

**BA (Hons) Leadership and Management Skills for the
Workplace**

**Module: Developing Emotional Intelligence Skills for the
Workplace**

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Task 1: Report

Introduction

Emotional intelligence refers to skills that make an individual vigilant about his/her social and workplace's demands. It is one of the most prioritised soft skills required by an organisation for its employees so that they can balance their work and personal life in an optimistic way. In today's ever-changing world, emotionally intelligent employees are a great source of wealth for the organisation as they are devoted, self-conscious, more stable, compassionate towards their personal goals and also organizational goals (Sfetcu, 2020). Organizations are more interrelated and dependent on each other and so are the internal functions of them (Dulewicz and Higgs, 2004). So, employees have to maintain a strong team working capability and the needs for emotional intelligence become pressing to make sure better communications, collaboration among teams. This individual report focuses on the importance of emotional intelligence and its massive role in the overall achievements of making a more resilient work environment. For analysis and shedding more light into the practical scenario of highly prioritized emotional intelligence, Unilever Plc has been chosen.

Chosen Company overview

Unilever Plc is British-Dutch originated multinational company operating actively in nearly 200 countries of the world (Unilever PLC, 2024). Its main portfolio of business is consumer goods which varies from beauty products, personal care items, cleaning items, baby goods, pharmaceuticals, tea, coffee and other beverages etc. Established in 1929 and headquartered in London, Unilever has hundreds of brands, acquisitions like Lipton, Pond's, SlimFast etc. The company profile of Unilever says it has 12700 employees all over the world which means it's a company of multi-nationals, diversity and thus having exposure to different economic outcomes. Its market cap in 2023 is £106.55bn and listed in the London Stock Exchange since the very initial periods of the company (Unilever PLC, 2024). Recently Unilever has been focusing on Artificial Intelligence so that it can keep it up with the updated technologies and changing needs of customers. The key people of Unilever namely Ian Meakins and Hein Schumacher have ensured a smooth business of Unilever worldwide in terms of both manufacturing the fast-moving consumer items and maintaining a healthy work environment in Unilever by means of effective employee management tactics and a strong sense of emotional intelligence.

Models of emotional intelligence

According to Cherry (2020) emotional intelligence is such a state of body and mind where an individual takes control of his/her emotions and thus can influence the thoughts and ultimately the actions taken by him. There are many models of emotional intelligence developed by famous psychologists and physiologists over time. Every scholar has ensured that these models are of best use in terms of bringing stability of minds and thoughts. And that is why EQ has taken its core place in today's turbulent environment of world economy where there is uncertainty and challenges of unknown nature (Sfetcu, 2020). Following are some of the greatest models of emotional intelligence addressed by psychologists-

Goleman's emotional intelligence performance model

Bar-On's emotional intelligence model

This model has some dimensions as such interpersonal skills, intrapersonal skills, adaptability, stress management and general mood. Bar-On has identified these dimensions working strongly in useful manners in terms of developing the EQ of a person. So the skills that the scholar focuses are explored below-

- Interpersonal skills will highlight on building the sense of social responsibility of a person and the relationships that he holds with his belonging people around (Bar-On, 2007). As a result the employee will be empathetic having a social connection with his surrounding people.
- Intrapersonal skills will make a person self-aware which means the ways someone feel, act, react or think will be consciously overviewed. It also strengthens the self-regard, assertiveness and sense of actualization of a person. So an individual according to this dimension feels more independent as he understands himself better and known how he feels about him from the within (Bar-On, 2007).
- Adaptability is another important dimension addressed by Bar-on according to this model. It cover problem solving skills, understanding the real issues around and gaining flexibility. Individuals should be adaptable in nature because there is nothing eternal in the world and as change is inevitable it is better to be malleable in line with the changes
- Stress management ensures someone to control his impulses and thus radicle actions can be avoided. Also, it makes an individual more tolerant about the uncertainties challenges
- There is another dimension called general mood which Bar-on has introduced by happiness and optimistic outlook. One should learn to be self-contented so that the chaotic

environment outside can not ruin the happiness of an individual. Positive mentality should be uphold no matter what comes in near future.

The Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)

This model has four branches and based on them it focuses on measuring the ability of an individuals to be emotionally intelligent (Salovey and Pizarro, 2003). These branches have been designed scientifically and are explained below-

- ✚ Perceiving Emotions have been described as understanding about others feelings. Sensing in different ways like the tastes of music, different stories, characters, movies etc.
- ✚ Facilitating Thought can be put in different ways because thoughts are so crucial and powerful that any individual can do something great or bad by nurturing his thoughts. So emotions and thoughts should be communicated and sensed in such a way that it facilitates the values and level of cognition (Salovey and Pizarro, 2003).
- ✚ Understanding Emotions is another core branch addressed by the scholar of this model. It makes the emotional understanding more meaningful because emotions when communicated properly can make relationships stronger and ensures progress as well.
- ✚ Managing Emotions is another concern, and it deals with communicating the feelings of one another. By modulating one's emotions growth and understanding among people can be ensured.

Application of key models of emotional intelligence in Unilever Plc

Unilever being one of the biggest manufacturers of the world has been so successful by dint of effective management tools and techniques of people management. As to people management, the implementation of EQ, EI or Emotional intelligence stays as the heart of all operations of management. Unilever Plc has the dire need to implement emotional intelligence and ripe the benefits from it in the overall employment profile (Unilever PLC, 2024). There are some characteristics that make it most necessary requirement to be a leading company in the world. Such as-

- The geographic divisions of Unilever
- Different religions, casts, colors, and races among employees
- Diversity of brands, products, and acquisitions
- Changing demands of customers in terms of pricing, flavor, color, quality and availability
- Changes in country-wide tax impositions, government rules, location differences

- Uncertain business environment due to outbreak of Covid-19, Russia-Ukraine war, Inflation, supply shortage and turmoil in international politics

The reasons above highlight the factors why it is so pressing for a giant organization like Unilever should focus on emotional intelligence. Unilever Plc with this regard can adopt the yardsticks of Bar-On model to let the employees to excel the skills as suggested by Bar-On. The management of Unilever can first of all implement a coaching and mentoring session with employees in small groups where they will learn interpersonal skills like how to communicate, what to share and what to not (Unilever PLC, 2024). Understanding others emotions, being passionate for problem-solving will help employee relationships. Employee should feel connected and collaborate with each other as it will help them maintain an informal relationship. Due to covid-19 and Russia-Ukraine war the world has seen so many changes, policy differences and the coming days are not certain as well. Keeping this uncertainty in minds employees of Unilever can culture themselves as a family where Unilever as whole should take proper care of its employees. Training intrapersonal skills like- ability to share thoughts of an employee, ability to understand one's feelings, respecting decisions of managers, accepting the differences among employees help Unilever Plc in reducing employee turnover and dissatisfaction.

Unilever's CEO Hein Schumacher has talked about sustainability agenda of Unilever which addresses the strategic management policies adopted by the company (Unilever PLC, 2024). It is optimistic about its innovative brand introduction and cognitive processes of valuing its workforce. The quarterly publications of Unilever unveils lots of actions taken in light of making the company more like a family with all of its stakeholders. Unilever has an ambition to develop a future workforce which will equip its employees with greater skills and ensure an open environment where employees find their work meaningful. In Unilever it is called Future-Fit plan where learning is inevitable to sustain in the coming days of challenging business world.

