



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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DEVELOPING EMOTIONAL INTELLIGENCE SKILLS FOR THE WORKPLACE (BMSW6106)

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Table of Contents

Table of Contents	1
Introduction	2
Overview of Tesco	2
Emotional Intelligence & Key Models	3
Importance of Emotionally Intelligent Workforce at TESCO	6
Daniel Goleman's Five Domains of Emotional Intelligence for Workplace Success at TESCO	6
Bradberry & Greaves Emotional Intelligence 2.0 Model for Workplace Success at TESCO	7
The Importance of Emotional Intelligence in TESCO's Workplace	8
Evaluation of Emotional Intelligence Models Based on Fulfilling the Individual Development Needs	9
Critical Evaluation of Daniel Goleman's Five Domains	9
Critical Evaluation of Bradberry & Greaves Emotional Intelligence 2.0 Model	10
Appropriate Model in Meeting the Development Needs of the Individual.	10
Recommendations.....	11
Conclusion	12
References	13

Introduction

Emotional intelligence (EI) is important for understanding and managing emotions and thinking about things. EI can also help to develop internal skills to manage issues. EI is the capacity to calm down, resolve conflicts, empathize, and communicate (Christianson, 2020). People with emotional intelligence may adapt their perfect behaviour to different situations. Due to the severeness of COVID-19, this skill is very important. The spread of COVID-19 has changed the emotional intelligence of employees in every company. The disease and its severe effects reduced confidence, enthusiasm, and cheerfulness of the employees. The COVID-19 pandemic has caused a severe job deficit. The influence has affected the organizations' resources. The study discusses emotional intelligence and how to develop it. The study will also examine the need of emotional intelligence for employees, managers, and telecommuters after the COVID-19 epidemic to improve operations.

Overview of Tesco

Tesco is a well-known London based company founded in 1919 in Welwyn Garden City. The company has multiple outlets within the UK and provides a broad variety of products and services. It has also outlets in Asia and Europe. TESCO is a multinational retailer company that offers food and other daily essential commodities within various categories (Smith, 2018). Tesco offers fresh food, beverages, baked products, snacks, home and leisure items, baby items, clothing, household equipment, frozen food, pet supplies, health and beauty and electrical goods (Aiello et al., 2020).



Figure 1: Logo of Tesco PLC

The company has 330,000 employees and has generated sales of 57.89 billion pounds in recent years (Tesco, 2023). Its large impact on the country's GDP suggests that it is experiencing rapid expansion. Tesco is one of Europe's top five food and drink retailers and popular in Britain. Being

the UK's most successful food retailer, Tesco has over 26% of the grocery market (Statista, 2023). It's one of the four largest retailers in the UK, along with Asda, Sainsbury's, and Morrisons.

Emotional Intelligence & Key Models

Emotional intelligence is knowing and managing one's feelings, using them to communicate and show understanding in every situation, and reducing the possibility of conflicts or conflict. People must know and regulate themselves to adapt to their situations (Reissland, 2013). Emotionally intelligent people can manage their emotions, make sensible decisions, and act on their emotions by integrating their plans with their objectives. This is why emotional intelligence is important. Being a retail giant, TESCO must understand emotional intelligence and how it affects each individual and the retail industry's ongoing evolution. There have several models for understanding the emotional intelligence. This section will discuss few models of emotional intelligence.

➤ **Daniel Goleman's Five Domains of Emotional Intelligence:**

The scientific writer, scientist, and novelist Daniel Goleman introduced emotional intelligence in his book "Emotional Intelligence" in 1995 (Gultekin & Icigen, 2019). Daniel Goleman's emotional intelligence (EI) has five major components that help the employees of the company to achieve success.



Figure 2: Daniel Goleman's five domains of emotional intelligence

- **Self-awareness:** The first component of this model is self-awareness. It means that recognise the individuals and understand their emotions. People with great self-awareness can understand their mental situation, skills, and limitations (Leary, 2007). In this understanding, individuals may think and act more purposefully. Effective emotional intelligence develops here.

