



TAIKO FOODS

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

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Introduction

In the post-COVID-19 business environment, emotional intelligence (EI) and mindfulness have emerged as critical organisational adaptability and resilience competencies. As businesses face unprecedented challenges, employees' ability to manage their emotions and maintain a balanced mindset has proven crucial to business sustainability and competitive advantage. In this context, building an emotionally intelligent workforce should be a priority for organisations seeking to survive and thrive in a dynamic and ever-changing environment.

Emotional intelligence is a set of emotional and social skills that allows people to perceive, express, understand, and regulate their emotions, as well as the emotions of others. These skills are essential for building healthy and respectful relationships in the workplace, which in turn contributes to achieving organisational goals. Employees with a high EI tend to be more resilient, communicative, and cohesive, which improves team dynamics and overall performance. In particular, in the post-pandemic work environment, these interpersonal skills have become more critical than ever due to the need for flexibility, adaptability, and creativity to meet the challenges of remote work and new forms of professional interaction.

The company I will focus on is Taiko Foods, where I currently work as a team leader in the warehouse section. It is a company based in Acton, London, specialising in producing sushi and other Japanese foods. Through applying emotional intelligence models, I will explore how Taiko Foods can develop an emotionally intelligent workforce to improve its ability to cope with the demands of the post-COVID work environment. In addition, I will critically evaluate the emotional intelligence models applied to the organisation and provide strategic recommendations to promote greater collaboration, connection, and alignment with business values.

Taiko Foods

Taiko Foods is a food company specialising in producing sushi and other Japanese cuisine products. Founded in 1997, it has established itself as one of the leading suppliers of sushi and Japanese food in the UK, supplying supermarkets, restaurants, and retail stores. Its production facility is located in Acton, West London, employing a diverse and multicultural team.

Taiko Foods' mission is to offer fresh, high-quality products that meet customers' expectations. However, like many other companies in the food industry, Taiko Foods has faced significant challenges in the wake of the COVID-19 pandemic. The health crisis forced the company to adapt its operations quickly, implement additional safety measures, and face supply chain disruptions. In addition, the transition to more

flexible work models, including remote work for some departments, has led to the need to strengthen team cohesion and motivation.

As Taiko Foods navigates this new work environment, it has become apparent that developing an emotionally intelligent workforce is critical to its continued success. Employees' ability to manage stress, adapt to change, and maintain positive interpersonal relationships is essential to high productivity and customer satisfaction. In addition, mindfulness and other wellness practices can help employees cope with the demands of a work environment that continues to evolve rapidly.

Critical Models of Emotional Intelligence

Emotional intelligence (EI) is a multifaceted concept studied and developed through various theoretical models that guide understanding of how people can recognise and manage their emotions and interact effectively with others. I think it is appropriate to highlight two fundamental models that will be applied to Taiko Foods' analysis: Daniel Goleman's model and Bar-On's model. In addition, I will explain the relevance of mindfulness in the workplace as a crucial complement to developing emotional intelligence.

Daniel Goleman's model

The emotional intelligence model proposed by Daniel Goleman is one of the most recognised and used in the organisational field. Goleman defines emotional intelligence as a person's ability to manage their feelings and those of others effectively. This model is structured in five fundamental components:

Self-awareness:

Self-awareness is the ability to recognise and understand one's emotions and how they affect behaviour. At Taiko Foods, self-awareness is critical for employees to identify their emotional reactions to the stresses and challenges of daily work, allowing them to respond more controlled and efficiently.

Self-regulation:

Self-regulation is the ability to manage and control impulsive emotions and channel emotions positively. I consider self-regulation essential to maintaining a stable and harmonious work environment at Taiko Foods, especially during periods of high pressure, such as the COVID-19 pandemic.

Motivation:

Motivation is the internal drive that leads people to pursue their goals with energy and persistence. It is critical to maintaining high productivity and quality at work in a production environment like Taiko Foods.

Empathy:

Empathy is the ability to understand the emotions of others and to adopt their perspectives. At Taiko Foods, empathy is very important for strengthening internal communication and improving the customer experience, as employees can better identify consumer needs.

