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Table of Contents

- Introduction 3
- Emotional Intelligence 5 BAR model 4-5
- Goleman's Emotional Intelligence Model 6-8
- Identifying Characteristics 9-10
- Recommendations 11
- Conclusion 12

INTRODUCTION

Emotional Intelligence (EI) has become a central construct in organizational research, recognized for its significant role in shaping interpersonal effectiveness leadership capability and overall workplace performance. As organisations increasingly prioritize collaborative work employee well-being and adaptive leadership, EI has emerged as a critical competency influencing job satisfaction, team dynamics and organizational” outcomes. Emotional Intelligence refers to the capability to identify, comprehend, manage and affect emotions in both you and others. This report will identify how employees in the workplace may use Emotional Intelligence using the Goleman’s competency frameworks. Also, by identifying unique characteristics relating to Emotional Intelligence that managers need to consider in recruiting new employees from different generations such as X, Y, Z. At the same time, contemporary workplaces are marked by unprecedented generational diversity, with baby boomers, generation X , millennials and generation Z working side by side. These generational cohorts differ in communication preferences, motivational driver’s workplace expectations and attitudes toward technology shaped by the sociocultural contexts in which they developed. The contemporary workforce is composed of multiple generations each shaped by different social, economic and technological contexts. These generational influences affect not only work attitudes and motivations but also Emotional Intelligence tendencies. The journey of developing emotional intelligence starts with self-awareness which involves recognizing your emotions and grasping their effects from that point you can enhance self-regulation, empathy and effective communication through practices such as reflection, active listening and mindfulness. By engaging in these practices anyone can boost their emotional intelligence becoming more resilient compassionate and socially preceptive.

WHAT IS EMOTIONAL INTELLIGENCE

Emotional Intelligence refers to the ability to perceive, understand, manage and regulate emotions in oneself and others. Emotional Intelligence is typically divided into 5 key components using the BAR model each will be explained. There are many emotional intelligence definitions and some conflict with others. However emotional intelligence provides a definition that highlights the common themes across the many definitions to offer a clear comprehensive way of understanding this term. There are two categories of context to notice the Macro and Micro contexts. The Macro context refers to culture, politics or country through understanding this we can consider how someone's background or the current contexts that they might influence their behaviours, expressions of emotion or reactions. The Micro context refers to what is being said at that moment and how it is coming across. Factors like your own body language and tone of voice, how a room is arranged or the ambient music are all Micro contexts that can influence someone. Interestingly languages can have different words to explain emotions limiting our understanding of emotion. Once we become more aware of context, we can pay more attention to it to better understand the situation by considering how it might impact a specific interaction. Social expectations and stereotypes related to gender roles can become an important part in an interactions context that can influence how someone may express emotions and display or hide their feelings. Emotional intelligence can help us influence how the context may impact the conversation by using the context strategically. www.eiagroup.com/resouces

SELF AWARENESS

Understanding your own emotions, strengths, weaknesses, values and how your feelings affect your thoughts and behaviour. Self-awareness helps employees recognize their emotional state weaknesses, strengths and how their emotions impact their work and relationships. Self-aware employees are more mindful of their reactions which allows them to make better decisions and maintain focus in high pressure situations. While self-awareness improves decision making, over self-analysis can lead to excessive self-criticism potentially affecting confidence.

SELF REGULATION

Being able to manage or redirect disruptive emotions and impulses staying calm and adaptable instead of reacting impulsively. Employees who can regulate their emotions can stay calm, think clearly and avoid impulsive reactions. This is particularly important during stressful situations of conflicts. Self-regulated employees contribute to a more stable and less reactive workplace environment. They manage challenges more effectively and are less likely to escalate conflicts. While self-regulation is crucial, over regulation can lead to emotional detachment making employees appear distant or disconnected from their team.

