



An exploration of leader's experiences and perspectives of Emotional Intelligence in their workplace

By

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Abstract

This dissertation is interested in investigating the relevance of emotional intelligence in leadership.

The purpose is to help discover how to apply emotional intelligence to managers, CEOs, or people who have personnel in charge by benefiting from transforming the stress in the learning experience using the power of EI.

This dissertation aims to explore the function of transforming negative emotions into positive ones for the well-being of employees as individuals and the company's well-being.

Furthermore, to explore the importance of companies' philosophies in the workplace and expounded technics to develop daily through experiences, statistics, and theory.

Also, the desire to explore some of the most relevant sources and statistics showing the significance of managers using emotional intelligence for successful management in leadership.

This dissertation desires to explore the function of transforming negative emotions into positive ones for the well-being of employees as individuals and the company's well-being.

Additionally, this writing explains the relevance of the relation between dispute resolution in the management role. Aside from how they complement each other, manager-emotional intelligence-dispute resolution, acting as the third part in any problem presented in the situation, must resolve by comparing different methods of applying empiric or coaching.

Finally, to show how important to apply EI in problem-solving by understanding how vital it is to learn the benefits of emotional intelligence and develop those skills as a manager-employee-company, and Also to identify the relevance of the human resource in a company.

Introduction

Researcher Background

I have been a leader with ten years of experience working for different companies in Sales Areas.

I have worked in the Sales Area since I was 23 years old. The role of my first Job was a Head of Office Head of Department- The Department Store, Liverpool, which has a format that offers personalised service and strategic complete and enjoyable shopping experience; My second Job was in a small leading loan company in the country as a Sales Manager-Financial Services, a year after I have been promoted as Branch Manager.

My educational background: Highschool, Specialisation in Humans Resources; University Degree in Commercial Systems Degree (which is Marketing with Administration combinate); During my working days, I had all types of courses, such as, How to Motivate your Team, Human Resource, any classes of Sales Techniques and Leader Techniques, Emotional Intelligence, Clients Behaviour. Plus, self-education through different sources such as documentaries, videos, websites, interviews, and even by chatting with people, people could teach massively if you ask the right questions. I am currently finishing the Master in Dispute Resolution whit this dissertation.

What I gained from my experience during my ten years working as a leader in different companies I the gratification of being aware, recognising, but more importantly, understanding my emotions; I learned how to know myself as a human being and the nature of it, also the nature of humans' natural reactions and responses, which massively helped me immediately to feel less stress and frustrations; consequently to administer/manage people's emotions, or at least not let mine emotions or people's emotions interfere with my duties and decision during my working day.

More importantly, I learned how to manage those emotions and how to transform them through situations in my workplace by understanding how the companies and their interest operate; and how to manage people's and company claims together with mine.

In addition, I benefit satisfaction from applying EI in my personal life. Plus developed skills to interact with people and help them understand themselves, and transform them into a better college. I have to mention that back in the day when I was working, I received comments from working days from ex-colleges that I helped them change and be better people, which is the best gain gratification ever.

Nowadays, acquiring the tranquillity that I acknowledge that I have the ability to manage a magnificent tool as EI that assists me in my daily life is invaluable.

I have first-time practitioner experience using EI during my first Job with my first team for the three years, every day. Nowadays it is still in the Sales Area. I use my emotional intelligence on daily bases, all the long, no stop; it becomes part of my routine.

I interact with my co-workers, which are the people who interact during the day, even more than clients. The clients come for a few moments, but my colleagues are all working day. It is essential to mention that sales have particularity in the environment and is entirely stressful if you do not know how to manage yourself and the people around you. The pressure comes from the competitive

environment as each sales assistant desire to sell, as the nature of sales, due do if you sell, you gain money; EI creates a peaceful environment to coexist; it is Challenging.

In my case, I see those challenges as motivation that encourage me positively; even when I feel adrenalin at the moment of selling or interacting, I can say I became addicted to It. I enjoy it more when I need to interact with or train people to show them how to sell.

What I enjoy the most is the possibility of proportion capacitation and couching people. If my team or college has any problem, I am genially delighted to help it. To transform those stressful emotions into positive ones make my day joyfully. Of course, there is conflict day by day, but EI supports me in not taking it personally; the other way around, I observed it and understand that those circumstances are part of regular human interaction. EI served me to change my perspective on how to analyse situations. For example, When I have mistaken with the clients, I try to see what I did wrong so that I can change for the better and learn from it. It only is going to make me wiser or with plenty of experience. I have to say that I am not saying that EI is easy; from my experience is reasonably possible.

I applied for EI; It depends on the situation. Suppose the problem is with the clients or colleges. With the clients, I have to respond efficiently and faster, and with the colleges, it is less stressful, but it does not mean it is possible to take more time—the difference in responses has to be in seconds, as the clients could be waiting. Of course, It also depends on the level of the problem; the minor the faster; If it is a big problem, What I do in those situations is gently explain in the best possible manner that I need to take more time to find the solution; analyse the case; and come back with any viable option to offer for solutions as the time, give clarity. If I cannot have the proper solutions, and being honest and I gently explain that I do not know the answer, but sure together we can find it, and immediately ask for suggestions; most of the time, the other party has the answer already.

I found it relevant to mention that I had multiple experiences with clients that even though I did not resolve the situation, there were happy with the company and me because I listened to them with the same attention; it seems the clients only want to be listened to, the power of listening is essential.

Some technics work for me, such as: breathing first; after a breath, my ideas are clear. The oxygen helps the brain regulate blood circulation; when the emotion grows in the body, it creates a natural body reaction of agitation, which makes the blood circulate faster; that is why some people's response is sweating or shaking, or any natural body reaction they might have. In my case, my body's response is to breathe faster and face red; the reason why breath is the practice that helps my body's natural response to calm down; I discover this practice after trying many techniques. It is the one which works for me. It takes 1 or 2 seconds to practice. After gaining my breading back, I have the power to analyse the problem and create solutions multiples truly. During those seconds of the shock of emotions, I usually feel scared, scared of not being able to resolve the issue and make the client or college content; I also feel anger, the anger of seeing how people can be rude or lie in front of you, even when people are aware they cause the conflict. I feel sad/frustrated to observe that there are still human beings with no values, manners, and ignorance.