- **Self-regulation:** Managing one's feelings and ambitions is self-regulation. This component focuses on emotional stability, flexibility, and strength in times of crisis. Self-regulated people can remain cool and make sensible decisions in stressful situations (Randi & Corno, 2000).
- **Motivation:** According to Goldman's, motivation is a key factor in emotional intelligence (Goleman, 1996). This happens when someone is driven by their own values and ambitions rather than others. They are passionate about their career, devoted to personal growth, and driven to succeed. Emotionally bright persons in this world have several features. Motivated people can overcome difficulties and perform better.
- **Empathy:** Empathy is understanding and feeling the other's emotions. Individuals can achieve better outcomes with this skill. People who connect with others are sensitive to and understand others' emotions (Abbott et al., 2021). This makes them excellent communicators and collaborators.
- **Social skills:** The final domain, "social skills," includes several interpersonal skills. Effective communication, problem-solving, and partnership-building are included in these skills. Socially skilled people are effective leaders and collaborators, fostering collaboration and understanding (Bennett & Gadlin, 2012).

This model may help organizations and individuals to understand emotional intelligence and how it affects individual and collective achievement (Goleman, 1996).

➤ **Bradbery & Greaves Emotional Intelligence 2.0:**

Within the book "Emotional Intelligence 2.0," Travis Bradbery and Jean Greaves described emotional intelligence.



Figure 3: Emotional Intelligence 2.0 by Bradbery & Greaves

Their emotional intelligence approach may increase the achievement of goals and performance. The book "Emotional Intelligence 2.0" describes EI as a set of skills that help individuals to understand, learn, and manage their own and others' emotions. One could identify these skills in others and oneself. The authors believe that emotional intelligence (EI) is a collection of skills that may be improved through purposeful practice (Bradberry & Greaves, 2009). This book focuses on improving the four essential emotional intelligence abilities in emotional intelligence.

- **Relationship management:** The term "relationship management" refers to connecting and developing friends and colleagues. Strong discourse, teamwork, and conflict resolution are some elements of relationship management (Aritz & walker, 2010). Improving relationship management by giving and receiving constructive feedback is important.
- **Social awareness:** Social awareness is understanding others' emotions. For building relationships this skill is needed. "Emotional Intelligence 2.0" shows how to be more sympathetic and social. The book emphasizes the importance of nonverbal communication and active listening.
- **Self-awareness:** Self-awareness is key to emotional intelligence. This involves understanding how the ideas and actions are affected by feelings. Self-aware people know how emotions have impact on them. They can make smarter and flexible decisions. Knowing the strengths and weaknesses increases self-awareness and confidence in one's skill.
- **Self-management:** "Self-management," regulate emotions and hasty behaviours, handle them properly, execute their work, and adapt to new conditions (Morrison, 2008). Controlling and calming one's feelings is important for self-management. Managing anxiety, being cheerful, and paying attention may help people to regulate themselves.

Bradberry and Greaves provides a simple, effective technique for improving emotional intelligence. This model breaks down emotional intelligence (EI) into four fundamental competencies, provides a self-assessment test, and suggests techniques to enhance emotional well-being and social skills (Bradberry & Greaves, 2009).

Importance of Emotionally Intelligent Workforce at TESCO

After the COVID-19 pandemic, TESCO should concentrate on employee emotional intelligence. Companies are emphasizing how important technology is to business. Today's businesses value soft skills and accept online work techniques. Business is increasingly recognizing emotional intelligence as a soft skill that all companies need. This skill helps people to adjust their situations and handle stress and arguments through their activities. To adapt future business changes, this needs to be done. Using Daniel Goleman's Five Domains of Emotional Intelligence and "Emotional Intelligence 2.0," TESCO can understand the relationship between emotional intelligence, excellent management communication, and TESCO's financial benefits.