Social skills:

It is the ability to manage relationships and build support networks. These skills are necessary for effective collaboration within Taiko Foods teams, promoting cohesive teamwork and positive leadership.

Goleman's model highlights the importance of these five dimensions in creating an emotionally intelligent work environment. By developing these competencies, Taiko Foods can improve employee interaction, increase job satisfaction, and build a more resilient organisational culture.

2. Bar-On Model

The Bar-On model, also known as the Emotional Quotient Model (EQ-i), expands the definition of emotional intelligence by integrating interpersonal and intrapersonal skills. Bar-On describes emotional intelligence as a set of non-cognitive competencies that influence a person's ability to succeed when faced with demands and pressures from the environment. The model is divided into five main components:

Intrapersonal skills:

It would be emotional self-awareness, self-assertion, and independence. At Taiko Foods, these skills are essential for employees to manage their emotional well-being and maintain a positive mindset, especially during times of uncertainty.

Interpersonal skills:

They include empathy, interpersonal relationships and social responsibility. These skills enable Taiko Foods employees to collaborate effectively, foster an inclusive work environment, and fulfil their obligations to their colleagues and customers.

Adaptability:

Adaptability refers to adjusting emotions and behaviours in response to changing situations. Adaptability is a core competency for Taiko Foods employees in a post-COVID environment, where operational flexibility is vital.

Stress management:

It includes stress tolerance and impulse control. Taiko Foods often has a heavy workload, and middle managers push for orders to be fulfilled; managing stress is essential to maintaining employees' productivity and mental health.

General mood:

It encompasses optimism and happiness. A positive mood contributes to motivation and well-being in the workplace, which are crucial to maintaining a healthy work environment at Taiko Foods.

Bar-On's model emphasises that well-developed emotional intelligence improves individual performance and contributes to organisational success. By implementing strategies based on this model, Taiko Foods can strengthen the resilience of its workforce and improve employees' ability to cope with the pressures of daily work.

3. Mindfulness in the Workplace

Mindfulness is a practice that focuses on mindfulness of the present moment, allowing people to reduce stress and make more conscious decisions. In the world of work, mindfulness has been linked to improvements in emotional well-being, productivity, and decision-making.

For Taiko Foods, implementing mindfulness practices can complement the development of emotional intelligence by providing employees with tools to manage stress, improve their concentration, and reduce emotional burnout. Mindfulness helps employees focus on their tasks, even in high-pressure situations and fosters a workplace culture of well-being and balance.

Together, Goleman and Bar-On's models of emotional intelligence and mindfulness practices offer a comprehensive approach to developing an emotionally intelligent workforce at Taiko Foods.

Application of Emotional Intelligence Models to Taiko Foods

Developing an emotionally intelligent workforce at Taiko Foods is critical for the company to remain competitive in the post-COVID-19 pandemic business environment. Applying Goleman and Bar-On's emotional intelligence models in the company will improve employee interaction, promote a positive work environment, and enhance the customer experience, all of which are essential for Taiko Foods' sustained success.

1. Importance of Emotional Intelligence Development in the Workplace

The business environment has undergone a radical transformation after the pandemic. Companies, including those in the food sector, such as Taiko Foods, have faced significant changes in their operations. The rapid transition to remote work, social distancing measures, and the need to adapt to fluctuations in demand have created an environment

More complex and demanding work. In this context, emotional intelligence has become more critical than ever in maintaining cohesion, resilience, and performance in the workplace.

1.1. Effective Communication and Change Management:

One of the most direct ways emotional intelligence can positively impact Taiko Foods is through improved communication and change management. Goleman's model emphasises the importance of empathy and social skills to foster effective communication. At Taiko Foods, where coordination between different departments and teams is essential to day-to-day production, transparent and empathetic communication helps prevent misunderstandings, reduce conflict, and ensure all employees are aligned with the company's goals.

In addition, the pandemic has intensified the need for effective change management. Taiko Foods employees have had to adapt to new safety regulations, changes in the supply chain and new ways of working, such as remote work for some departments; in my case, the changes meant a radical change in the interaction between colleagues and the new protocols in food handling.