On the other hand, I struggle a bit more with trying to transform people's emotions and being honest. It is easy for me to recognise their emotions and why they are feeling the way they are handling them and analyse the possible solutions of how they might have to change those emotions.

The challenge is the manners I should approach, as everybody is different. The approach's decision depends on each person, and the common factor in each approach is that it has to be soft and delicate. It helps to transform negative emotions into good ones or tranquilise them by empathising with them. From my experience, I found it easier to help them transform emotions by empathising. I found it relevant to mention that most of the time, people are not aware of their emotions, which makes it a bit more complicated because I have to explain to them their own emotions, what are emotions?, basically, and why they were feeling them, from my perspective how I understand the situation; also it is crucial be respectful with the use of each word.

Those ten years of experience gave me the motivations for where I am now; living in another country, speaking another language, studying for a Master's, meeting new people, travelling around the world, and creating experiences professional-personal, with the courage and the confidence to resolve the adversities of life, professional-personal life; more importantly, EI gave me the peace of understanding that people acting the way do for multiple reasons. I do not take anything personally, which brings me peace—my goal in life. Inclusive EI gives the desire to share this experience with people who began in this whole "EI Style of Life", as I called the concept.

Aims and Objectives

Some studies have shown that EI makes happy employees, and happy managers make productive companies, a pleasant work environment, settled employees/and less personal rotation is a win-win schema; the company win and the person in general.

One Aim of this dissertation is exploring the leader's experience and perspectives of applying EI at the workplace and how relevant it is for each of them, as is the position which can impart the knowledge of the whole company.

The second aim is to identify the relevance of Emotional Intelligence (EI) as a tool to assist in the leadership role and the massive difference between applying or not, as studies have shown that this is the key to success in multicultural companies (some organisations work with people from different backgrounds) which is the recipe for success in many companies, and this dissertation will explain the reason.

The third aim is to explore how managers apply EI. Each company has employees, every employee has specific tasks, and people need to interact with each other daily. There are situations in which this interaction is not fluent for many different reasons, such as misunderstandings or employee interactions, to mention a few examples. However, the reality is that human interaction creates conflicts and those conflicts have to be resolved; the profile who has the power/responsibility/obligation and the dentition maker to fix the problem is the leader.

Another objective is to explore the experience of leaders' applying different strategies or methods based on EI.

Another objective is to explore some of the most relevant sources and statistics showing the relevance of managers using emotional intelligence for successful management in leadership, as people have emotions.

Another objective is to explain why some managers or leaders have their positions. It is not any because they have a higher IQ, being good at maths, chemicals, etc.; as many people could think; They for sure need to have a certain level of knowledge, but the real reason is they have to have completely different skills in managing people, such as high EI, this dissertation will explain it.

Another objective is to explore the function of transforming negative emotions into positive ones for the well-being of employees as individuals and the company's well-being.

The fourth aim is to explain why EI is an essential element of problem-solving in a company, as part of the manager's function is to interact directly with people, manage disputes, and resolve people's conflicts during their regular activities.

The further objective is to explore the relevance of human resources in a company; for example, theories that punctuate the immense significance of a company are the personnel, which is the essential resource in a company. Therefore, encouragement for the company to be aware that emotional intelligence is a fundamental tool from the beginning in human resources guarantees the employees' success. The employee became efficient in handling more disputes effectively.

Finally, The further objective is to examine how important it is to apply EI in problem-solving by understanding how vital it is to explore the relevance of the human resource in a company.

The approach considered in this dissertation is Qualitative Research combined with the researcher's experience of ten years of managing people in different sectors; the data obtained from interviews is analysed by comparing my experience to the other participants' experience in the research, what are the benefits of emotional intelligence, how to develop those skills as a manager-employee-company, and has the same knowledge by managing people but except different industry—also, comparing methods from coaching sources. My experience is from the Financial sector and Departmental store services to other sectors, such as Hotelier and Physiology. Also, comparing with sources that prove the methods of applying emotional intelligence in leadership and how productive a company transform. The objective is to examine the relevance to the sector where EI is used. Employees and companies become effective, but more importantly, people are happy at the workplace.

Chapter 1- Review of the Literature

According to the expert in Emotional Intelligence DEUTSCHENDORF (2022), studies have shown that humanity already knows EI is crucial in a company for leaders and employees, even over IQ and experience. He also explains the three principal motives for failure: management changes, teamwork incapability, and lack of interpersonal relationships; as the study Research from the Centre for Creative Leadership (CCL) in the U.S. obtained; the studies found that the main reason for executive derailing covers inadequacy in emotional competence. Each year, CCL serves more than 20,000 individuals and 2,000 organisations, including more than 80 Fortune 100 companies. Is explained in an example by another International search firm Egon Zehnder International the relationship between emotional intelligence and IQ. It found that 515 senior executives with higher EI presumably succeeded than those with higher IQ or significant experience, which showed a weak correlation between them. Another study from The Carnegie Institute of Technology executed research that demonstrates 85% of our financial success results from ability “human engineering”, personality, and ability to lead, communicate and negotiate. Still, more importantly, It shows that only 15% was due to technical skills, which demonstrates that individuals with interpersonal relationships or abilities vastly connected to emotional intelligence were fundamental skills (HARVEY DEUTSCHENDORF, 2022).

1.1 Examples of Successful people whit high Emotional Intelligence

For example, according to the Forbes (2022) Billionaires Richest List, one of the richest men in the entire world is Bill Gates, who is Harvard Dropout, an unreal but true (Forbes, 2022). And Woods (2020) wrote in her article “15 Rich Influencers Who Didn’t Need a College Degree” (Aura Woods, 2020).