Another model, Mayer-Salovey-Caruso Emotional Intelligence focusing on perception, managing, and understanding of emotions and thoughts can also be seen in Unilever Plc in terms of its program called Upskilling for Future where employees are trained by highly recognized learners. It has collaborated with lots of educational, motivational and other professional institutions where thousands of employees of Unilever get the opportunities to learn from trained trainers. Mobilizing workforce through bridging between skills and development needs Unilever has been implementing a workforce called Agile and Flex Experiences (Unilever PLC, 2024). All these applications of established models and innovative management ideas are to make employees

become emotionally intelligent and self-assertive so that they act rationally rather taking impulsive decisions (Sfetcu, 2020).

Importance of nurturing emotional intelligence in the workplace

Emotional intelligence plays a big role in balancing the overall workplace environment of a company because it strengthens the relationship among people by sharing empathy, emotions, thoughts and creating bridge among every individual (Dulewicz and Higgs, 2004). Emotional intelligence makes employees feel independent and self-cautious which further stimulates goals of self-actualisation.



Figure: Important roles of emotional intelligence

Conflict management: Employees by dint of interpersonal and intrapersonal skills learning through emotional intelligent technique are able to understand different circumstances. So, while there are stresses, pressures in the workplace, emotionally intelligent employees can give a better solution by analysing both positive and negative outcomes of a certain behavioral approach.

Resilience: It means standing strong in situations of uncertainty. Emotional intelligence is important to build resilience among employees of an organization. Devotion of employees is crucial for the long term success of an organization. Unilever also strives to build resilience among employees (Bar-On, 2007).

Better work-life balance: Now a days workplace takes most of the productive time of an employee and sometimes it causes mismanagement of both home and workplace due to extensive pressure from both sides (Dulewicz and Higgs, 2004). Emotional intelligence helps an

employee to face the reality at hand and provides skills like flexible nature, self-awareness, empathy etc. that make employees feel comfortable and not stress out any situation. Unilever Plc offers distant workplace, childcare facilities, parental rooms so that employees feel emotionally strong about the fact that the organization cares not only for the employee but also his family

Reduced turnover: Emotional intelligence gives a broad outlook regarding any subject matter and as a result employees with high EI become more loyal to the organization irrespective of some unfavorable consequences (Salovey and Pizarro, 2003). A company is nothing, but a network of some ideas and it does not guarantee of good things always. Understanding emotions of others let employees think smartly and thus stop taking early terminations.

Better communication: Communication is the core of every organization and emotionally intelligent people have the skills like- listening, caring, reasoning, higher aptitude etc. that make him a good communicator (Sfetcu, 2020). Unilever working in nearly 190 countries need to ensure better communication for its sustainable operations that EI can ensure.

Strong Teamwork: Teamwork can work in the most optimal way when members in the team understand each other, share emotions without doubt and think in different ways but with confidence that the thoughts will be shared (Dulewicz and Higgs, 2004). Emotional intelligence lets employees feel the passion and thoughts of others. Liberty to express oneself and with responsibility teamwork can bring success and ensure personal well-being of all employees.

Self-awareness: Emotional intelligence is important to learn about one's feeling, thoughts, ambitions by oneself. Being aware of the feelings, personal opinions, strengths and opportunities makes someone more reasonable. Self-awareness of employees is crucial to allocate tasks as it allows employees to understand how they value themselves.

Social skills: Skills like- greeting, talking, listening, caring, celebrating, sharing feelings, helping in need etc. are called social skills. Emotionally intelligent people gain social skills and apply when necessary (Salovey and Pizarro, 2003). It comes from them as a matter of innate characteristic. So employees with high EI are more social than employees with low EI as they give places to others in their thoughts and try to understand others emotions.

Successful leadership: Leadership can be explained as a quality that further indicates many different sorts of characteristics. And these qualities make leaders different from others. Emotional intelligence allow the leader to influence people more positively by listening their thought, needs

and emotions. Leadership of emotional intelligence is the one of the most valued approach for organizational stability (Bar-On, 2007).

Improved work performance: EI is necessary because it brings happiness, self-actualization, positivity among people. So, they can work peacefully without distraction of negative thoughts and it brings in better performance in the organisation. EI focuses on building positive relationships among people by being devoted, managing emotions and thus it confirms self-regulation.

