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BA (Hons) Leadership and Management

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Course Name: Developing Emotional Intelligence Skills

Module code: LCLM 5006

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1. Introduction

Within the modern world of organizations, both employees and their leaders often face diverse forms of work-related pressures. This leads to complexity in interpersonal exchanges, resulting in hesitation to make decisions. So, to tackle these interferences, emotional intelligence and proper mindfulness become crucial towards influencing individual delivery of outcomes along with overall organizational function. Emotional intelligence refers to a hidden talent for identifying and understanding one's own emotions.

The report will look to understand how employees in a workplace execute their emotional intelligence abilities, after considering certain unique abilities possessed by managers to become skilled in the employees. So, it is creating a widely functioning enterprise after considering generational gaps among the employees.

Finally, certain conclusions and recommendations will also be drawn up for the report. Many academic citations and organizational instances will be used throughout the report to assist in wiser judgment development and validation of facts.

2. How employees in the workplace may use emotional intelligence components

Some of the frameworks commonly used within emotional intelligence contexts state that the latter is a critical ability improved by employees within modern workplaces. This is because they must interact with complex work proceedings, collaborate with other individual employees, and even handle emotionally demanding business environments. So, regularization of emotions to effectively handle oneself and other employees serves an essential purpose to fostering analytical thinking and produce professional behavior.

The ability framework, also known as the 'Meyer and Salovey' model of emotional intelligence, as developed by Peter Salovey and John Meyer during the 1990s, claims that EI (emotional intelligence) is a normal form of cognitive processing that involves dealing with different categories of emotional knowledge or information (Nieto-Carracedo et al., 2024). As a result, there exist four branches under which emotions can be better handled and controlled to function as originally planned within an enterprise (Năstasă et al., 2021). The factors can be elaborated in the manner below:

2.1 Perceiving emotions

Employees need to recognize and detect emotions among themselves and those of others. As they learn the art of identifying emotions and their manifestation reasons, they can also compare the stimuli through which they materialize (Năstasă et al., 2021). Then they can

distinguish how the same stimuli could have been handled better or how it was handled better and even neglected on a going basis. For instance, a survey executed by the Society of Human Resource Management revealed a 72% inclination among employees towards receiving respectful treatment from other individual workers, involving all levels, which allowed them to regulate their emotions in a better manner (Landry, 2020). This shows that when employees manage their workload in pressure-induced work environments, they might be exposed to ill-treatment from other workers. However, the latter might not know such ill-treatment towards the former, as it might have been during the time. So, it becomes important for all employees to consider a baseline for perceiving emotions (Landry, 2020). In this case, it is trying to direct respectful treatment for all workers. If the same behavior type is maintained, it becomes easier to understand how the stimuli occur for any one worker. Meanwhile, it is extremely difficult for each employee to rely on a singular behavior type to adjust their emotional impression. This also causes issues among them to control or learn about resulting stimuli occurring among each other or to other employees.

2.2 Utilization of emotions

As soon as the stimuli are understood by both employees and co-workers, they need to be ready to utilize their own emotions or those created among others for influencing their cognitive strengths (Mancini et al., 2022). This can be managed by regulating mood to handle problems together, assisting other employees by understanding each other's emotions, or ensuring a better work handling strategy can be co-created for strengthening decision-making practices (Mancini et al., 2022). In the telecommunications sector, including enterprises like BT (British Telecommunication), Vodafone, and others, each company tries to ensure its employees make full use of perceived emotions to work with each other (University of Oxford, 2019). This creates a happy work environment which looks to deliver positive results and, at the same time, handle critical decision-related scenarios. A study into happiness and productivity surrounding such workplaces showed a 13% productivity, when employees were found to be content while working with each other (University of Oxford, 2019). The employees were able to work faster by administering more calls per hour, aside from converting sales from each call. This was also due to existing teamwork among the employees, who emotionally understood each other (University of Oxford, 2019). At times, certain employees could also be happy because they have achieved a degree of autonomy from other workers and management groups, which can then be regarded as only a self-implementation of emotions (Yen, 2022). Rather than accepting that of other employees, whose emotions also prove key towards a full perception of emotions that exist within a workplace setting.

2.3 Understanding emotions

Apart from normal level emotions, employees also must carry knowledge about complex emotional baggage, including their combinations like love and respect for someone, resulting in happiness, or transitions where random irritation becomes frustration and quickly results in rage (Yen, 2022). For instance, within retail work environments, a survey among 750 randomly chosen retail enterprises showed that 53% of the employees felt irritated by the work pressures and long working hours, but when the same efforts were not backed up with proper reward, it resulted in a feeling of burnout among 41% of the same (Management-issues.com, 2025). Meanwhile, some employees might find the same work environment appreciable, which allows them to accept the workload and pay packages. The survey showed that it created an emotion of contentment among the employees, where 79% on average felt their job was secured (Woods, 2025). Still, the mutual understanding of such emotional layers among specific employees is important for joint functioning and fulfilment of organizational goals (Xiao et al., 2022). That would allow different employees to approach each other after fully considering the behavior they want to direct and its potential outcome.