According to Freeman, Bill Gates said that If he could go back in time, he would strengthen his self-awareness, which is one of the critical elements of the EI (Shawn Freeman, 2020).

Another famous human being and recognised, according to Forbes (2022), other men with high EI is Ralph Lauren (RL), The Fashion Tycoon whom Dropout not only the business school but also in the army (Forbes, 2022).

In another article, according to the MIXION INSTITUTE (2019), Laura Mixon Camacho wrote in the report that the RL brand uses emotions to build the brand and, more specifically, to apply the EI intelligence as a part of the company philosophy; the RL brand also said that EI is under-recognised business success skills and is a key for leaders brands success, they also said that is it not about to try to manipulate others (MIXONIAN INSTITUTE, 2019).

A separate example of Ralph Lauren Corporation (RLC) (2022) said that they are committed to conducting the global operations ethically with respect for the dignity of all people who make their products, including suppliers, licensees and agents are expected to uphold the commitments to human rights such as the required standards of the business as inclusive, sustainable and ethical workplace through continue improvement (Ralph Lauren Corporation, 2022).

According to the Luxury Institute (2018), an article in the Globe-News Wire said that Coco Chanel is recognised after being rated as the Most Emotionally Intelligent Leading Luxury Woman’s Fashion

Brand (Luxury Institute, 2018). Another interesting famous human being with high EI The Icon Coco Chanel; according to Newsletter (2018), Chanel was raised by nuns who taught her how to sew — Chanel was born Gabrielle Bonheur Chanel on August 19, 1883, in Saumur, France. Her early years were anything but glamorous. At age 12, after her mother's death, Chanel was put in an orphanage by her father, who worked as a peddler. A skill that would lead to her life's work. Her nickname came from another occupation entirely. During her brief career as a singer, Chanel performed in clubs in Vichy and Moulins, where she was called "Coco" (Biography Newsletter, 2018).

1.2 History of Emotional Intelligence

Nevertheless, it is necessary to mention where Emotional Intelligence comes from.

Freeman (2005), the CEO and co-founder of Six Seconds Emotional Intelligence Network, also Master Certificate Coach, and the second of his five books in the international best-seller, *At the Heart of Leadership*, wrote in an article about Daniel Goleman explaining the History of Emotional intelligence that the origins began with a casual chat in 1990 between two friends while they were painting a house on a summer day; the discussion was about emotions and cognition, which ended with a discussion about politicians. These two Philologues friends were John Mayer and Peter Salovey, who were wondering how it is possible that a person who has enormous knowledge and is smart could be that Dumb!, reference to the politicians in general and that they are supposed to have a high level of education in terms of Knowledge; They created the concept of the Emotional intelligence EI and published an article in a Journal in 1990, the same year they had that fascinating conversation. Consequently, Goleman continued and made the concept of EI more profound by publishing a magnifically article in 1995 in his first book, *Emotional Intelligence: Why It Can matter more than IQ*. Furthermore, in 2005 with enormous relevance, created a new book about Leadership (Joshua Freedman, 2005).

According to Freeman (2005), Goleman thought that the world was ready to hear about EI; After; he created the article called -Leading with Emotional Intelligence: Tools and wisdom for a sustainable world- Presented by 19 speakers from different countries. It was no surprise that it sold over 5 million copies in more than 30 languages, an invaluable discovery. Eight years later, the same conference at the Harvard University, the annual NexusEQ conference, was with 32 speakers. Freeman (2005) said that the article was about a whole movement at that point in life. Besides, people were isolated; they had been working alone for quite a long time, and now was the moment to bring them together (Joshua Freedman, 2005).

1.3 The meaning of Intelligence

There is more than IQ. To comprehend why it is a fundamental skill for leaders is necessary to understand these concepts: Intelligence, Intelligence Quotient (IQ) and Emotional Intelligence (EI) and the controversial relation between them.

Firstly, Gowdy (2021) explains that IQ is not synonymous with Intelligence. Nonetheless, what does Intelligence means? According to Gowdy, a general description of Intelligence is the ability of a human to learn about his environment itself; also interact with creativity in the same environment (Larry Neal Gowdy, 2021).

Furthermore, Gowdy (2021) compares animals' intelligence with humans' intelligence; he said their ability is quite similar. He observed that some animals also have different skills; for example, some animals can smell better than others, others can see better in darkness, etc. Comparing humans' abilities versus animals based on the strict definition of intelligence, humans will not score well in the animal kingdom in a natural version of the human body. He defines it as illogical to assume that IQ tests accurately measure intelligence at the end of the day (Larry Neal Gowdy, 2021).

1.3.1 The meaning of IQ (Intelligence Quotient)

Moreover, according to Gowdy (2021), IQ is a human invention to measure human mental processing speed. He explains the meaning of what Intelligence Quotient (IQ); he said it is a mathematical score obtained from the test/exam from an individual after setting a task; it could be mathematics, physics, chemicals, etc.; the calculation is divided into two segments, kids, and adults, basically using the same factors and different processes: dividing child mental age & chronological age; a difference that adults must be calculated with supervised IQ testing. He said it is not valid to affirm that a human being is Intelligence for the fact has a high IQ; it is a cliché, Nothing more; as the measure only means a number entirely and merely refers to the ability to resolve specific tasks (Gowdy, 2021).

1.4 Goleman Theory about Emotional Intelligence

Companies Inevitably operate with people, and people have emotions until now. However, in terms of this writing, the most remarkable and popular theory about EI is Daniel Goleman; according to Institute for Health and Human Potential (2019) is, a psychologist and Science Journalist who wrote the first book Daniel Goleman explains that Emotional intelligence is the power to control your emotions and people's emotions (Institute for Health and Human Potential, 2019).