Relationship between EQ and effective management and the ways it brings advantages in the company.

Emotional intelligence ensures a better personal understanding of oneself and those of others (Bar-On, 2007). As organisations are mostly dependent of human resources it cannot ensure success without addressing what others are feeling. Management now a days is not a routine job rather it has become more complex of nature. Uncertainties, challenges and threats are there that rule every business. Thus, management has been termed to be effective and efficient rather simple roles of payroll, promotion and training etc. Management of a multinational organization like Unilever Plc is not a easy routine job rather it has to deal with unforeseeable situations. Emotional intelligence ensures effective management as it covers most of the roles of management and with added benefits of managing emotions of employees responsibly.

Effective Management refers to better planning, allocating resources, monitoring, evaluating performance and giving feedback to gain a certain objective for a certain period (Dulewicz and Higgs, 2004). Emotional intelligence is related to effective management as EI paves the way for which Effective management becomes possible. Emotionally intelligent employees are great resource for an organization. They act rationally and don't take their short-term tantrums rule over their long term benefits. EI ensures effective management by increased productivity, lower mistakes, reduced turnover and more optimisms (Arora, 2017). Emotional intelligence and Effective management are interrelated to each other and they two aim for common goals like sustained performance and satisfaction of the workforce. Effective management of Unilever includes specific targets in countries, regions and branches that are further conveyed to different levels of managers. It offers a good compensation package with empowering employees by entitlement and sharing their thoughts for both of their personal goals and organizational goals. Employees being emotionally intelligent fulfills targets and train them to become a viable resource for the company.

Evaluation of models of emotional intelligence in Unilever and analysing its importance in meeting individual needs

Unilever takes care of the emotional intelligence of its employees by adopting several in-job programs, sessions, and trainings. EI helps employees handle difficult situations, others emotions and also own emotions. This is also important for meeting needs of individual people. People expect not only a better job but also inner peace at working the desired organization (Bar-On, 2007). Happiness is targeted by emotional intelligence as it facilitates and eases personal stresses and frees employees from being upset for too long. Employees are different from countries to countries and even sections to sections. Unilever addresses the fact that there are differences but there are common goals that should be nurtured.

Youth Talent is one of the most important programs in Unilever Plc which nurture and build soft skills of internees, potential candidates of the company (Unilever PLC, 2024). Employees who seek ambitious career growth in Unilever find this program lucrative as it offers coaching, mentoring, job related professional education, scholarships etc. Unilever holds a open window of leaders, supervisors and managers where employees can share their emotions, thoughts, how they feel about the work. Unilever focuses on automation and train its employees to fit for future work by dint of EI. There are hassles at workplace, difficulties with colleagues and so many different discomforts that emotionally hamper employees are highly valued as human natures in Unilever.

This well balancing of human and organizational goals gives an employee an open culture where he finds himself valued and thus acts in ways that ultimately provide organizations with better advantages like- an emotionally intelligent employee who is-

- ✓ More positive and optimistic
- ✓ More productive
- ✓ More sharing and caring
- ✓ More responsible
- ✓ More Social and cultured
- ✓ Lesser upset
- ✓ Meanings at work
- ✓ Accept emotions of others
- ✓ Reasonable action-oriented
- ✓ Reduced errors in work

✓ Friendly workplace

Advantages that Unilever gets by implementing EI at workplace are multi-dimensional because it serves not only Unilever but also other stakeholders and most importantly the employees. Employees at Unilever are like a family and they care for each other and so do for the company. Employees get a friendly environment, flexible timeframe, recognition, acknowledgements of their work and so on.

