



# Emotional Intelligence: The **Key** to On-Site Manager Success



## What is Emotional Intelligence?

According to Goleman (2001), Emotional intelligence (EI) is a multidimensional ability to perceive, understand and effectively manage one's own emotions and the emotions of others. It includes key competencies such as self-awareness (accurate recognition of one's internal states), self-regulation (control over one's reactions and impulses), internal motivation (pursuing goals with commitment and optimism), empathy (understanding the perspective and feelings of others) and social skills (effectively building relationships and influencing others). Developing these competencies leads to improved coping in both personal and professional life, including more effective leadership and collaboration.

### Elevating Well-Being Through Emotional Intelligence

The foundation of well-being is emotional intelligence, which influences how people manage stress, form relationships with others, adapt to change, and maintain their health (Llamas-Díaz et al., 2021). A happier, healthier, and more satisfying life can result from developing emotional intelligence skills, such as self-awareness, empathy, and emotional regulation (Antonopoulou ,2024).



### Areas for Development

**Empathy:** According to Goleman (2001), empathy enables leaders to understand team members' perspectives and respond appropriately, especially under pressure. Developing deeper empathy aligns with Goleman's findings that leaders who actively listen and seek to understand others' viewpoints are better equipped to manage conflict and inspire loyalty.

**Motivation:** Finding new ways to sustain high team motivation during periods of monotonous or repetitive tasks.

**Self-Regulation:** Djernis (2023) point out that better managing energy levels throughout a long and demanding workday to avoid decisions made while fatigued

**Social Skills & Self-Awareness:** Eurich (2018) said that receiving feedback on my performance, decision-making, and management style would aid in my professional growth.

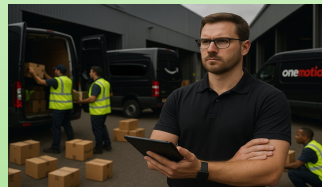
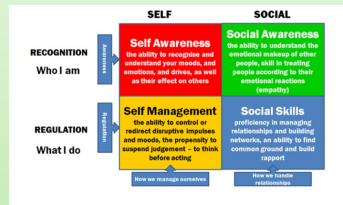


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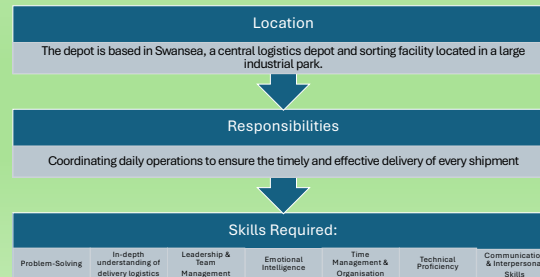


### Daniel Goleman's Model: EI in Action – Your Key to Success!

Emotional intelligence is a collection of functional abilities and practical skills that help us to rock both life and business. It relates to how we act (Goleman, 2001).



## On-Site Manager



### Salovey & Mayer's Model: EI as a Brain Superpower!

**What is their take?** Emotional Intelligence is a real mental ability, like IQ, but for feelings. It is all about how well your brain actually processes and uses emotional information (Chaidi, 2022).



### Reuven Bar-On's Model: EI for Balance & a Good Life!

This model is particularly focused on well-being and mental health, demonstrating how a range of emotional and social competencies contribute to a more balanced and practical life (Bar-On, 2000).



### EI models - contrast

The most significant difference is between Salovey and Mayer's "ability" model and Goleman and Bar-On's "mixed" model. Salovey and Mayer tried to define EI as a specific, measurable type of intelligence (Bru-Luna et al., 2021). Goleman, on the other hand, developed a more comprehensive version that encompasses a broad range of skills and personal traits directly related to success in the workplace (Mrisho, 2024).

Reuven Bar-On's model is also a "mixed model," but it focuses more on mental health and well-being. It views EI as a set of skills that help people manage stress and maintain a balanced and productive life (Bar-On, 2000). Goleman's model focuses heavily on leadership and professional performance, whereas Bar-On's model examines a person's overall emotional and social functioning (Mishar, 2014).

### EI skills I have already developed as an On-Site Manager

**Self-Regulation** – especially in high-pressure moments (delivery delays, personnel issues, sudden route changes, peak time). The ability to remain calm, avoid panic, and make rational decisions under pressure is absolutely key to ensuring operational continuity (Quinn et al., 2021).

**Social Skills** - I need to communicate tasks, expectations, and changes in plans clearly and effectively.

**Motivation** - focused on proactive problem-solving and striving for efficiency

**Conflict Resolution** – open discussion, have a look at each party's feelings, and guide the team toward collaborative solutions.