Goleman(2021), in his article about his background, explains that he was born in Stockton, California. His parent was teachers at school; his father in humanities, and his mother was a social worker; on the other hand, he mentioned that he had gained a scholarship for leadership; he also said he was an anthropology major at the University of California and lucky enough to have many extraordinary professors; also expressed had a magnificent sociologist Erving Goffman on rituals of social interaction and wrote an honours paper on mental health in historical perspectives, also commented he graduated by miracle due to his poor performance the first year. Moreover, he mentioned that Ford Foundation was bounteous by offering a scholarship to Harvard and performed in the Department of Social Relations; he said the idea of studying the human mind through an interdisciplinary perspective drew him because the department included anthropology and sociology together with psychology (Daniel Goleman, 2021). Goldman (2012) said that an extraordinary result of this discovery is obtaining the benefits of "people can make better decisions with emotional intelligence", which represents a raising of effectiveness for business, fundamental at any school level and priceless in personal life. Which makes excellent assistance for leadership in problem-solving; the faster they can be, the better for the team, customers, and companies.

BigThink (2012) posted an interview with -Daniel Goleman, Introduces Emotional Intelligence-. He said that Emotional Intelligence refers to how well humans manage themselves and their relationships constructed by four elements: Self-awareness is knowing the human's feelings and the reason why people are feeling them. He also said that this particular point is the foundation of EI.

For example, good intuition and good is proceeding, and yet, attuning the emotion when d decision-making. Also, it is a moral compass. Then self-management means managing distressing emotions effectively. They do not cripple you; they do not get in the needed form, as is when humans learn when it must. He points out that Every emotion has a function. With positive emotions, we are getting ourselves involved, enthused about What activities we are doing, and emotions align actions with humans' passions. The next element is empathy, which means being aware of somebody else's emotions. The last one is a social skill, putting all the previous elements together to create human interaction relationships to improve them. This is what Goleman (2012) means by emotional intelligence. He also explains that the last part of the brain that became anatomically mature and neuroplasticity naturally grows through experiences or repetitive actions; the reason he argues that kinds should be learned EI in a usually or in a systematic structure at school; whit self-awareness, self-management, empathy, and social skill; In fact, he said that there are now enough programs which it has been around enough in schools that they are about to publish a colossal meta-analysis, looking at hundreds of schools and kids that had the program versus those that do not. Also, Goleman provided a few statistics about applying EI at those particular schools, such as; all anti-social behaviour, such as disruption in class, which decreased by 10%, Pro-social behaviour, liking school and being well-behaved increased by 10%, academic scores increased by 11%; it is effective. He also mentions that he thinks that those reasons draw people's attention; after he said this chapter called "Managing with heart" in one of his books, arguing that leaders who were Terrible Leaders were defeating the company's mission. He said, "I think that made many people happy because they work for people like that"; some people gave it to other people because they felt they needed help in this domain; It provides extraordinary results such as obtaining the benefits of "people can make better decisions with emotional intelligence", which represents a raising of effectiveness for business, fundamental at any school level and priceless in personal life. Which makes excellent assistance for leadership in problem-solving; the faster they can be, the better for the team, customers, and companies (YouTube-BigThink, 2012).

1.5 Difference between EI and IQ

Cherry (2020), in her article, Is IQ or EI more Important, separates the difference between EI and IQ (Kendra Cherry, 2020); for example:

EI is centred on abilities such as:

- Identifying emotions
- Evaluating how others feel
- Controlling one's own emotions
- Perceiving how others feel
- Using emotions to facilitate social communication
- Relating to others

And

IQ represents abilities such as:

- Visual and spatial processing
- Knowledge of the world

- Fluid reasoning
- Working memory and short-term memory
- Quantitative reasoning

1.6 Differences between reacting and responding

Nonetheless, there is an abyss of difference between those concepts; according to the Coaching Org. (2022), a reaction is a reptilian brain that is fuelled. This part that each human being has inside the part of the brain evolves at the beginning of its formation. Therefore the explanation why infants naturally the first expression is reacting. The comprehension of how to respond comes later in life by moulding they will acquire through life; it is the side of the brain that is helping you go through life, making it feel safe and also secure this side is in charge of sense and avoids any danger; it happens in automatic, he called them 'Auto-Pilot'. On the other hand, on The response side, He explains that the Prefrontal cortex, the more evolved part of the brain, is responsible for elaborating thought, even avoiding the reptilian's desires, such as alimentation and reproduction(sex) or comfort in life (couching-online.org, 2022).

1.7 Companies with Diversity Success with EI

According to Curtis (2020), in her article "Why emotional intelligence is essential for a truly diverse workforce", companies that show the increment of hiring of personnel with multiple different backgrounds, knowledge and experiences; in the workplace help the companies to show and develop more commitment to be fair and equality; the reason is commonly perceived as a representation; The diversity of backgrounds create an environment where each feels part of it, also powerful, and respect as being different is a strength of being is part of the organisation and the organisation and also is part of the organisation culture. She said the genuine commitment to recruiting personnel with specific characteristics. She explains that if a company desires that environment, it needs to pay attention to encouraging regulation norms of fairness and openness to become a diverse (Cherie Curtis, 2020).

According to Ambat (2021), in her article How does Cultural Diversity Add to a Company's Success?; the Importance of workplace diversity listed a few stats as to why cultural diversity is crucial to the corporation.

- 67% of job seekers contemplate that workplace diversity is an irrelevant element that considers employees' possible change, inclusive more than and more than the 50% of the present employees want their workplace to do more to increase diversity.
- Only 40% of women feel secure about being part of the decisions, collate men (70%), which links to the lack of retention rates within these companies.
- A corporation with a higher-than-average diversity had 19% high innovation revenues. More diversity brings innovations.

-

Some studies explain that diversity increase success (Namratha Ambat, 2021).