2.4 Management of emotions

Aside from learning, using, and applying emotions, the employees need to have the ability to open themselves towards others for revealing both less complex and complex feelings (Xiao et al., 2022). Such openness will ensure the other employees, in turn, reveal some of their emotions, if not all. This will create situations where reconciliation might occur or better acceptance of one's emotions. On the other hand, employees might not be too keen on openness, as it can create disillusionment in their minds about previously hidden feelings towards an individual worker. However, no matter the outcome, the employees need to have a clear conscience of revealing themselves fully to each other in a professional environment (Tommasi et al., 2023). For instance, 325 employees from wide-ranging organizations representing multiple industries showed that prior to becoming promoted to supervisory positions, they always found time for other employees to continue conversations about themselves, provide innovative ideas, and even discuss the feasibility of such ideas in the long run (Dufour and Andiappan, 2024). In some other cases, when BIPOC employees (black and People of Color) tried to open themselves around other non-BIPOC workers or their white counterparts, they had to keep their emotions to themselves (Nathoo, 2021). This showed a distinction among employees in understanding each other's complex sentiments.

Another model applied by a leading psychologist, Reuben Bar-On, during the early 1980s was the Bar-On framework. That allowed emotional intelligence to be classified under a combination of both emotions and social competencies held by employees (Schulze and

Roberts, 2005). As employees apply these elements in tandem, it can help them to cope properly within work environments, especially by seizing the advantage of interpersonal communication, steady adaptability among work processes, managing stress, and even regulating their daily mood (Schulze and Roberts, 2005).

When organizations must change their enterprise working, the competency levels of employees become an integral deciding factor towards proving their resilience. That allows the organization to grow by relying on such talents, especially by managing change more effectively (Westover, 2024). For instance, a leading technological giant in the form of Microsoft believes that 75% of their employees become socially aware about the lack of their creative potential, while 80% believe that pressuring them for productive work requires clarity of their own emotions (Dunne, 2024). Meanwhile, some employees are unable to properly cooperate within the organizational change by merging their technical skills, social competencies, and emotional intelligence. This results in underperformance, which has gone beyond 30% of the existing roster in the last few years (Microsoft.com, 2025). Even if it is believed that harnessing social competencies and having a variable emotional percentage allows employees to smoothly manage their technical skills. It was proven to be less reliable from the evidence (Schulze and Roberts, 2005).

3. Characteristics that managers need to be aware of for an effective work environment by referring to the generational gaps

Managers need to have a fair idea regarding the characteristics of their workforce or employee groups, as these days modern organizations are experiencing the influence of multiple generations in their ranks (Audrin and Audrin, 2023). These can be distributed among generational cohorts of Generation X (millennial grouped employees aged around 47 to 61 on average), Generation Y (another class of millennials aged around 29 to 46), and Generation Z (or Zoomers aged around 18-23).

Since each generation brings with it a different expectation in terms of values or communication style, they can also bear a distinct perception uncommon to others closely related (Junious and Cain, 2025). So, understanding these mentalities proves essential for managers as they look to create an effective workplace.

The emotional intelligence model, developed by Daniel Goleman in 1995, can elaborate on key generation-based diversities based on EI competencies (Junious and Cain, 2025). They can be described as follows:

3.1 Self-awareness

It entails an individual manager's or employee's ability towards recognizing their own emotions, typical biases, along with other behavioral tendencies. When managers are involved in recruitment practices looking to hire an employee, self-awareness becomes crucial on their part to understand the potential workers (Goleman, 1998). The main aspect is for managers to acknowledge generational preferences, which goes a long way towards influencing recruitment choices (Liao et al., 2022). For instance, Generation Z groups or fresher graduates might present a 20% fidgety towards handling workload and work pressure, especially after being in the age of 18-23, which can allow 50% or more managers to selectively choose those candidates whose ability to handle workload is outweighed by their talents (Royle, 2026). However, in the case of both Generation X and Y types (aged between 29-61), such employees might possess past skillset experience and are likely to be hired for more experienced roles among 82% manager groups (Marketwired, 2024). Since their main characteristic might support quick learning, which can be slow in the case of Generation Z candidates.