Daniel Goleman's Five Domains of Emotional Intelligence for Workplace Success at TESCO

Daniel Goleman developed five domain or component of emotional intelligence. Five domain play distinct functions in establishing an inclusive and flexible workforce (Goleman, 1996). This part will show the importance of workplace emotional intelligence by linking these components to TESCO. Five components are:

- **Self-Awareness:** Understanding one's feelings is important for self-awareness. Self-aware TESCO employees can better handle a range of customers and adapt to the company's changing demands. Recognizing that employees experience different feelings may help them to make better choices, improving customer service and operations. TESCO's employees must adapt to unexpected challenges after the COVID-19 epidemic. These issues come from the epidemic. Self-awareness is becoming more important for companies as employees must observe and understand their feelings in a changing environment.
- **Self-Regulation:** Staying cool in uncertain times needs self-regulating emotions. Because they can regulate themselves. TESCO employees can solve difficulties rationally. Employers need to offer stress-management, problem-solving, and emotional-control training so employees can participate. This component of the organization's strategy is essential since it affects company morale. This creates an enjoyable and excellent work environment.
- **Motivation:** TESCO wants motivated people to achieve its basic goals of customer-centered quality, which is important for the organization. After the COVID-19 pandemic

which have an impact on consumer expectations, companies must focus more about what motivates their employees. Training programs can help employees to achieve their objectives and support the company's. These programs can additionally provide employees new skills and acknowledge their achievements. Committed employees provide outstanding customer service and make the workplace a wonderful place for working.

- **Empathy:** TESCO must understand how important it is to understand its customers' demands to establish partnerships and support their demands. Companies' training programs could focus on empathy, listening, and seeing things from consumers' perspectives. Customers are happier, more loyal, and they respect the company more when employees show the empathy. In the post-COVID environment, customers may feel more nervous because of epidemic.
- **Social Skills:** Skilled retail employees can communicate, resolve conflicts, and collaborate. This relates particularly to TESCO as it faces additional COVID-19 issues. Training programs that increase communication, social skills, and community involvement should be prioritised by employers. Socially skilled workers can improve working conditions. They develop teamwork and loyalty to company. It immediately impacts how successfully individuals collaborate, communicate, and complete tasks, making it important for TESCO's.

Bradberry & Greaves Emotional Intelligence 2.0 Model for Workplace Success at TESCO

COVID has made the workplace uncertain, so companies including TESCO must work hard to make employees mentally alert, to reduce fears and do the right thing. The Travis Bradberry and Jean Greaves Emotional Intelligence 2.0 idea meets TESCO's aims to promote customer satisfaction, security for employees, and long-term economic success (Bradberry & Greaves, 2009). Four key components of this model fit with TESCO's goals.

- **Relationship management:** TESCO emphasizes on development of networks in business and with family and friends. This meets relationship management. TESCO can follow Bradberry and Greaves' principles. If TESCO trained its employees about apologies communication, and well-being, it may be able to improve its relationships. The authors advise listening to others, meeting their own needs, and learning from others to become more resilient. Mentoring initiatives,

open communication, and excellent leadership may help TESCO to establish an environment that encourages these qualities.

- **Social awareness:** Being able to see and understand others' feelings is referred to as "social awareness." As part of its focus on emotional and physical health, TESCO should value its employees' health and happiness. Understanding and empathizing with others makes the workplace enjoyable. Bradberry and Greaves think honouring commitments and managing thoughts can help people psychologically and physically. TESCO's wellness initiatives emphasize stress management, mindfulness, and work-life balance.
- **Self-awareness:** Bradberry and Greaves emphasize the importance of giving and receiving constructive criticism since it builds self-awareness. As well as how they feel, TESCO employees should know how their expressions effect customers and colleagues. Self-awareness in employee training programs could help to create a workspace where individuals may have open and useful interactions. Employees are given the opportunity to assess their speaking abilities and develop them.
- **Self-management:** Self-management is part of TESCO's responsible decision-making. People should apologize and accept responsibility, according to Bradberry and Greaves. This is linked to self-management. TESCO may be able to correct this by encouraging accountability and training individuals how to make decisions when they don't know what's next. This reflects the organization's principles and ensures that all activities benefit the company.

