



University of Wales
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Assignment On

**Developing Emotional Intelligence Skills for the Workplace
(BMSW 6106)**

Assignment Title:

Why building an emotionally intelligent workforce should be a business priority in this current volatile economic environment and how employers can train and develop their existing staff to make them emotionally intelligent workforce?

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1. Introduction

Emotional Intelligence (EI) and mindfulness have emerged as critical factors in navigating the complexities of the modern workplace, especially in the post-COVID era. As organizations strive to adapt to ongoing economic uncertainty and digital disruption, the importance of developing an emotionally intelligent workforce cannot be overstated. Tesco, a multinational retailer, faces similar challenges as it seeks to maintain competitiveness and meet the evolving needs of its customers in a rapidly changing retail landscape.

In this report, we will explore the significance of emotional intelligence and mindfulness in the workplace context, focusing on their role in achieving a competitive advantage for Tesco. Drawing on academic models, methods, and theories, we will examine how fostering emotional intelligence and mindfulness among employees can lead to greater resilience, stronger team communication, and improved business performance.

This report will begin by introducing Tesco as the chosen organisation for analysis. It will then provide an overview of key models of emotional intelligence that will underpin the subsequent discussion. Subsequently, the report will address the central question: "Why building an emotionally intelligent workforce should be a business priority in the post-COVID work climate and how employers can train and develop their existing staff to make them an emotionally intelligent workforce?"

Throughout the report, academic models and theories of emotional intelligence will be applied to Tesco's context to demonstrate their relevance and effectiveness in enhancing organizational outcomes. Furthermore, a critical evaluation of these models will be conducted to assess their suitability in meeting the development needs of individuals within Tesco. Finally, recommendations will be provided, accompanied by a plan for implementing systems and processes to foster collaboration, connectedness, and high EQ behaviours among existing staff during and post-COVID-19 pandemic.

In developing this report, a range of academic sources will be referenced to provide a comprehensive understanding of the subject matter and support the analysis presented.

2. Chosen Organisation: TESCO

Tesco plc, headquartered in Welwyn Garden City, England, is a prominent British multinational retailer specializing in groceries and general merchandise. As of 2011, it ranked as the third-largest retailer globally in terms of gross revenues and the ninth-largest in terms of revenues. With its presence in Ireland, the United Kingdom, the Czech Republic, Hungary, and Slovakia, Tesco dominates the grocery market in the UK, boasting a market share of approximately 28.4%. Since the early 1990s, Tesco has expanded its operations globally, with establishments in 11 other countries. While the company exited the US market in 2013, it continues to witness growth in other regions. Over the years, Tesco has diversified its offerings, venturing into sectors such as book retailing, clothing, electronics, furniture, toys, petrol, software, financial services, telecoms, and internet services. Notably, in the 1990s, Tesco underwent a strategic repositioning, transitioning from a budget-oriented, high-volume retailer to a brand catering to a wider spectrum of social demographics through its budget-friendly "Tesco Value" range and premium "Tesco Finest" range. (Wikipedia)

Tesco's mission is to serve its customers a little better every day by offering high-quality products at affordable prices. The organization places a strong emphasis on customer satisfaction, innovation, and sustainability in its operations. With a workforce spanning various cultures and backgrounds, Tesco is committed to fostering an inclusive and supportive work environment where employees can thrive and contribute to the company's success.

As a leader in the retail industry, Tesco continuously seeks to adapt to changing market trends and consumer preferences while upholding its core values of integrity, respect, and excellence. In an increasingly competitive and dynamic business landscape, Tesco remains focused on delivering value to its stakeholders and maintaining its position as a trusted retailer globally.

