objectives. They are the ones who persevere when others might give up because they are driven to be their best selves by an inner fire.

Emotional intelligence goes beyond the self to comprehend and relate to others through empathy. Recognizing others' emotions, comprehending their viewpoints, and reacting to their sentiments in a way that is suitable are all components of empathy. It is the capacity to see the world from another person's perspective and walk in their shoes. A key element of emotional leadership is empathy, which enables leaders to engage and motivate their staff more deeply. Goleman's model's last element, social skills, is concerned with our interactions with other people. The ability to collaborate, resolve conflicts, communicate effectively, and establish and sustain relationships are just a few of the many qualities that make up social skills. Strong social skills enable people to influence others, manage relationships, and foster constructive social settings. They have the ability to instantaneously put everyone at ease just by entering a room. These five elements complement and strengthen one another, working in concert. Better self-regulation, for instance, can result from having an elevated level of self-awareness, and this can enhance your social abilities. Likewise, empathy can help you become more motivated by enabling you to comprehend and relate to the objectives and desires of others.

Goleman's concept of emotional intelligence has had a profound impact on every facet of our lives, both personally and professionally. Emotional intelligence (EI) has gained popularity in the workplace as many businesses realize how important it is to create inventive, peaceful, and productive work cultures.

The idea of emotional intelligence in particular has transformed leadership development. Emotional leadership is no longer viewed as a weakness, but rather as a strength that can encourage and inspire groups. Leaders with emotional intelligence are better at managing conflict, managing challenging interpersonal relationships, and create a healthy work environment.

The emotional intelligence (EQ) The process by which an individual learns to manage emotionally charged circumstances or information in a healthy manner is known as emotional

intelligence (EQ) (Shokrian, 2016). According to Brackett and Salovey (2006) and Wong and Law (2002), emotional intelligence (EQ) is divided into four branches: the ability to notice emotion, interpret emotion, control emotion, and use emotion to aid in thought. The primary focus of emotional intelligence (EQ) is on how people analyze their emotions and how this process improves their emotional awareness, which allows them to respond correctly in a variety of emotional situations.

Hoerger, Chapman, Epstein, and Duberstein (2012) further state that EQ has been linked to performance tasks that require the recognition, evaluation, and reasoning of emotions.

It has been demonstrated to enhance psychological well-being and reduce stress (Brackett & Mayer, 2003; Brunetto et al., 2012; Lopes, Salovey, & Straus, 2003; Schutte, Malouff, Simunek, McKenley, & Hollander, 2002).

3.3 Understanding EI for workplace culture

FAYE Inc. has employees Individuals from various parts of the nation may have varied cultural backgrounds, which could have an impact on their performance at work.

It is believed that an organization's culture consists of the fundamental concepts, presumptions, and beliefs that its members typically hold. It is thought that new hires are subjected to the rigid and unconscious organizational culture by their employers. The way that employees perceive the ties between their firm and their coworkers is influenced by the corporate culture.

Additionally, theorists have suggested that organizational culture is one of the most crucial factors, if not the most important one, in the adoption of innovative technology and the spread of current information (Zeb et al. 2021; Helfrich et al. 2007; Ostroff, Kinicki & Tamkins 2003).

The actions, thoughts, beliefs, and perceptions of an individual or a group are determined by those foundations, which are illustrated and reinforced by behavioral and practical management components that are part of a supportive organizational culture (Aydogdu and Asikgil, 2011;

Martins and Coetzee, 2007).

An organization's culture has been shown to be a significant factor in determining how well it performs. In addition to coming from a foreign culture, there has been a negative association shown between Clarke's performance and the culture. According to this research, an elevated level of emotion intelligence—which reflects the six fundamental components of quality—is therefore determined to be important (Mahran 2016; Domnariu, Cernușcă-mițariu & Boitan 2013).

In order for managers to take meaningful steps to create a better future for the company and its employees, it is observed that hope is not blindly instilled but rather endures reality tests.

In an organization, it is uncommon to find people with extraordinary decision-making skills.

Those with the ability to make decisions are valuable to the organization because of their potential. Given that these potentials are irreplaceable within an organization, this offers a competitive advantage. Organizational adaptability and flexibility in the face of uncertainty are also aspects of competitive advantage for the same reason. According to Rijamampianina and Maxwell (2002), an organization's ability to innovate depends on its employees' capacity to pick things up more quickly than their rivals. climate. One of an organization's most crucial components has been identified as knowledge management (Lo et al. 2017). Organizational efficiency has been proven to be positively correlated with knowledge diffusion, which will facilitate an effective organizational culture (Rowley 2000). A key factor in increasing organizational effectiveness is the way knowledge distribution is conducted.

It is also mentioned that the relationship between knowledge management and organizational culture is moderated (Cooper 2016). It has been observed that when employees practice relationship-management skills, empathy, and self-management, they will feel safe and build trust among themselves, which will facilitate the sharing of knowledge among coworkers in any organization (Knight et al. 2015).