Emotional intelligence, specifically the self-regulation and adaptability skills of the Bar-On model, plays a crucial role in employees' ability to manage stress and adjust to the new demands of the environment. As the company continues to navigate these changes, an emotionally intelligent workforce will be better prepared to adapt to new challenges without compromising the quality of work or personal well-being.

1.2. Improving Teamwork and Organizational Cohesion

Teamwork is essential in a company like Taiko Foods, which relies on efficient production and complex logistics. As highlighted in Goleman's model, social skills and empathy allow employees to work together more effectively, supporting each other and maintaining a positive work environment. A workforce with a high level of emotional intelligence can better collaborate, resolve conflicts constructively, and keep morale high.

Bar-On's model reinforces this idea by underscoring the importance of interpersonal skills and stress management in building healthy work relationships. At Taiko Foods, these competencies can improve cohesion between production, logistics, and sales teams, resulting in greater operational efficiency and a better ability to meet customer deadlines and expectations.

1.3. Talent Retention and Employee Wellbeing

Employee retention is another crucial aspect where emotional intelligence plays an important role. An emotionally intelligent work environment promotes well-being, reduces stress, and increases job satisfaction, decreasing turnover. In a competitive sector such as food, where the retention of skilled personnel is a constant challenge, an organisational culture that values emotional intelligence can be a crucial differentiator in attracting and retaining talent.

Bar-On's model, focusing on stress management and overall mood, provides a valuable framework for implementing wellness programs at Taiko Foods. These initiatives can include mindfulness practices, emotional support programs, and emotional intelligence skills training to help employees better manage work-related stress. By improving the overall well-being of employees, Taiko Foods can reduce staff turnover and improve productivity and loyalty to the company.

1.4. Improving the Customer Experience

In the food industry, customer experience is a determining factor for success. Taiko Foods employees in direct contact with customers must understand and respond to consumer needs and expectations. This is where emotional intelligence, especially empathy, plays a crucial role. Goleman's model highlights that empathy allows

employees to connect emotionally with customers, improving service quality and strengthening long-term relationships.

By developing an emotionally intelligent workforce, Taiko Foods can improve its ability to solve problems proactively, respond to customer concerns with greater sensitivity, and deliver service that exceeds expectations. This is especially relevant in the post-COVID environment, where customer expectations for safety, flexibility, and customer service have changed considerably.

2. Relationship between Emotional Intelligence, Effective Management Communication and Business Advantage

The development of emotional intelligence within Taiko Foods improves employee well-being and is directly related to the company's competitive advantage. An emotionally intelligent workforce contributes to more effective management communication, resulting in greater organisational agility, better decisions, and more efficient execution of business strategy.

2.1. Effective Management Communication

Effective communication is a critical component of organisational success, and emotional intelligence facilitates this process by allowing leaders to understand their employees' needs and emotions better. At Taiko Foods, leaders with a high EI can provide constructive feedback, motivate teams, and manage conflicts to maintain a positive and productive work environment. This improves individual performance and strengthens team cohesion, vital for the smooth operation of the supply chain and production.

2.2. Business Advantage Through Emotional Intelligence

Taiko Foods' ability to develop an emotionally intelligent workforce creates a competitive advantage. Companies that prioritise the development of emotional competencies among their employees are better able to adapt quickly to market changes, innovate in their processes, and build stronger relationships with their customers. In a post-COVID market characterised by uncertainty and fierce competition, these capabilities are crucial to maintaining the company's position and expanding its market share.

In summary, Taiko Foods's development of emotional intelligence improves internal dynamics and employee well-being. It directly contributes to the company's agility and competitiveness in an increasingly challenging business environment.

Critical Evaluation of Emotional Intelligence Models Applied to Taiko Foods

Goleman and Bar-On's emotional intelligence (EI) models offer robust frameworks for understanding and improving emotional intelligence in the workplace. However, critically evaluating their suitability and effectiveness in addressing a company's specific staff development needs, such as Taiko Foods', is essential.

1. Goleman Model

Daniel Goleman's model of emotional intelligence focuses on five key dimensions: self-awareness, self-regulation, motivation, empathy, and social skills. These competencies, including Taiko Foods, are critical to developing emotional intelligence in any work environment. However, it is essential to consider how these dimensions fit the organisation's specific needs.