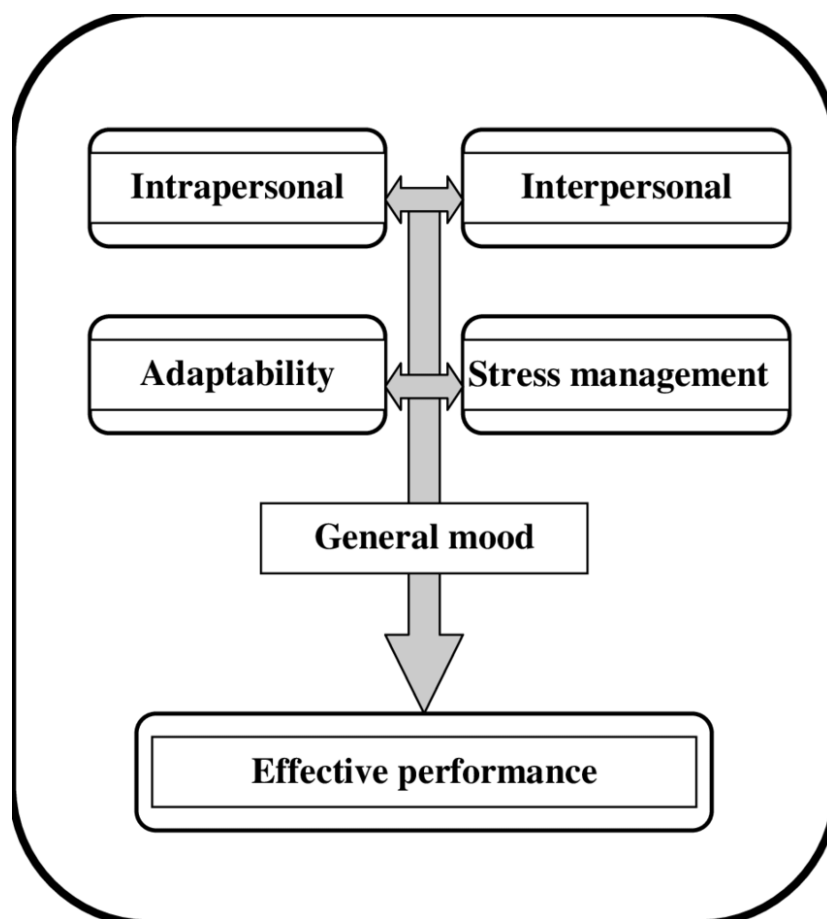
3. Briefly Introduce Key Models of Emotional Intelligence

Emotional Intelligence (EI) is a multifaceted construct comprising various dimensions that contribute to individuals' ability to perceive, understand, and manage emotions effectively. Two prominent models of emotional intelligence are Bar-On's model and Mayer and Salovey's Ability Model.

3.1 Bar-On's Model:

Bar-On put forward the suggestion that EI is a system of interconnected behaviour that arises from emotional and social competencies. He argues that these competencies influence performance and behaviour. Bar-On's model conceptualizes emotional intelligence as a set of interrelated emotional and social competencies that influence overall well-being and success in life (Bar-On, 1997). This model identifies five main factors of emotional intelligence: intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood. Intrapersonal skills involve self-awareness, self-regulation, and self-motivation, while interpersonal skills encompass empathy, social skills, and interpersonal relationships. Adaptability refers to the ability to cope with change and uncertainty, while stress management involves coping with stressors effectively. The general mood reflects overall emotional well-being and positivity.

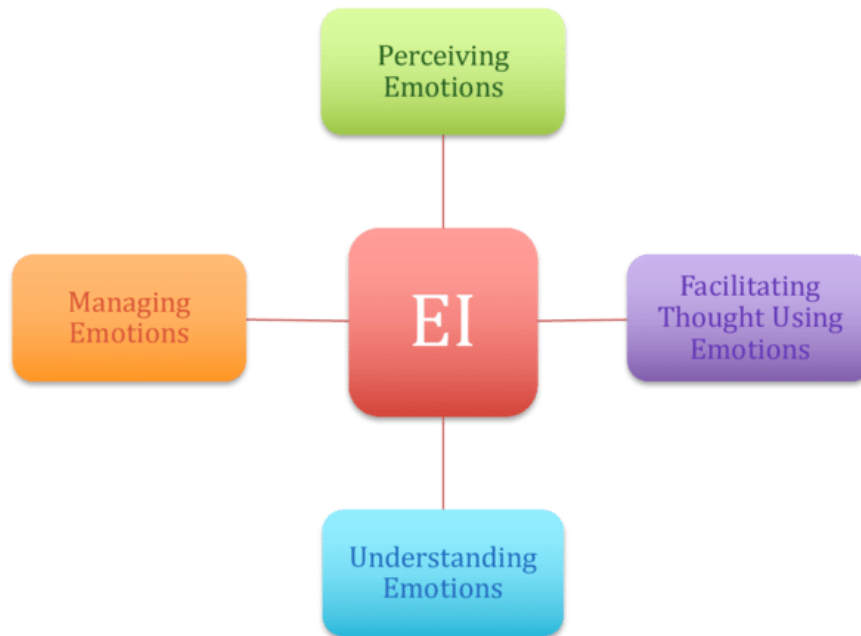
Figure: Bar-On's Model of EI:



3.2 Mayer and Salovey's Ability Model:

This model suggests that information from the perceived understanding of emotions and managing emotions is used to facilitate thinking and guide our decision-making. This EI framework emphasizes the four-branch model of EI.