Therefore, it is founded on the idea that developing emotional intelligence in people can significantly improve their knowledge-processing behaviour indirectly. Furthermore, according to Rechberg (2019), a person who possesses an elevated level of emotional intelligence is more inclined to actively pursue information.

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According to Rechberg (2019), an employee can process knowledge if they are self-aware of their emotions and have the ability to distinguish between them (Rechberg 2019). Thus, employees who practice self-management, social awareness, empathy, and relationship management will be able to cultivate effective communication skills, engage in productive teamwork, establish personal connections, and promote information exchange among themselves. Additionally, emotional intelligence promotes corporate commitment, which keeps knowledge from being lost. A worker that possesses an elevated level of emotional intelligence is dedicated to their job (Ahmad et al. 2017). This will lower the organization's turnover rate and promote improved teamwork and communication, creating a culture that is favorable for the organisation's

According to Rothberg (2019), certain employees are less likely to leave their jobs. Emotional self-management skills are one of the emotional intelligence domains that can assist staff members in maintaining their emotional commitment to the organization by removing animosity

and negative feelings against the circumstance (Goleman et al., 2013). Negative feelings and thoughts regarding job security, defensiveness, and distrust will result from a lack of emotional intelligence. This leads to defensive decision-making and poor coping (Rechberg 2019).

According to Cuéllar-Molina et al. (2019), managers with higher emotional intelligence performed better when it came to evaluation, training, internal promotion, and involvement, among other high-performing HR practices. This is pertinent since the results lend credence to the idea that managers' opinions about the value of implementing high-performing organizational practices may be impacted by their emotional intelligence in addition to their reasoning (Cuéllar-Molina, García-Cabrera & Cruz Déniz-Déniz 2019).

4 Understanding EI and mindfulness of employees

One approach to deduce pain and observe beneficial transformation is through mindfulness. Enhancing the essential cognitive abilities needed to conduct different jobs and work activities is possible through the scientifically validated practice of mindfulness. By fostering heightened awareness and sensitivity to the here and now, we enable individuals to better understand how their choices affect the business as a whole. Enhancing teamwork and highlighting shared interests and characteristics can be accomplished in this way. Karlin (2018).

The practice of intentionally focusing on the here and now without passing judgment is known as mindfulness (Kabat-Zinn, 1994). Numerous benefits to both physical and mental health have been demonstrated by it (Burke et al., 2010), and workplace wellness initiatives are increasingly including it (Allen et al., 2018). The extent to which an individual has a positive assessment of the overall quality of their life is known as life satisfaction. Stated differently, the degree to which an individual enjoys their existence. Experiences with this sensation grow less common when more norms and criteria are set (Winson, 2013).

According to John Salovey, Peter Salovey, and Daniel Goleman theories, practicing mindfulness may have a good impact on life satisfaction. According to numerous studies, mindfulness can improve emotional intelligence and significantly impact how employees perceive their emotions and feelings, both of which can affect how satisfied they are with their lives. Coffey, Hartman, and Fredrickson (2010); Coffey & Hartman (2008). According to Diener et al. (2010), life satisfaction is a subjective indicator of how people feel about their entire circumstances, including their personal and professional lives. Numerous beneficial effects, such as heightened motivation, job satisfaction, and productivity, have been connected to this (Pavot & Diener, 2008).

Research indicates that many workers have low levels of life happiness, which can have a detrimental effect on both mental and physical health despite the potential advantages of high life satisfaction for workers (Sutcliffe & Vogus, 2003). With an emphasis on the possible advantages of mindfulness practices in the workplace, the body of research on mindfulness and employee life satisfaction has expanded dramatically in recent years. The following are some important conclusions from different studies: Practicing mindfulness can increase job satisfaction: Being attentive entails focusing on the here and now and embracing one's thoughts and emotions without passing judgment.

According to Hulsheger et al. (2013), employees who practiced mindfulness reported feeling more satisfied with their jobs. This is probably because mindfulness encourages people to be more present and involved in their work, which in turn increases job satisfaction. Mindfulness Practices Can Reduce stress: Research has demonstrated that mindfulness exercises can lessen anxiety and stress (e.g., Jain et al., 2015). Given that stress at work can result in burnout and other detrimental consequences, this can be especially crucial in the workplace. Mindfulness techniques can enhance workers' general well-being and job happiness by assisting them in managing stress. Employees who engaged in mindfulness practices reported

improved work-life balance, which led to increased job satisfaction, according to Bamberger and Meshoulam (two thousand). Employees' capacity to better manage their time and priorities can be enhanced by mindfulness exercises.

Among working professionals, mindfulness and life happiness were found to be positively correlated in another Indian study. Interestingly, there is a correlation between greater life satisfaction and mindfulness. Additionally, a positive association between subjective well-being and mindfulness was discovered in the study, indicating that people who reported higher levels of mindfulness also reported higher levels of general well-being.