Recommendations

Establishing an emotionally intelligent workforce requires techniques, trainers, and policies at the overall organization (Arora, 2017). Employees should be monitored for a longer period through surveys, sessions, open book questions so that they speak up their opinions, feelings and emotions. EI during Covid-19 has held up the strengths of psychological concern. Being emotionally intelligent is required as one of the most important occupational and personal skills. Understanding own emotions and emotions of others, taking hassles in an open mind, realizing results of actions before taking place etc. are highly recommending characteristic to balance work and personal life, to be contented with career.

A plan for building more collaboration and connectivity among people.

Employees in an organization will feel more connected when they find the job, job role and workplace interesting (Sfetcu, 2020). The division of job should be design in such a way that specifies who perform what and reports to whom. Teamwork in an organization should be given priority and the members of teams should have a strong communication opportunity so that they can perform collectively. For example Employees of teams in Unilever perform day long sessions, go for tours and stay connected for a specific target. Connectivity among employees is crucial for every organization because when they are connected they can perform better by sharing workload and learning from each other.

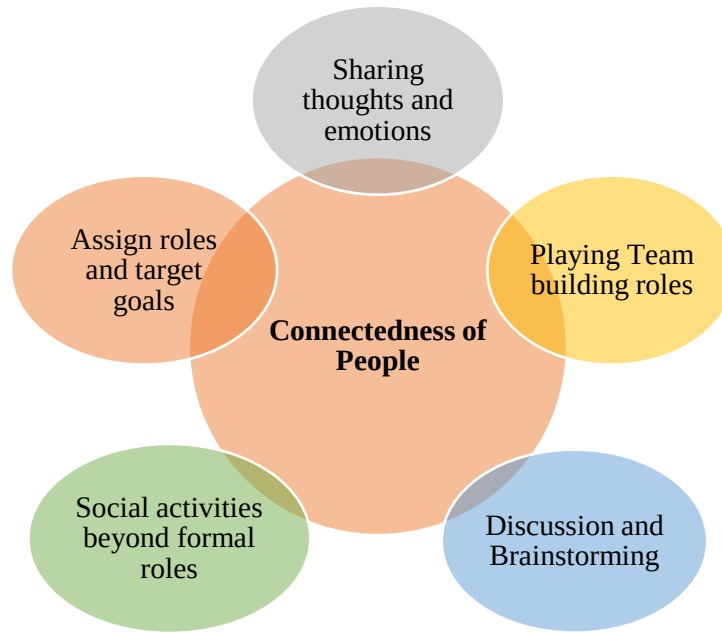


Figure: Ways to building connectivity among people

Source: Author

Implementation of company values to high emotional intelligent employees considering the current economic environment

Current economic environment is stressful as it poses challenges like high inflation, low supply chain, higher cost of living, shortage of essential needs etc. Considering the current world economic and political situations organizations are under stresses of demand and supply, geographic differences, cost cutting pressures, layoff risks etc. Emotional intelligence is important for conflict management, rational decision making at crisis moments. So Unilever Plc implements and strengthens company values to high Emotional Intelligent employees so that they can carry their thoughts and share their feelings, emotions to others. This approach of high emotional intelligent employees acts like a emergent leadership policy of the company (Arora, 2017). As they try to figure out hassles and deal them in consideration of company values. Unilever Plc has some great company values like-

- Taking care of all stakeholders of the company
- Training and mentoring at the individual level.
- Fit the workforce of Unilever for Future in line with Artificial Intelligence (AI), automative manufacturing, flexible production plant etc.

- Shared views and connectedness of employees for enhanced emotional management
- Ensuring sustainability and fulfilling corporate social responsibility

Conclusion

Emotional intelligence is the core concept of this individual report and the practical analysis of models of emotional intelligence have been conducted based on multinational consumer goods company- Unilever Plc. This report gives a proper understanding of what EI is, its importance, implementation of EI models, evaluation of Unilever's EI programs and recommendations of how to establish connectivity and collaboration of employees in an organization. Emotional intelligence is one of the most comprehensive management goals to be gained over the time (Dulewicz and Higgs, 2004). It provides many advantages like- higher resilience, better emotional understanding among employees, higher productivity of management, loyalty for the organization etc. So organizations should aim to develop emotional intelligence through established modelling, testing social skills of employees and building interpersonal skills over the time.