Figure: Mayer and Salovey's Ability Model:



These branches, which are ordered from emotion perception through to management, align with how the ability fits within the individual's overall personality (Mayer et al., 2004).

Mayer and Salovey's model defines emotional intelligence as the ability to perceive, understand, use, and manage emotions effectively (Mayer & Salovey, 1997). This model emphasises the cognitive aspects of emotional intelligence, focusing on the ability to accurately perceive emotions in oneself and others, use emotions to facilitate thinking and decision-making and manage emotions to achieve desired outcomes. It comprises four branches: perceiving emotions, facilitating thought, understanding emotions, and managing emotions.

Both models offer valuable insights into the components and mechanisms of emotional intelligence, providing frameworks for understanding and developing these essential skills in the workplace. Understanding these models will underpin our analysis of the importance of emotional intelligence and mindfulness in achieving a competitive advantage for Tesco.

4. Importance of Developing Emotional Intelligence in the Workplace

Developing emotional intelligence (EI) in the workplace is paramount for Tesco's success, as it directly influences effective management communication and confers a competitive business advantage.

Enhanced Management Communication:

Effective management communication is essential for Tesco to convey goals, expectations, and feedback clearly to employees, fostering alignment and engagement. Emotional intelligence plays a pivotal role in enhancing communication effectiveness in the following ways:

Empathy and Understanding: EI enables leaders to empathize with their team members, understanding their perspectives, emotions, and needs (Goleman, 1995). This fosters a supportive work environment where employees feel valued, leading to increased trust and collaboration.

Conflict Resolution and Mediation: Leaders with high EI possess strong conflict resolution skills, allowing them to navigate disagreements constructively (Goleman, 1995). By maintaining composure and actively listening to all parties involved, emotionally intelligent leaders can mediate conflicts effectively and find mutually beneficial solutions, minimizing disruptions and preserving team cohesion.

Effective Feedback and Coaching: EI empowers leaders to provide feedback and coaching in a manner that is sensitive and motivational (Goleman, 1995). By recognizing individual strengths and areas for improvement, emotionally intelligent leaders can foster personal and professional growth among their team members, enhancing performance and morale.

Adaptability and Flexibility: In today's rapidly changing business landscape, leaders must be adaptable and flexible to navigate uncertainty (Goleman, 1995). EI equips leaders with the ability to remain composed and resilient in the face of change, inspiring confidence and stability among their teams.

By applying key models of emotional intelligence, such as Bar-On's model and Mayer and Salovey's Ability Model, we can discern the significance of EI in Tesco's organizational context.

Bar-On's Model: Bar-On's model identifies intrapersonal and interpersonal skills as key components of emotional intelligence (Bar-On, 1997). Managers who possess high intrapersonal skills are more self-aware and capable of regulating their emotions, leading to clearer and more empathetic communication with employees. Interpersonal skills, such as empathy and social skills, enable managers to understand and respond effectively to the emotions of their team members, fostering trust and rapport.

Mayer and Salovey's Ability Model: According to Mayer and Salovey's model, emotional intelligence involves the ability to perceive, understand, use, and manage emotions effectively (Mayer & Salovey, 1997). Managers with high emotional perception skills can accurately interpret the emotions of others, facilitating more empathetic and responsive communication. Additionally, the ability to use emotions to facilitate thinking and decision-making enhances managers' communication effectiveness, enabling them to convey information persuasively and inspire action.

5. Business Advantage:

Emotional intelligence also provides Tesco with significant business advantages, contributing to organizational success in the following ways:

Employee Engagement and Retention: Organizations with a culture that values EI experience higher levels of employee engagement and retention (Goleman, 1998). Employees are more likely to remain committed to organizations led by emotionally intelligent leaders who prioritize their well-being and professional development.

Customer Satisfaction and Loyalty: Emotionally intelligent employees are better equipped to understand and respond to customer needs and preferences (Goleman, 1998). By delivering empathetic and personalized service, organizations can enhance customer satisfaction, loyalty, and advocacy, driving revenue growth and market share.