MOTIVATION

Having an internal drive to achieve goals for personal satisfaction rather than external rewards which include optimism and persistence. Motivation when driven by internal goals rather than external rewards, helps employees remain focused on long term objectives and maintain a high level of performance even in the face of setbacks. Highly motivated employees are proactive, resilient and more likely to take initiative and complete tasks with enthusiasm. This could have an impact on employee behaviour. However, employees who rely solely on intrinsic motivation may struggle with tasks that require external rewards, feedback or recognition. They may also overwork themselves resulting in the risk of being burnout.

EMPATHY

Recognizing, understanding and considering other people's emotions is crucial for compassion, communication and relationship building. Empathy allows employees to understand the emotions perspectives and needs of others, fostering better teamwork and communication. Empathetic employees contribute to a supportive and collaborative work environment. They listen attentively, provide support and are generally more attuned to the needs of their colleagues and clients. While empathy is vital for building relationships, too much empathy can result in emotional overload causing employees to become overly involved in others problems or neglect their own needs.

SOCIAL SKILLS

Social skills works in the workplace by enabling employees to manage relationships, communicate effectively and resolve conflicts in a constructive manner. Employees with strong social skills build trust facilitate smooth collaboration and can positively influence group dynamics. They are effective leaders and team members able to navigate complex social situations. Employees with strong skills may sometimes prioritize harmony over truth avoiding necessary but uncomfortable conversations. They may also manipulate social situations for personal gain. Effectively managing relationships communicating clearly resolving conflict, influencing others and working well in teams.

COMPETENCY FRAMEWORK - GOLEMANS EMOTIONAL INTELLIGENCE MODEL

Goleman's framework emphasizes that emotional competencies can be developed through training and self-reflection and these skills often distinguish high performers and effective leaders from average ones in the workplace.

SELF-AWARENESS

Self-awareness involves recognising one's own emotions strengths, limitations and triggers. Employees who exhibit strong self-awareness can accurately assess how their feelings influence performance and interpersonal interactions. Employees with good self-awareness demonstrate realistic self-assessment enabling targeted development. They show greater composure during stressful tasks because they understand emotional triggers. Leaders with high self-awareness create more

consistent decision-making patterns. Many employees overestimate their emotional intelligence leading to blind spots and ineffective behaviour. Cultural and organisational norms (e.g.: discouraging emotional expression) can suppress self-reflection. Limited feedback mechanisms hinder employee's ability to accurately gauge emotional impact. Self-awareness is the foundational competency, yet it is often the weakest in practice. Without structured reflection or feedback employees make incorrect assumptions about how they are perceived, reducing emotional intelligence effectiveness across all other domains.

SELF-MANAGEMENT

Employees often demonstrate good emotional regulation in routine situations maintain professionalism. High performance show adaptability shifting behaviour based on evolving workplace demands. Remote and hybrid work settings have increased opportunities for employees to self-regulate without immediate social pressure. Under stress self-management can deteriorate leading to emotional leakage (shortness of temper withdrawal.) Some employees use over regulation suppressing emotions rather than processing them resulting in a burnout. Fast paced or high-pressure environments may reward results over emotional control reducing incentive for emotional intelligence use. Self-management is typically stronger among experienced employees, but inconsistency appears when workloads increase. Organisations often undervalue emotional regulation focusing narrowly on performance metrics. This reduces motivation for employees to apply emotional intelligence strategies in high stress situations.

SOCIAL AWARENESS

Social awareness includes empathy organisational awareness and sensitivity to group dynamics. It influences teamwork, conflict prevention and customer service. Some strengths observed by this are employees with strong empathy effectively support colleagues and recognise emotional cues during collaboration. Diverse workplaces encourage greater sensitivity to cultural and situational differences. Customer facing roles often exhibit higher levels of practical empathy due to direct experience. Some challenges which could be critical in the workplace are digital communication (emails, messaging apps) reduces access to emotional cues, increasing chances of misinterpretation. Generational differences (e.g Gen Z digital expression vs Gen X directness) can cause emotional disconnects. Some employees show empathy

selectively favouring certain colleagues and creating perceptions of bias. Critically social awareness is crucial for team cohesion but is unevenly developed. Digital environments and multicultural teams require higher level emotional intelligence skills, yet many employees lack training to interpret advanced emotional signals across communication styles and cultures.