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Appendix: Poster presentation

Task-2: Developing Emotional Intelligence Skills for the Workplace

Introduction

- Emotional Intelligence (EI) is the ability to understand and manage your own emotions and recognize and influence the emotions of others (Dugué et al., 2021).
- Vital for effective communication, decision-making, mental and physical health, relationship management, resilience, and self-management.
- Enhances social intelligence and overall work performance.

Scenario 1: EI Skills - Listening to Others

- Met a care home patient dissatisfied with services due to conflicts with her faith, choice, and values.
- Listened attentively to her complaints to demonstrate care and concern for her situation.
- Worked together to find a solution that respected her principles while ensuring she received necessary medical attention.

Conclusions

Emotional Intelligence is essential for personal and professional growth. By reflecting on, using, and improving our EI, we can create a more effective, harmonious, and productive workplace (Harahap et al., 2023)

Scenario 2: EI Skills - Acknowledge & Give Constructive Feedback

- Encountered an agitated service user during a practice placement in a care home.
- Observed a caregiver effectively manage the situation and keep the service user calm.
- Commended the caregiver for their excellent work and provided advice on handling similar situations in the future.
- The commendation boosted the caregiver's self-esteem and confidence in managing such incidents.

Scenario 3: EI Skills - Empathize with Others

- Encountered a young family with their ill child seeking immediate care during a shift.
- Empathized with their distress and anxiety, offering reassurance and support.
- Actively listened to their concerns, providing emotional comfort and ensuring they felt heard and supported.

Leadership is all about emotional intelligence. Management is taught, while leadership is experienced.

— Roger Serfat, CEO of Halsey

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Reflection on my emotion

- Acknowledge and provide feedback to build upon good performance by complimenting employees and encouraging improvement.
- Compliments stabilize employees' incentives and act as unspoken recognition, signaling 'good job.'
- Maintain motivation at a high level and foster a friendly atmosphere through positive reinforcement.

Reflection on my emotion

I am naturally empathetic and always strive to understand and share in others' experiences, offering assistance whenever possible. Empathy involves stepping into someone else's shoes and comprehending their situation from their perspective

Dimensions of Emotional Issues

- Communication:** Recognizing the importance of acknowledging and giving constructive feedback.
- Decision Making:** Being unafraid to apologize and willing to take responsibility (Ahad et al., 2021).
- Mental Health:** Empathizing with others' feelings and situations

Benefit from EI

- Enhanced Communication: Improved interpersonal skills lead to better team collaboration.
- Better Decision Making: Emotional awareness leads to more thoughtful and effective decisions.
- Improved Mental Health: Empathy and understanding reduce stress and enhance well-being.

Improving and Capitalizing on My EI

- Acknowledge the Situation: Recognize and address emotional cues in conversations (Coronado and Benitez, 2023).
- Be Willing to Take Responsibility: Own my actions and their outcomes, learning from mistakes.
- Empathize with Others' Feelings: Show genuine concern for colleagues' emotions, fostering a supportive work culture.

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The Global EI Test Results (Version 1.0)

Test Date Tue Aug 20 17:44:35 2024

The following numerical scores are calculated from your answers to the EI test. If you have answered honestly and accurately, your scores, out of 10 for each quadrant, will reflect your capability level within each of the EI quadrants. (You might want to print out this result; if you do not, you will have to retake the test if you want these scores later since they are not saved anywhere.) To gain a picture of what each of the EI quadrants covers, read the short descriptions below.

You have answered all the questions -- terrific!

Self-Awareness	Self-Management	Social-Awareness	Relationship Management
7	6	8	6

Source: Author