Innovation and Problem-solving: Teams with diverse perspectives and high levels of psychological safety are more innovative and effective at problem-solving (Goleman, 1998). EI fosters a culture of collaboration, creativity, and risk-taking, enabling teams to explore new ideas and approaches.

Organizational Resilience and Agility: Organizations with emotionally intelligent leaders and teams demonstrate greater resilience and agility in times of uncertainty (Goleman, 1998). They can adapt quickly to changing market conditions, mitigate risks, and capitalize on new opportunities, positioning themselves for sustained success.

By investing in the development of emotional intelligence at all levels of the organization, from frontline employees to senior leaders, organizations can create a culture that values empathy, authenticity, and collaboration. This not only enhances management communication and employee engagement but also provides a sustainable competitive advantage in today's dynamic business landscape.

By applying key models of emotional intelligence, such as Bar-On's model and Mayer and Salovey's Ability Model, we can discern the significance of EI in Tesco's organizational context.

Bar-On's Model: Bar-On's model emphasizes the importance of adaptability and stress management in emotional intelligence (Bar-On, 1997). Employees with high adaptability skills can navigate change and uncertainty effectively, contributing to organizational resilience and agility. Moreover, stress management skills enable employees to cope with pressure and maintain performance levels, leading to higher productivity and job satisfaction.

Mayer and Salovey's Ability Model: The cognitive aspects of emotional intelligence outlined in Mayer and Salovey's model, such as perceiving, understanding, and managing emotions, are instrumental in driving business advantage (Mayer & Salovey, 1997). Employees with high emotional understanding skills can anticipate customer needs and preferences, leading to enhanced customer satisfaction and loyalty. Additionally, the ability to manage emotions effectively enables employees to handle challenging situations with composure and professionalism, preserving Tesco's reputation and competitive edge.

In summary, developing emotional intelligence in the workplace is essential for Tesco to foster effective management communication, enhance employee performance, and gain a competitive business advantage. By leveraging the insights provided by Bar-On's model and Mayer and Salovey's Ability Model, Tesco can cultivate a culture of emotional intelligence that drives success in the dynamic retail industry.

6. Evaluation:

In assessing the applicability of Bar-On's model and Mayer and Salovey's Ability Model to Tesco, a thorough evaluation reveals both strengths and limitations in meeting the development needs of individuals within the organization.

Bar-On's Model:

Strengths: Bar-On's model offers a comprehensive framework that encompasses a wide range of emotional and social competencies, providing a holistic understanding of EI (Bar-On, 1997). Its emphasis on intrapersonal and interpersonal skills, adaptability, and stress management aligns with the multifaceted nature of EI in the workplace. The model's inclusion of self-report measures allows individuals to reflect on their own emotional experiences and behaviours, facilitating self-awareness and personal growth.

Limitations: Despite its comprehensiveness, Bar-On's model relies heavily on self-report measures, which may introduce subjective bias and inaccuracies in assessing EI competencies (Dawda & Hart, 2000). Moreover, the model's broad scope may pose challenges in practical implementation, as organizations may struggle to identify specific EI competencies relevant to job roles and performance expectations. The lack of objective measures and standardized assessments may limit the model's validity and reliability in predicting workplace outcomes.

Mayer and Salovey's Ability Model:

Strengths: Mayer and Salovey's model defines emotional intelligence as a set of cognitive abilities that enable individuals to perceive, understand, and regulate emotions effectively (Mayer & Salovey, 1997). Its focus on emotional perception, facilitation of thought, understanding emotions, and managing emotions provides a clear and structured framework for assessing EI competencies. The model's emphasis on ability-based assessments offers objective measures that are less susceptible to subjective bias, enhancing the validity and reliability of EI assessments in the workplace.

Limitations: Despite its theoretical robustness, Mayer and Salovey's model may overlook the influence of social and contextual factors on EI behaviors (Brackett & Mayer, 2003). The model's exclusive focus on cognitive abilities may neglect the role of interpersonal skills, relationship management, and situational factors in shaping EI competencies in real-world settings. Additionally, the complexity of ability-based assessments may pose challenges in practical implementation, as organizations may lack the resources and expertise to administer and interpret such assessments accurately.

In conclusion, a critical evaluation of Bar-On's model and Mayer and Salovey's Ability Model is essential for designing effective EI development strategies at Tesco. By leveraging the strengths of both models and considering their limitations, Tesco can create a comprehensive approach to EI development that enhances individual performance and organizational success.