Seppälä and Cameron (2015), in their article "Proof that Positive Work Cultures are More Productive," explained that a positive workplace is more successful over time because it increases positive emotions and well-being. In turn, A improves people's relationships with each other and amplifies their abilities and creativity. It buffers against negative experiences such as stress, thus

improving employees' ability to bounce back from challenges and difficulties while bolstering their health. And it attracts employees, making them more loyal to the leader and the organisation and bringing out their best strengths. When organisations develop positive, virtuous cultures, they achieve significantly higher levels of organisational effectiveness — including financial performance, customer satisfaction, productivity, and employee engagement. Studies prove that employees prefer to be around leaders and colleagues where there is a pleasant environment under stress but not within a hostile environment (Seppälä and Cameron, 2015).

1.8 Human resources are the most critical resource in a company.

As humans interact as employees on daily bases at the workplace as employees. According to the OECD (2022), employees usually spend 37 hrs at work per week (OECD.Stat, 2022). The reason why this is relevant is that according to Simonis (2021), in her article -Why People Are the Most Important Resource in the Company- She said human beings as the most critical resource; On daily bases in the workplace, it is talking about many topics, she wondered why the human factor is losing into the planning process?; even though people is considerate part of the human resources. Each human can perform the ability they have, such as networks, relationships, talents, coaching, and motivation. She said there are other resources, such as technology, software or financial resources: which are only instruments for the Humans resources to be applied. She considers the human factor is the most important in a company; Also, the representative of the interviews evaluates, analyse and hires the candidate depending on multiple factors, such as background, professional career, and experience, and nowadays, numerous companies are considering EI test, etc.; for that reason, it is fundamental to maintain the personal fully training, by providing the correct capacitation/coaching with EI courses constantly; personnel will be reasonably competent to develop any task according to their role. Pursuant, guarantee the success (Annalena Simonis, 2021).

1.9 Why is EI critical for today's leaders?

As Human Resources are Key in the company's import to pay attention to it, Coffey & Murray (2011) suggest that Leaders require EI to face the challenges presented in a workplace. The companies are constantly under pressure and in innovation and also bear in mind that the leaders need to achieve more with less cost and perform the competition. She said that the consequence of the increasing competitors from the BRIC economies (Brazil, Russia, India, and China) by making faster production and the creation of new technology has changed the way businesses perform. Reason leaders must adapt to the market's conditions and the priorities that the leader needs to create, attract, retain, develop, and grow the best and brightest employees. The IQ is not long enough to successfully lead a team; the only skill leader requires nowadays is EI needs it. The old fashion format that was used to conduct Leaders by -command and control- is not working anymore; at least for the changes the world is suffering, it is necessary to change for a collaborative approach and interact more effectively with others, the reason they cannot only rely on IQ, which is indispensable, but no the skills are to require to be competent in the mark nowadays; today the EI for example, she explains the skills have to be developed are, empathy and inventiveness, the mains element of EI; like the ex-presented Barack Obama in his inauguration speech on his first seven minutes, he touches the emotional needs of American people and encourages then to support the change. The Role of the leader was clary expressed, and the inspiration felt people's values; therefore, they desired to follow and move on together; he achieved empathy with people; thus, leaders must inspire, motivate and engage employees in the future (Coffey & Murray, 2011).

According to Kerr (2019), there are sixteen reasons why companies need to invest in employee training, and Human Resources is the number 1 (Michael Kerr, 2019).

1.10 The world needs a new kind of Leader

In addition, according to Pennington (2020), Executive Vice President of Programs, in her article: Why? The world needs a new kind of leader; she explains that the world evolution is speeding faster and faster than ever each day, and nowadays is complex, the population worldwide is overwhelmed, the best connection ever between humans due to the innovation of technology, even though the disconnection between humans is increasing as much. She said that the inequality in all its expressions is evident, which is remarkable in this era; she mentions the global pandemic only exhibits the vulnerability, precariousness and weakness of the systems and made it even more by disarming the access of data exit humans speechless. She emphasises that creating a future equitable requires a particular kind of leader, as they grounded the problems and profoundly understand the mechanism of the structure. Pennington (2020) describes the characteristics of the leaders; for example, Leaders are not afraid of what will happen and be able to move fast even not know the responses, search for options to solve problems from different people and different cultural backgrounds, and includes who generally desire to live in a better world with dignity and opportunity to become real. She also explains that Ford invested in individuals, ideas and organisations because they knew the relevance of developing then dismantling the root causes of injustice; as believed in people's growth, making the company work equally, which can create an impact on the world, she said it not possible to develop if progress in leaders is not happening, as they dare to imagine a brighter future and steer us toward that vision (Hilary Pennington, 2020).

According to EI World (2007), few methods have been proof the effectiveness of coaching with Emotional Intelligence in organisations. It incorporated it equally as part of the company as a whole company philosophy (EI World, 2007).

Chapter 2 – Research Methodology and Method

2.1 Introduction

In the first instance, as a gentle introduction of Methodology and Method terminologies, as is typically being confused, it is similar, but they are two different concepts. They are followed by the paragraph with an explanation of this research. It is essential to briefly explain the meaning of these two terms to comprehend the research; also, the objective of this chapter being used as info-data systems to be discussed.

2.2 Methodology

According to Jansen and Warren (2020), Methodology refers to the system designed for the study. Essentially, how is it constructed, how does the researcher create steps for the study system, and how to conduct the research to obtain viability and reliability in the results; the result arranges the aims and objectives. For example: How is the researcher decided and determined by asking and covering the following points: Data, what type of data?; Sampling design, to whom?; Data collection methods, how to collect it; Data Analysis method, how to analyse. It is an essential part of any piece of formal research, such as academic journal articles, thesis, or Dissertation. Additionally, it mentions the Methodology more importantly and explains why the researcher did the study and not only the methodological options (Jansen and Warren, 2020).