RELATIONSHIP MANAGEMENT

Relationship management involves using emotional insight to build rapport, resolve conflict, influence others and foster collaboration. A few strengths could be effective communication leverage emotional skills to facilitate problem solving and maintain strong term relationships. Employees who manage conflict constructively reduce workplace tension and increase productivity. Leaders with strong emotional intelligence create psychologically safe environments. Challenges could be that some employees avoid difficult conversations mistaking avoidance for harmony which leads to unresolved conflict. Influence skills are often misused resulting in persuasion bordering manipulation. Lack of cross generational communication training limits employee's ability to manage relationships with diverse teams. An evaluation of relationships management is where emotional intelligence becomes most visible but also most difficult. Many employees demonstrate competence when relation are positive but struggle under pressure or conflict. Without organisational structures promotion open dialogue emotional intelligence is inconsistently applied. People feel positive about themselves and proud of their contributions when they get positive feedback. It can facilitate them in feeling capable, motivated and valued. It can also boost the persons confidence and help them develop a meaningful bond with others. Expressing respect and appreciation is important to maintaining positive relationships.

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IDENTIFYING CHARACTERISTICS

GENERATION X 1965-1980

Generation X born approximately between 1965 -1980 grew up during periods of economic uncertainty and increasing workforce competitiveness. These conditions encouraged independence and self-reliance. Their Emotional intelligence (EI) profile is often shaped by experiences with economic instability and early organizational restructuring. Some (EI) characteristics are self-management and resilience which is a high capacity for managing emotions under pressure and adapting to organisational change. Direct communication with clear concise and may be less inclined toward emotionally expressive dialogue. Strong work life balance by setting behaviours indicate more emotional regulation. There are a few recruitment implications like assess for comfort with autonomous work, structured communication during interviews. Genxers experienced shaky economic times as children and young adults, enduring the recessions of the 1970's , 80's and 90's which would continue to be impacted by economic tumult throughout their adult lives. College tuition rates began to soar in the

early 1980's giving generation X more student loan debt than previous generations. GenXers are typically described as being resourceful and independent traits partly stemming from their latchkey childhoods as well keen on maintain work life balance perhaps due to witnessing the demands of their parents work and subsequent absence from family life. They are often described as being cynical attributed to the economic and societal tumult they experience as children and young adults. Generation X learns emotional intelligence through experience and independence.

www.britannia.com/generation

GENERATION Y (MILLENNIALS) 1981-1996

Millennials often exhibit high levels of social awareness and collaboration due to growing up in interconnected educational and technological environments. A few key emotional intelligence characteristics are collaboration orientation with strong interpersonal awareness and preference for teamwork. Desire for continuous development and emotional connection to leadership. Comfortable expressing emotions in digital formats. Constructive ongoing feedback throughout the recruitment process. Discussions, organisational values and missions support emotional alignment. Generation Y develops emotional intelligence through connection and feedback. The revolution shaped by the millennials or generation Y also known as digital natives, millennials are those born between 1981 and 1996 and technology is part of their everyday lives all their activities are mediated by a screen. The concept of on and off is completely integrated into their lives. However they were not born into it, they migrated to the digital world from the analogue one in which they were living unlike previous generations because of the economic crisis the world requires them to be better trained to get a job, as competition is increasing. Unlike their parents', generation Y digital natives are not satisfied with the world around them and are ambitious and want to achieve their goals.www.iberdrola.com

GENERATION Z

Generation Z is the first fully digital native cohort exhibiting distinct emotional expectations in the workplace. Reliance on digital cues may shape their communication style. With high mental health awareness with most comfortable discussing emotional well being and seeking psychological safety. Authenticity and transparency has value with honest open communication from leaders. Adaptability with emotional sensitivity, technologically agile but may experience higher levels of

stress or uncertainty. Recruitment implications can be to ensure transparent, authentic communication regarding expectations. Assess digital communication etiquette and self-management skills providing reassurance around development pathways and support structures. An increasing number of generation Z individuals enter the workforce it's imperative that managers prepare themselves for an entirely new generation who come with their own working styles and management preferences. Understanding the unique motivations of generation Z employees in the workplace ensuring a harmonious and productive work environment for all. Generation Z builds emotional intelligence through emotional awareness and advocacy. Wwwfdmgroup.com