1.1. Advantages of the Goleman Model

One of the main advantages of Goleman's model is its focus on emotional leadership and effective relationship management. At Taiko Foods, where coordination and collaboration between departments are crucial, social skills and empathy are essential to success. Goleman's model provides a clear framework for developing these competencies, which can improve communication and cohesion within teams.

In addition, the dimension of self-awareness in Goleman's model is particularly relevant at Taiko Foods, where employees must be aware of their emotions and how these affect their performance and interpersonal relationships. Self-awareness allows employees to identify areas for improvement and work more effectively under pressure, which is critical in this industry's dynamic and demanding environment.

1.2. Limitations of the Goleman Model

Despite its strengths, Goleman's model has limitations when applied to an environment like Taiko Foods. One criticism of the model is that it focuses primarily on leadership and does not adequately address the emotional development needs of all levels of the organisation. At Taiko Foods, emotional intelligence must be developed in leaders and frontline employees who directly interact with production and customers.

Another limitation is that Goleman's model tends to be more theoretical than practical. While it offers a clear view of critical emotional competencies, it does not provide concrete guidelines on developing these skills in daily practice. At Taiko Foods, where operational demands can leave little time for training and personal development, more practical approaches are needed and adapted to the reality of the work environment.

2. Bar-On Model

Reuven Bar-On's model of emotional intelligence focuses on emotional quotient (EQ) as a combination of emotional and social skills that enable individuals to manage their emotions, understand others, and cope effectively. This model is broader and encompasses a variety of competencies that can be useful in the Taiko Foods environment.

2.1. Advantages of the Bar-On Model

A significant advantage of Bar-On's model is its focus on stress management and adaptability, essential competencies in an environment like Taiko Foods, where conditions can change rapidly due to fluctuations in demand, supply chain issues, and other external challenges. By developing these competencies, Taiko Foods can improve its workforce's ability to cope with uncertainty and maintain productivity under pressure.

Bar-On's model also highlights the importance of soft skills and overall mood, which can contribute to a more positive work environment at Taiko Foods. A workforce with a high level of emotional well-being is more productive and less prone to burnout, reducing turnover and improving company loyalty.

2.2. Limitations of the Bar-On Model

Despite its advantages, the Bar-On model has limitations in its application at Taiko Foods. One criticism is that their broad focus on various emotional competencies can dilute the focus on critical areas that need immediate development. In a production environment like Taiko Foods, where time is a valuable resource, it may be more effective to focus on developing specific competencies, such as stress management and problem-solving, rather than trying to simultaneously improve all dimensions of EQ.

In addition, while Bar-On's model is valuable for improving overall emotional well-being, it may not adequately address the specific leadership and management competencies crucial at higher levels of the organisation. At Taiko Foods, where leaders must manage teams, resolve conflict, and stay motivated in difficult times,

more focused approaches to leadership skills, such as those found in Goleman's model, may be needed.

3. Appropriation of Models to Meet Staff Development Needs at Taiko Foods

Both models offer valuable yet complementary approaches to meeting Taiko Foods' staff development needs. Goleman's model provides a solid foundation for developing leadership skills and interpersonal relationships, which is essential for managers and team leaders at Taiko Foods. However, it is important to adapt this model to be relevant to frontline employees, who play a crucial role in the company's day-to-day operations.

On the other hand, Bar-On's model offers a broader approach that can improve overall emotional well-being and adaptability at all levels of the organisation. However, it is necessary to prioritise the competencies that are most critical for success.

Rather than trying to develop all dimensions of EQ simultaneously.

In short, the most effective strategy for developing an emotionally intelligent workforce would be a combination of both models, tailored to the specific realities of Taiko Foods' environment. By focusing on critical competencies and providing practical tools for developing emotional intelligence, Taiko Foods can improve not only the well-being of its employees but also its ability to meet future challenges and maintain a competitive advantage in the market.

Recommendations and Plan to Develop Emotional Intelligence at Taiko Foods

Based on the critical analysis of Goleman and Bar-On's emotional intelligence models and Taiko Foods' assessment of specific needs, I can propose the following recommendations for developing an emotionally intelligent workforce. This plan aims to implement systems and processes that improve collaboration, strengthen interpersonal connections, and promote high emotional intelligence behaviours in existing staff during and after the COVID-19 pandemic.