This chapter explains the application of EI in the workplace for managers, CEOs, and successful people, invidious in general but more specific in leaders, by exploring through methodology process the understanding of experiences and perspectives about how useful is and the differences between applying or not on daily bases in the workplace. This dissertation explores the relevance of EI in leaders and how they operate from their expertise and theoretical perspective. It introduces the interviews providing competition of how leaders apply emotional intelligence. Moreover, the case studies obtained from the research presented are included in this chapter.

2.3 Method

On the other hand, according to Indeed (2021), methods are the steps to obtain data collection procedures, such as interviews, surveys, experiments, and tests to analyse the current method to get information for the subject (Indeed, 2021).

According to Jansen and Warren (2020), there are three qualitative, quantitative, and mixed methodologies. The quantitative method uses numerical data as bases; the qualitative method is the one to collect words to analyse the text and also analyse body language, and observance elements are generally applied in exploring studies; the last method is the mixed method, as the name describes the combination of both methods which express perspectives and also interpreting numbers. The methods samplings are -probability- which permits to use of a random population from the target of the research; Then the -non-probability sample- which enables choosing a population that is accessible with specific characteristics according to the research, the result at typically clear. These samples can be from different types of data collection: Interviews which can be unstructured, semi-structured or structured, which come from focus groups and/or group

interviews; another kind of data collection comes from surveys which can be online or physical surveys; another type of data collection is from observations such as documents and records, and case studies. Once the data is obtained, according to Jansen and Warren (2020), the following process is the data analysis divided depending on the aims and objectives depending on the facilities and restrictions of the research. Qualitative research includes content analysis, thematic analysis, discourse analysis, narrative analysis, and grounded theory, and quantitative research comprises descriptive statistics and inferential statistics. To choose the methodology by taking a step back and analysing the aims and objective the investigation is looking for, and then decide between exploratory or confirmatory; searcher usually chooses when is the qualitative method using interviews, on the other hand, Quantitative when the research is search to test or measure data (Jansen and Warren, 2020).

2.4 Research Method

In terms of this dissertation, according to Jansen and Warren (2020), the best method is Qualitative research due to my ten-year experience as a leader and the desire to explore people's experiences and perspectives as leaders. This method allows gain information to explore people's experiences and perspectives, theories, statistics studies, articles, and texts in general, even suggestions which enrich to compare them through the analysis. Analysis that only this method qualitative allowed to obtained from semi-structured interviews as permits to gain the information by practising a semi-structured interview that formulates questions previous to the meeting and also creates more questions during the interview when required; instead of a quantitative research method that the analysis is based on numbers through a structured survey; as this dissertation desire research profound to understand their perspective from people's experience as leaders also explore the relevance of using EI in any process as a leader on daily bases in the workplace.

2.5 Triangulation of the Research

According to Rugg (2010), triangulation uses data from different sources such as persons, space, and time. The result can be verified in case of any fragility of the data with the strength from other sources, thereby strengthening the validity side and reliability. Triangulation is usually applied to the most decisive conclusions and minimises erroneous interpretations. It explains the investor triangulation, which is the method of triangulation that uses more than one person, interviewer or data analyst, which increases the credibility in the results (Deborah Rugg, 2010).

According to Rugg (2010), the triangulate research process for this dissertation is taking data from multiples sources, including two interviews from people's experience and perspectives about EI, also with the experience of the researcher in the area, combined whit theory and articles; to produce exploring of people's experience and perspectives about their understandings of Emotional Intelligence, which examine the relevance of applying in a working place.

2.6 Ethical considerations

This dissertation explains the desire to produce experience from leaders working in a company by obtaining information from various sources, such as interviews from two. 19interviews, literature, studies, statistics, and my experience, affording meaningful validity to the research. By applying the research, the researcher needs to be conscious of ethical considerations committed to the research,

such as legal, ethical manners, and responsibility, especially by interacting with sensitive topics. As usually ethics are complex, the researcher needs to offer an equilibrium to maintain between the civil rights and aims and objectives; also ethical considerations to the approach such as sensitivity, value Sistema and location. Besides corresponding to any possible bias, the researcher is not allowed to bring perspectives in the interviewers that could affect the responds of the topic, which offers objectivity. Even the researcher needs to be aware of the ethical consideration regarding the access such as any potential risk, privacy from participants' ethical ramifications; finally, the confidentiality and integrity must be protected by the researcher.

Chapter 3 – Presentation of the Data

3.1 Introduction

In this Chapter presented the data in the following order, the summary of the interviewees, following the questions, following for the responses and slight note of observations obtain during the meeting. But firstly the is relevant to comprehend the relevance of the interview with the meaning of the concept and a paragraph of the type of interview this dissertation will use.

3.1 Interview Definition

According to Easwaramoorthy & Zarinpoush (2006), An interview is a dialogue to obtain data material. The participants of the interview are the interviewer, who structures the order of the course of the dialogue by asking questions; the other participant is the interviewee, who answers the questions; The interview could be the traditional face to face; or nowadays, there is plenty of technology, such as mobile phones, and video calls. The interview is required when collect-depth data from individuals' points of view, such as Experiences, emotions, and ideas; It is suitable when the structure of the questions is a composite and substantial exploring; the face to face interviews are convenient and can interact with each other rather than writing or mobile conversations.

There are three types of interviews depending on the data requirements such as Structured interviews: each question includes a list of options for the answers; which are usually applied in Survey; moreover, the Semi-structured interviews: questions where the interviewer can express whit their own words and probe areas or ask questions also to clarify the previous ones, it effective when is required to collect in-depth data from the interviewees, such as leaders, teaches; Unstructured interviews: As the name explain, has no structure to fallow, the interviewer can create a new question as it is responses require, no guidelines or a strict list of predetermined questions is need it, the unique process begins with a few questions to involve the other parties be open, spontaneous, whit the objective to discover possible discrepancy and gain more data, these are applicable when is need it to obtain stories about experiences or there is data about the topic (Zarinpoush & Easwaramoorthy, 2006)

3.2 Research Interview

According to Easwaramoorthy & Zarinpoush (2006), This dissertation will used the Semi-structured interviews as this methos offers questions where the interviewer can express whit their own words and probe areas or ask questions also to clarify the previous ones to the interviewer when is required. As this dissertation require to collect in-depth data from the interviewees, such as experiences and perspectives in regards of EI from leaders.