The Importance of Emotional Intelligence in TESCO's Workplace

The changing work environment after COVID can help TESCO if it focuses heavily in employee emotional intelligence (EI). Famous models like Daniel Goleman's Five Domains and Bradberry and Greaves' Emotional Intelligence 2.0 emphasize this topic. Modern business is challenging, but these models may help TESCO to manage them effectively. Importance of EI may include:

- ✓ **Communication skill development:** Better emotional intelligence (EI) improves communication, understanding, and expressing emotions easier to understand (Kotsou et al., 2019). This is important while working with others.

- ✓ **Mental and physical well-being:** Development in emotional intelligence (EI) improves mental and physical health. Both are needed to manage the uncertain economic and operational changes.
- ✓ **Customer and team relationship management:** Emotional intelligence (EI) is important for relationship management and teamwork (Turner & Lloyd-Walker, 2008). These components are important for TESCO's customer-focused approach and creative work environment, particularly in mixed or remote environments.
- ✓ **Resilience and adaptability:** After COVID, situations at work are unpredictable, thus TESCO need emotionally intelligent employees (Drigas & Papoutsis, 2020). Because EI strengthens and develops individuals.

TESCO's emotional intelligence improves not only employee happiness but also management effectiveness and business performance. TESCO's post-COVID performance depends on improving customer interactions, workplace culture, and organizational strength. This organization is stronger with emotionally educated employees.

Evaluation of Emotional Intelligence Models Based on Fulfilling the Individual Development Needs

In a challenging climate, these models help organizations to evaluate factors. Because of the models, the company may focus on business growth and helping individuals to develop. To determine whether Daniel Goleman's Five Domains and Bradberry & Greaves Emotional Intelligence 2.0 are suitable for TESCO, they must be thoroughly examined to see how they meet employees' developmental needs.

Critical Evaluation of Daniel Goleman's Five Domains

- **Strength:** Goleman's Five Domains provide a comprehensive technique to analyse and increase emotional intelligence (Goleman, 1996). The model is phenomenal because it develops self-awareness, self-control, desire, empathy, and social skills. This broad perspective works effectively for TESCO due to its varied team and complex business environment. TESCO prioritizes strong customer interactions and working effectively with others, therefore the model's emphasis on social skills and understanding is important.

The methodology helps individuals to understand emotional intelligence, promotes a positive company culture, and improves communication.

- **Weaknesses:** Goleman's technique has advantages and disadvantages. It may not have clear decision-making guidelines or the flexibility to adapt to new technologies, which are important in the ever-changing retail sector. The model's capacity to cover everything may make it too hard to utilize. To increase its usefulness in real-world work, the model's components may need to be simplified. Even while Goleman's model provides a full picture of emotional intelligence, it may need to be refined with effective ways to specifically address skills that are relevant to TESCO's commercial objectives.

Critical Evaluation of Bradberry & Greaves Emotional Intelligence 2.0 Model

- **Strengths:** Through "Emotional Intelligence 2.0," Bradberry and Greaves explain valuable and successful aspect of emotional intelligence (Bradberry & Greaves, 2009). It provides specialised emotional intelligence-boosting approaches. This approach focuses on beneficial behaviours like identifying the problem and encouraging discourse. Practicality helps employees to apply the principles to their daily relationships, resulting in immediate improvements. TESCO's dedication to accountability and thoughtful decision-making matches the model's emphasis on self-management features like saying sorry and taking responsibility.
- **Weaknesses:** Because the model is simplistic, it might have problems. The direct technique may simplify emotional intelligence. A big company like TESCO may ignore fundamental characteristics. The model focuses individual accountability, which may not incorporate the shared responsibility and collaboration essential in TESCO's collaborative work environment. It provides important answers, but it may benefit from adding additional components to properly address TESCO's employees different and shifting issues.

Appropriate Model in Meeting the Development Needs of the Individual.