RECOMMENDATIONS

Emotional Intelligence in the workplace can be effectively evaluated by assessing observable behaviours across its core components: self-awareness, self-regulation, motivation, empathy and social skills. Recommended approaches include the use of structured tools such as self-assessments, 360-degree feedback, behavioural interviews and scenario-based evaluations to capture multiple perspectives and reduce bias. Integrating emotional intelligence criteria into existing performance management and leadership development processes ensures consistency and relevance while training managers to assess emotional intelligence based on behaviours rather than personal traits improves reliability. Importantly (EI) evaluation should emphasize employee development through feedback, coaching and continuous monitoring over time rather than serving solely as a measurement or judgement tool. When recruiting employees from different generational cohorts such

as generation X, generation Y (millennials) and generation Z, managers should identify emotional intelligence characteristics through flexible behaviour-based approach rather than relying on generational stereotypes. Key recommendations include assessing self-awareness, self-regulation, empathy, motivation and social skills using structured behavioural interviews situational judgement tests and group-based activities that reflect diverse communication styles and work expectations. Managers should pay particular attention to candidates' adaptability, openness to feedback and emotional regulation in response to change as these traits support effective collaboration across generations. Additionally evaluating empathy and communication skills is essential to ensure candidates can work respectfully with colleagues who may differ in values , technological preferences and work norms. Using consistent evaluation criteria while allowing multiple ways for candidates to demonstrate emotional intelligence helps ensure fair, inclusive and effective recruitment across generational groups.

CONCLUSION

Each generational group demonstrates distinct emotional intelligence characteristics that influence how they engage with recruitment processes and workplace environments. Understanding these differences enables managers to tailor recruitment strategies, improve candidate experience and identify individuals whose (EI) traits align with organisational needs. By applying a generational emotional intelligence lens organisations can enhance their talent selection and build more emotionally intelligent high functioning teams. The emotional intelligence competency framework provides a valuable lens for evaluating employee behaviour in the workplace. While employees demonstrate varying strengths across self-awareness, self-management, social awareness and relationship management the effectiveness of (EI) usage is often limited by organisational systems stress inconsistent feedback and digital communication challenges. To harness emotional intelligence fully organisations must embed (EI) focused practices into leadership training and performance systems. Emotional intelligence is still in its infancy, but significance across all domains of life which is undeniable. As we continue to explore this valuable area of science seeking answers to the questions we have, we can become part of a new wave of pioneering emotional intelligence research within humanities. Emotional intelligence is a critical consideration in recruiting across generations as it is expressed in diverse ways shaped by differing social technological and workplace experiences. Generation X often demonstrate emotional intelligence through self-regulation ,

professionalism and interpersonal awareness developed in face-to-face work environments whereas millennials and generation Z tend to display greater emotional expressiveness emphasis on empathy, inclusion and psychological safety and comfort with digital communication. These generational differences do not reflect variations in emotional intelligence capacity but rather in how (EI) capacity but rather in how emotional skills are enacted and communicated. Consequently, managers should avoid generational stereotypes and instead use inclusive behaviour-based recruitment practices to assess emotional intelligence. Recognizing and valuing these varied expressions of emotional intelligence can enhance hiring decisions support effective multigenerational collaboration and contribute to improved organizational performance. In conclusion self-awareness, self-regulation, motivation, empathy and social skills represent interconnected dimensions of (EI) that are essential for effective workplace functioning. Together they enable individuals to understand and manage their own emotions remain motivated toward goals and build constructive relationships with others. The integration of these emotional competencies supports effective communication, collaboration and leadership while also enhancing adaptability and resilience in organizational settings. As such emotional intelligence plays a significant role in promoting both individual performance and overall organizational success.

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