3.3 Presentation of the data:

The interview is constructed for 17 questions, simultaneously during the meeting were asked no structure questions along also..

3.3.1 Interview 1

The Interview profile is a Female 40 years old whit 18 years of expertise as a Leader in different roles such as Ownership, General Manager, Head Office, and Operation Management. Background in Psychology, Business Degree and a Diploma in Forensics.

1. Could you briefly summarise your experience as a Leader about Emotional Intelligence?

I began at 22 working in a community centre arranging giving therapy and managing schedules and consultations for other graduates; then I set up my form with some colleagues, and I was the one in charge of the clinic; I did a partnership in a clinic for controlling a reduction of overweight people I was also in order of all the process. I took over my family business, a cosmetic fabric leading the company's operation and sales.

In 2014 I arrived in Dublin and began my second degree, where I learned a lot more about emotional intelligence because of the new experiences but also because I started my second degree (business) worked along with different companies in the short term rental experience and sorting daily issues and anger situation mostly in the customer side.

Notes: It is observed the familiar knowledge of EI.

2. What is your understanding of emotional intelligence?

My understanding of EI is the way that people (us) manage/deal with emotions.

Notes: The interviewee identify comprehension of EI.

3. How did you first become aware of emotional intelligence?

I did become aware of EI when I was overreacting and trying to calm myself simultaneously.

Notes: The interviewee accepted that became by experience overreactions.

4. Where did you gain your knowledge of emotional intelligence?

My knowledge of EI was in my first trying to understand me than when I was on my first degree (Studying Psychology).

Notes: The interviewed obtained the knowledge from college: Studying Psychology

5. Do you think that emotional intelligence has a vital role in your working day?

I definitely think that EI plays a vital role in my working day.

Notes: The interviewed show acceptance that EI is vital at work.

6. How would you manage your emotions when solving problems on a typical working day?

I do manage my emotions during a conflict at work by being aware of the problem then I analyse the pros and cons of the situation by listening to the others (people's opinions) to know the way they see the case and where they consider the problem is; being flexible and open to changes and I tried to apply a practical solution with common sense taking into account comments, facts, without missing the initial point.

Notes: The interviewed show applying EI at work to manage emotions in problem-solving.

7. How would you transform negative emotions into positive ones?

I transform negative emotions into positive ones by a realistic evaluation of the situation, knowing that there might be things that can't be changed, but they are always a way to adapt/accept.

Notes: The interviewed show awareness of applying it EI to transform emotions.

8. Do you have any specific techniques to help others transform emotions?

My techniques to help other people's emotions are by providing confidence based on past successful experiences and reassurance of the potential they have or helping to build the strength they need.

Notes: The interviewed show knowledge of the techniques used to apply them.

9. Do you think emotional intelligence is relevant for leadership? Yes/No Why?

I think EI is relevant as it is one of the bases; anyone trying to lead a group needs to know how to control their emotions when exposing themselves to know how to transmit/share ideas communication must be clear so the message transmitted is still understandable for everyone.

Notes: The interviewed recognise immediately the relevance to apply in leadership roles.

10 From your experience, does emotion intervene in a negotiation?

From my experience, emotions intervene in a negotiation, especially because the communication must be direct, clear and punctual.

Notes: The interviewed show awareness that emotion intervenes in negotiations.

11. As a problem solver, which skills do you feel are essential to cultivating?

Awareness of my emotions and others' emotions, listening, attention to detail, and being proactive (avoid procrastination).

Notes: The interviewed named emotions awareness, listed, and proactivity.

12. How do you identify the solution suitable for problem-solving?

A common agreement between all parties interested.

Notes: The interviewed show the defined solution for a problem.

13. Have there been any challenging experiences you had, and how did you resolve them?

Many times the one can reckon of was when I was working managing over 30 cleaners. The problem was that we were receiving a lot of complaints about the guests arriving at the properties. The company was putting so much pressure to get all the properties cleaned as soon as the guest left, and they didn't want to hire extra cleaners. And the head in London (the head of the company) was pointing out that the fault was the cleaner's incompetence in Dublin.

I arranged a meeting with the cleaners to listen to how they felt at work and what they were thinking could improve their work; most of them were tired and stressed. I did a trial that days followed unexpected inspections during or after their time of cleaning, and I realised the majority of the cleaners we had were good in their work, but they were not happy doing more than one apartment per day as each apartment has a maximum of 2hr plus the time to reach the place, and sometimes they have to go out to buy cleaning products. And other troubles such as by the time they arrive, guests are still on the property, so they need to do their cleaning while the guest is still packing, or a big mess was left, and they need extra time, etc.

What I did was to try to bring a solution that could help both parties; for one side, make the cleaner's work more enjoyable, decrease their stress, and show them that there is a company that takes their backs and not just utilised them and for the other create and maintain a high standard of cleanliness and happiness for the company.

I talked with the city manager, telling her that I was able to motivate cleaners to do more apartments per day, but she will need to help me to improve the communication/times with the guests and insurance that whenever the cleaners arrive, no guest can still in the property. Also, I asked her to let me create a list to deliver each apartment with toiletries and cleaning products so our cleaners do not need to go out to buy anything so they won't waste minutes of their valuable cleaning time; and finally, I ask to authorised three bonuses for productivity (each bonus was for the 3best each month), ah almost forgot to mention that I was providing a monthly training for our cleaners the training was every 15 days as there were two dates to take the training depending on the cleaners schedules.