Members of an organization who are more empathetic toward their peers exhibit higher levels of interactional justice. In some professions that need a higher level of compassion, empathy may be especially crucial. As a new supervisor, for instance, Clark is concerned about the aforementioned problems. He recalls hearing at an emotional intelligence (EI) workshop that "leaders could intentionally or even unconsciously hurt the feelings of others through insensitive attitudes" (Shapiro et al., 1998).

Affective control in the workplace includes lessening unpleasant emotions as well as generating and sustaining positive emotions. FAYE Inc. should engage in mindfulness practice training program to further leverage the benefits of emotional intelligence and mindfulness among the employees, as it fully captures the advantages of affective management and mindfulness at work.

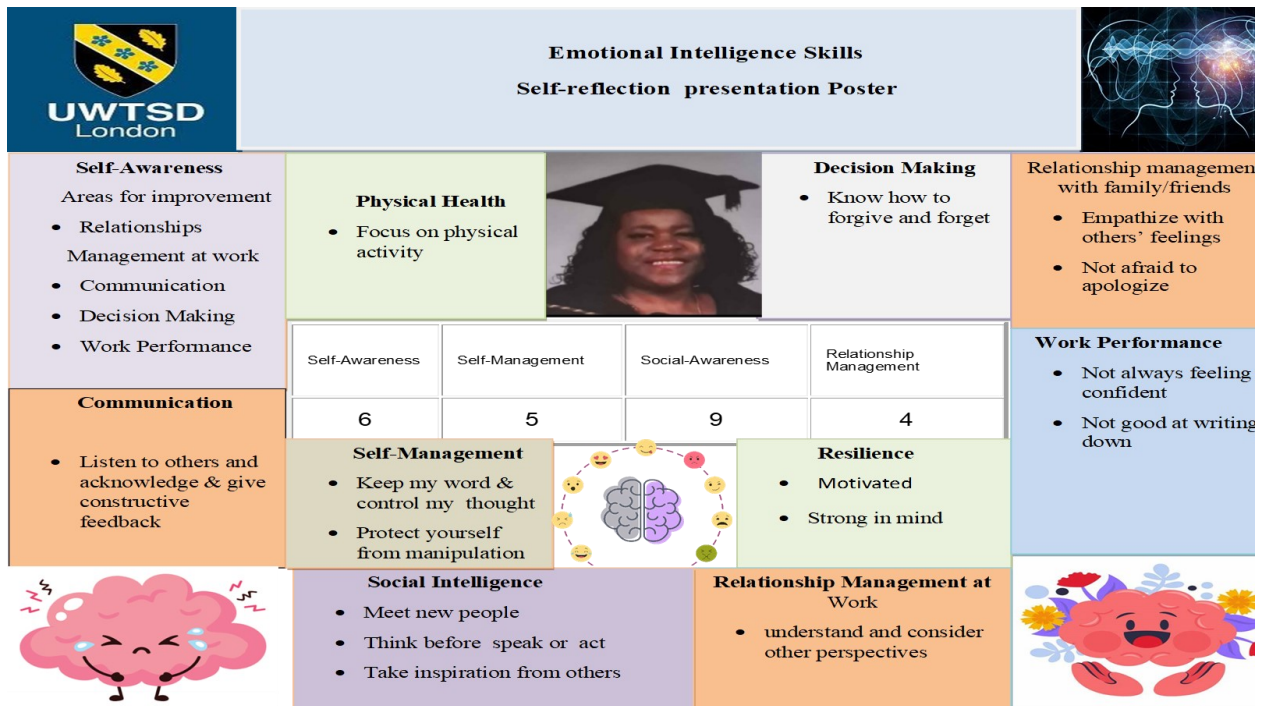
4.4 Conclusion

Building a thriving workplace requires developing emotional intelligence. This requires the ability to recognize, understand, and regulate our own emotions as well as those of others. Improving teamwork and collaboration, creating a positive work environment, and increasing overall productivity are all made possible by raising emotional intelligence within an organization. One

essential element of emotional intelligence is self-awareness, which allows individuals to identify their own advantages, disadvantages, and causes. People who possess this knowledge are more adept at managing their emotions.

High emotional intelligence workers are also better able to relate to their colleagues, which fosters a constructive workplace culture where issues may be freely discussed. Another crucial component is social awareness, which comprises identifying and understanding the emotions of others. It is possible to improve relationships and teamwork when people appropriately address the needs and perspectives of their coworkers. Putting emotional intelligence at the top of the priority list can help leaders create a friendly, polite workplace that celebrates diversity and promotes employee engagement. Emotional intelligence is necessary to improve empathy, teamwork, and communication as well as to create a positive work atmosphere. Employees may flourish and give their best work in this environment. Many benefits that enhance long-term performance can be obtained by firms by valuing emotional intelligence and actively cultivating it in their workforce.

5. Appendix Presentation Poster



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