3.2 Self-regulation

The managers also need to check an employee's ability to control their emotions, especially by acknowledging the fact regarding passing responses, acquiescing, or denying during challenging or confrontational scenarios (Liao et al., 2022). For instance, both Generation X and Y or millennial employees (aged between 29-61), feel that conversations must occur through email correspondence (Goleman, 1998). This is voiced by over 18% of the employee groups from different organizations representing industries within countries like Australia and the UK, while 15% of the other millennial working groups prefer instant messaging (Srivastava, 2024). Each form of communication looks to keep a record for future references for the managers, and some 4%-9% also prefer to have lengthy conversations on the phone apart from video conferences (Srivastava, 2024). These aspects allow better provisioning of record-keeping to stem emotional outburst-related spats. Contrastingly, 80% of the Generation Z employees (those workers aged around 18-23) prefer in-person conversations or through verbal talk (Srivastava, 2024). Such tendencies would likely increase the chance of verbal arguments being encouraged. Hence, managers need to be aware of this prospect before they proceed to work with such a generational group of employees with limited EI (emotional intelligence).

3.3 Motivation

This is another key facet within the emotional intelligence model by Daniel Goleman, which can allow the workplace managers to learn about the internal drive of generational workers

to help them achieve their organizational goals (Binsaeed et al., 2023). The motivational elements can differ among each generation, A Deloitte survey showed how 77% millennial employees (aged between 29-61) or containing both generation x and y, wanted more job security and better progress in their career, compared to the generation z workers (aged between 18-23) or 74% of the employees who were eager to continuously learn new skills other than seeking improvements in their paygrade (Deloitte, 2025). In fact, some of the younger employee groups or Generation Z workers also want to contribute to a positive impact on society (Deloitte, 2025).

3.4 Empathy

Managers must also test the characteristics of their generational employees, as the latter look to perceive emotions from others and understand their individual experiences (Binsaeed et al., 2023). As a result, the managers can learn the employees' needs and expectations from the generations. For instance, the Generation Z workers or those (aged between 18-23), comprising 27% of the employee groups operating in organizations, look to seek transparency among their co-workers, whereas 90% believe that organizations need to have separate policies for facilitating diversity programs (Johnson, 2024). On the other hand, millennials or generations X and y (aged between 29-61), or 29% or more, want to exercise active engagement in their work routine. While 50% or more want to be with a single company for beyond a year, as they prefer working with a familiar staff team than a new management (Rigoni, 2016).

3.5 Social skills

This is the ultimate element within the emotional intelligence model, which allows managers to understand an employee's social skills, such as relationship management, communication, and even teamwork (Paredes-Saavedra et al., 2024). Workers who have strong social skills can bridge generational gaps between other co-workers (Burleigh, 2024). Nowadays, many leading organizations like EY, (Ernst and Young) or Tesla both emphasize reverse mentoring programmes, which allow both Generation Z workers (aged between 18-23) and Generations X and Y (aged between 29-61) to work together and share wisdom via work experiences (Burleigh, 2024). This way, they can better approach challenges and even tackle teamwork roles. The managers can count on the increasing benefits of such programmes to intensify working routines among both generations in the long run (Paredes-Saavedra et al., 2024).

4. Conclusion

The report proved that emotional intelligence plays a key role towards maintaining workplace relationships, aside from boosting employee performance and allowing them to find navigational skills with other workers to influence organizational success. Moreover, with the implementation of models like the 'ability framework' and the 'bar-on model', it was proven that employees are not only required to channel their own emotions or those of others but also learn how to use their cognitive skills to complement their technical skills to cultivate better social engagements in their organizations. Finally, Daniel Goleman's 'emotional intelligence' model proved how managers can bridge generational gaps among employee groups, to ensure a sustainable environment can be laid out for the same workers, for ensuring better productivity and performance.

5. Recommendations

Some of the recommendations which can be provided based on the above discussions are as follows:

Firstly, employees must be exposed towards team-working settings by organizations, as team-based tasks would allow both workers and co-workers to confront each other's emotions by looking at individual skillsets, social competencies, and engagement talents. Even if there exists a higher chance of confrontation, there also exists a varied chance of emotional maturity among the employees. For instance, a Talent Smart study showed that 36% employees working in team were likely to gain faster emotional maturity than those enjoying autonomy (Price, 2023).

Secondly, organizations must oversee the interactions among employees in a professional setting, as each employee must comply with diversity policies leading to the equal treatment of both BIPOC and non-BIPOC workers (Nathoo, 2021). That allows each employee to gauge each other's emotions irrespective of color, creed, and ethnicity.

Thirdly, different organizations like Microsoft and others representing dynamic sectors should organize programmes where employees get the chance to merge their social competencies, emotional intelligence, and technical skills together and prove their mettle in practical scenarios. This would improve their emotional intelligence-related experiences and give managers a way to isolate personality traits from psychological factors (Schulze and Roberts, 2005, p 175).

Fourthly, managers need to emphasize launching reverse mentorship activities among both Generation Z (18–23-year-old employees) and Generations Y and X (29–61-year-old

employees), which would increasingly bridge the gap between their engagements and ensure organizations are better equipped with both talent and experience (Goleman, 1998).

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