7. Recommendations

In light of the critical evaluation of emotional intelligence (EI) models and their applicability to Tesco, it is imperative to provide recommendations for fostering better collaboration, connectedness, and high EQ behaviours among existing staff during and post-COVID-19 pandemic. This entails implementing systems and processes that align with the organization's values and promote a culture of emotional intelligence.

Training and Development Programs: Develop comprehensive training and development programs focused on enhancing EI competencies among employees. These programs should incorporate elements of both Bar-On's model and Mayer and Salovey's Ability Model, addressing intrapersonal, interpersonal, and cognitive aspects of EI. Training modules can include self-awareness exercises, empathy-building activities, conflict resolution workshops, and stress management techniques.

Leadership Development: Invest in leadership development initiatives that prioritize EI competencies among managers and supervisors. Provide training and coaching to help leaders develop skills such as active listening, empathetic communication, and conflict resolution. Encourage leaders to lead by example and demonstrate high EQ behaviours in their interactions with team members.

Promotion of Psychological Safety: Foster a culture of psychological safety where employees feel comfortable expressing their thoughts, feelings, and ideas without fear of judgment or reprisal. Encourage open communication channels, regular feedback sessions, and team-building activities that promote trust and collaboration. Emphasize the importance of empathy, respect, and inclusivity in all interactions.

Recognition and Reward Systems: Implement recognition and reward systems that acknowledge and celebrate high EQ behaviours among employees. Recognize individuals and teams who demonstrate empathy, adaptability, and effective communication in their work. This can include performance bonuses, public recognition, and opportunities for career advancement based on EI competencies.

Supportive Work Environment: Create a supportive work environment that prioritizes employee well-being and work-life balance. Provide resources and support services for managing stress, promoting mental health, and enhancing resilience. Encourage flexible work arrangements, remote working options, and access to wellness programs to support employees during and post-COVID-19 pandemic.

Regular Assessment and Feedback: Conduct regular assessments of EI competencies among employees to track progress and identify areas for improvement. Provide constructive feedback and coaching to help individuals develop their EI skills and overcome challenges. Encourage self-reflection and self-assessment as part of ongoing professional development efforts.

Integration with Company Values: Integrate high EQ behaviours into the organization's core values and strategic objectives. Communicate the importance of emotional intelligence in achieving business success and fulfilling the company's mission and vision. Incorporate EI criteria into performance evaluations, talent management processes, and recruitment practices to ensure alignment with organizational goals.

By implementing these recommendations, Tesco can create a culture that values emotional intelligence, fosters collaboration and connectedness among employees, and promotes resilience and adaptability during and post-COVID-19 pandemic. This proactive approach to EI development will not only enhance individual and team performance but also strengthen Tesco's competitive position in the dynamic retail industry.

8. Conclusion:

In conclusion, the evaluation of Bar-On's model and Mayer and Salovey's Ability Model provides valuable insights into the development of emotional intelligence (EI) within Tesco and its potential impact on organizational effectiveness. While both models offer unique perspectives on EI, they also present distinct strengths and limitations that must be considered in the context of Tesco's organizational culture and goals. Bar-On's model, with its comprehensive framework encompassing various dimensions of emotional and social functioning, provides a holistic understanding of EI. However, its reliance on self-report measures and broad scope may pose challenges in practical implementation. On the other hand, Mayer and Salovey's Ability Model, with its focus on cognitive abilities, offers a structured framework for assessing EI competencies objectively. Yet, it may overlook the influence of social and contextual factors on EI behaviours. To address these limitations and enhance the relevance of EI development at Tesco, a balanced approach is recommended. This involves integrating elements of both models while considering the organization's unique context. By combining self-report measures with objective assessments and incorporating social and contextual factors, Tesco can develop tailored EI development initiatives that effectively address the diverse needs of its workforce.

Overall, the critical evaluation of EI models provides Tesco with valuable insights into designing effective EI development strategies. By leveraging the strengths of both models and addressing their limitations, Tesco can create a culture that values empathy, authenticity, and collaboration, positioning itself for sustained success in today's dynamic business environment.

In conclusion, the integration of emotional intelligence into Tesco's organizational practices holds the potential to enhance employee engagement, customer satisfaction, and overall business performance. By prioritizing EI development, Tesco can create a workplace culture that fosters resilience, innovation, and adaptability, ensuring its continued success in the post-COVID-19 era and beyond.

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