The Bradberry & Greaves Emotional Intelligence 2.0 approach is practical and successful for TESCO's development objectives. Considering TESCO's commitment to creating genuine skills, the strategy succeeds because it provides concrete solutions that individuals can use in their current roles. Focusing emphasis on behaviours like detecting circumstances and making interaction simpler gives employees emotional intelligence-boosting skills. TESCO also highlights self-management as individuals should be able to say sorry and take responsibility (Guilfoyle et

al., 2019). Responsible behaviour and informed decisions are promoted throughout training. The company needs both for personal development. Simple approach allows employees to easily understand and implement its concepts. This allows many workers to use it. Understanding the model's weaknesses is also important. To better address TESCO's various and shifting growth demands, a deeper knowledge, maybe combining Goleman's Five Domains, may be beneficial.

Recommendations

TESCO must improve and support emotional intelligence (EI) in the new, evolving work environment following the COVID-19 pandemic to get its employees to work well together and have high EQ. The following recommendations and initiatives are given to TESCO to increase their emotional intelligence.

- ✓ **Acknowledge & Give Constructive Feedback:** Frequent communication training should focus on identifying and providing constructive criticism. Encourage the development of engaging communication solutions that allow employees to openly express their opinions. Regular workshops should enhance active listening and commenting. To encourage open and unrestricted discussion, a place where individuals may post anonymously would be good.
- ✓ **Be Willing to Take Responsibility:** Accountability is important for establishing objectives and evaluating achievement. TESCO should reward employees who frequently show accountability. This would demonstrate the company's culture's importance of this feature.
- ✓ **Feel Certain and Confident:** Encourage physical activity using health and fitness programs. This includes giving employees at home workout equipment. Additional examples include virtual fitness events, group training, and exercise gear distribution. Celebrate successes to boost employee confidence. The workplace will be positive and empowering.
- ✓ **Take Inspiration from Others:** Establish a program for employees to celebrate one other's achievements and implement it. These factors build a community that encourages innovation and teamwork.
- ✓ **Paying Attention to Yourself:** Workers should be encouraged to take pauses to reflect on their job and themselves and given tools to manage their personal and professional life.

- ✓ It's important to monitor and appreciate behaviours that go above and above and demonstrate emotional intelligence while maintaining business values.
- ✓ New employees must be examined for emotional intelligence to ensure the company's culture supports high emotional intelligence (Helmold, 2021).
- ✓ When the organization wants to help people improve professionally, it should prioritize emotional intelligence (EQ) training.
- ✓ Making these responsibilities simple helps people feel more connected and collaborate (Maccoby, 2006).

To implement a thorough EI improvement strategy, TESCO must have to use EI workshops and seminars led by experts. These training and programs should help on-site and remote workers. Worker fitness programs improve physical and mental wellbeing (Voit, 2001). Such activities include fitness and mental wellness programs. A structured recognition program secured to emotional intelligence practices to improve collaboration and communication. Communicating and working in varied teams will help complete this task. Workshops and self-improvement tools that emphasise emotional intelligence (EI) development and job performance are important for continual learning. Because of this, performance appraisals and feedback systems should include emotional intelligence (EI) skills to emphasize its importance for professional progress. Mentoring and staff support networks may help employees to feel supported and connected (Keller et al., 2020). Finally, employees need to adaptation training for managing change and uncertainty. The implementation plan helps TESCO establish a strong, connected, and emotionally aware staff after COVID-19.

Conclusion

After the COVID-19 pandemic, TESCO must focus on emotional intelligence (EI). Thorough examination of models like Daniel Goleman's Five Domains and Bradberry & Greaves Emotional Intelligence 2.0 may reveal its strengths and downsides. TESCO employees may benefit from the second type's effective tactics. The proposals and implementation plan emphasize building Emotional Intelligence (EI) within the company's structure, encouraging collaboration, and promoting high-EQ behaviours. As the corporate environment develops, TESCO believes emotional intelligence is essential for its workers. Emotional intelligence helps TESCO solve current issues and prepares it for long-term success by allowing it to give back, communicate effectively, and make the workplace enjoyable.

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