1. Emotional Intelligence Training for All Staff

1.1. Development of Customized Training Programs

It is crucial to design emotional intelligence training programs tailored to the specific needs of different levels of the organisation. Instead of a one-size-fits-all approach, customised training should be offered for leaders, middle managers, and operational staff. Training should include sessions on self-awareness, self-regulation, empathy, and interpersonal skills, based on Goleman's model.

For frontline operational staff, I recommend improving the ability to manage stress, resolve conflict, and maintain healthy interpersonal relationships—skills essential for productivity and well-being in the workplace.

1.2. Integrating Mindfulness into Daily Routines

Mindfulness is an effective tool for developing self-awareness and emotional self-regulation. Implementing a mindfulness program at Taiko Foods that offers short daily practices, such as breathing exercises and guided meditation, would be timely. Not only will this help employees reduce stress, but it will also promote a more focused and productive work environment.

In addition, regular mindfulness workshops could be offered to teach more advanced techniques that foster resilience and adaptability in the face of the ongoing changes and challenges of the post-COVID environment.

2. Promotion of Open Communication and Constructive Feedback

2.1. Creation of Transparent Communication Channels

To strengthen the emotional connection between employees and leaders, open communication channels that allow for two-way feedback must be established. Regular team meetings could be implemented where employees feel safe to express their concerns and suggestions. Leaders should be trained in active listening and empathy, ensuring they understand and respond appropriately to their team's emotions and needs.

2.2. Continuous Feedback Culture

A culture of continuous feedback should be fostered at Taiko Foods, where employees receive constructive feedback regularly and in real-time. This feedback should focus not only on performance but also on the development of emotional competencies. Leaders should be trained to provide feedback in ways that promote emotional growth and improvement rather than generating stress or insecurity.

3. Promoting Team Cohesion Through Collaborative Activities

3.1. Team Building Activities

To strengthen employee relationships and improve team cohesion, I recommend organising regular team-building activities that promote collaboration and empathy. These activities can include team problem-solving challenges, soft skills workshops, and team retreats that foster mutual trust and work together toward common goals.

3.2. Internal Mentoring Programs

An internal mentoring program can be a powerful tool for developing emotional intelligence at all levels of the organisation. More experienced employees can guide new workers in technical aspects and in managing emotions and relationships in the work environment. This type of support can accelerate the development of emotional competencies and improve the integration of new employees.

4. Implementation of Workplace Welfare Measures

4.1. Emotional Wellbeing Programs

Emotional well-being should be a priority at Taiko Foods. In addition to mindfulness practices, it would be advisable to offer access to emotional well-being programs, such as psychological counselling, stress management workshops, and talks on mental well-being. These programs should be accessible to all employees and integral to the company's HR strategy.

4.2. Flexibility at work

Taiko Foods should consider implementing flexible work policies to help employees balance their work and personal responsibilities, especially post-COVID. This could include partial remote work options, flexible schedules, and additional rest days to promote emotional recovery. Not only do these policies increase job satisfaction, but they also improve employee performance and loyalty.

5. Measuring and Tracking Progress in Emotional Intelligence

5.1. Periodic Emotional Intelligence Assessments

Measuring and tracking progress in developing emotional intelligence within the company is essential. This can be achieved through regular evaluations of employee EQ using diagnostic tools based on the Goleman and Bar-On models. These assessments will help identify areas for improvement and continuously adjust development programs.

5.2. Key Emotional Performance Indicators (KPIs)

Key emotional performance indicators (KPIs) should be established to assess the impact of emotional intelligence initiatives on organisational performance. These KPIs can include metrics such as reducing staff turnover, increasing job satisfaction, improving team cohesion, and reducing internal conflicts. Tracking these indicators will allow management to adjust emotional development strategies and ensure they are aligned with business objectives.

Conclusion

In a post-COVID world of work, developing an emotionally intelligent workforce at Taiko Foods is more crucial than ever. Implementing a comprehensive approach that combines emotional intelligence training, mindfulness, promotion of open communication, and emotional well-being can transform the work environment, increasing productivity, employee satisfaction, and, ultimately, the company's competitive advantage.

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