Notes: interviewed show plenty skills of in how to manage problem-solving

14. Could you name and describe the emotion you had at that moment, and how did you manage it?

I can describe that my emotions were mixed up as I knew my team was going their best, but there was so much stuff to work on before asking for more at the beginning it was difficult to manage the way London was talking to the Dublin City manager and with me, they were putting the fault when they don't know exactly what was going on so before say anything I took the time to analyse the situation and bring solutions instead of more complaints.

Notes: The interviewed show awareness of emotions.

15. Do you think emotional intelligence contributes to those decisions? Sure, Why?

I think EI contributes to my decisions by understanding that emotions must be conducted to sort out and be prompt in solutions and not delayed.

Notes: The interviewed show that EI contributes to understanding emotions.

16. How do you apply it?

I do apply it by observing and analysing the situations before taking any action.

Notes: It is observed EI is applied for decision making

17. Do you mentor/impart/couch/ it? Yes/no. Why/how? Yes,

I did couch EI whenever I have a team or even sometimes with friends; being aware of our emotions is something that helps and improves our daily life and not just at work.

Notes: It observed the profound interest in couch Ein because it improves life.

3.3.2. Interview 2

The Interview profile is a Female 33 years old whit five years of expertise as a Leader in different roles such as Hotel Manager, Train Marketing, and Head of logistical meetings in various sectors such as Private and Governmental. Background in Communications Bachelor's degree.

1. Could you briefly summarise your experience as a Leader in Emotional Intelligence?

From my experience as a manager, I think it is a big challenge to apply emotional intelligence because the interaction on daily bases is complex, equally more when you have to be involved in problems even though you are not part of it. You have to know how to manage the situation. The most challenging aspect is to act as a mediator and be polite, not biased, and not take part in any side; with people that cannot manage their emotions. It is even challenging when the dispute is between Customer-Service complaining about employees. As a leader, I believe each integrant of the team is essential. No matter the role, everybody is vital to operating a hotel.

Notes: It is observed is a challenge to apply EI.

2. What is your understanding of emotional intelligence?

It is about balancing your feelings when you are working and when you are making an action plan.

Notes: It is observed that EI is taken as a feeling balance.

3. How did you first become aware of emotional intelligence?

I first became aware of EI when I was ten years old in an actual course on Emotional intelligence. To be honest, I heard the word since I was a child because I was an imperative kid, so my mother brought me a course on emotional intelligence that shows how to calm your feelings and how to calm your energy positively. To be honest, in the beginning, I did not really understand because I did not really pay attention; because for me was more like, why do I need to calm myself; Why do I need to show my feeling differently.

Notes: It is found surprise EI was discover ten years of age.

4. Where did you gain your knowledge of Emotional intelligence?

I got from the course I took when I was a child, but mostly true life. Because you when actually make mistakes, you start to learn more about the way you are going to act.

Notes: It is observed the knowledge of EI at an early age.

5. Do you think that emotional intelligence has a vital role in your working day?

Yes, because I think with the EI, I can be empathic with people, and without it, I can be selfish. It would be best if you always treated people as humans, not as robots. If you want to be a good leader, you will need EI.

Notes: It is observed that empathy is vital in a working day.

6. How would you manage your emotions when solving problems on a typical working day?

It depends; I usually try to be empathic by putting myself into the shoes of the other people and trying to get a solution because if I do not do that, I am only going to create huge trouble, even would not be able to be a focus in myself about the solution, it is just about to be empathic with other people, if it is in my hands, it is not, I tell them I do not know the solution right now but give a few days and ill back to you, or a few minutes, it depends on the size of the problem, I will try to find it.

Notes: It is observed again empathy is the main subject

7. How would you transform negative emotions into positive ones?

The method that works for me was watching videos that helped change my mode and forget my previous emotions, such as comedy fashion shows, social media, etc. Another practice is to forget about my work on my days off truly. Occasionally, my boss or team member asked for help during those days, and I decided to give them solid capacitation to prepare them for those days. I notice that some people do not accept they did understand because, during the training, it seems they understood, but at the moment, to operate is the other way around.

Notes: It is observed that taking other activities help to transform the emotions.

8. Do you have any specific techniques to help others transform emotions?

I try to persuade people by giving them options of changing the activity or giving them some time to breathe. Then they come back in a better mode. Also, to use this Roleplay by asking the other parties to play my role and me to play their role. Also, telling them that I understand there are tired as there are working full time. Another one is by helping them with the activity; if they cannot calm it with my help, I let them take five minutes to calm down and go back to work because I see the people come back with a better mode.

Notes: It is observed the existence of techniques.

9. Do you think emotional intelligence is relevant for leadership? Yes/No Why?

Yes, I think it is super important, because, e more as a leader, as you need to manage another kind of personality, other types of troubles, If you do not have an excellent Emotional balance in your life, you have nothing, because, it does no matter if you are a good leader, you always going to have more troubles, because you do not know how to get a solution,

you would not know how to be empathic, you do not know how to get a solution as a leader, you cannot cry.

Notes: It is observed the importance of EI in the interviewee.

10. From your experience, does emotion intervene in a negotiation?

Yes, Always, Always. What I do is give a brainstorm and agree between both, and decide together which one is the best option. I think it is so important, for example: if you are going to get a deal with a company you have to have a good relationship with the owner of the company, it is better if you get a good attitude rather than not to because the time flies and you do not feel like you both are working together. Also, the power of negotiation, as the Hotel operates 24/7 and schedules and changes personal working hours, is part of the sector. Manage an open communication and give the personnel the days they need whenever they need; it helps when the Hotel requires the entire staff on busy days/seasons. I found a good option by giving incentives instead of threats. It positively encourages them to cooperate with any tasks, and I can see the change in making them happy instead of dissatisfied.

Notes: It is observed the awareness of emotion in a Negotiation.

11. As a problem solver, which skills do you feel are essential to cultivating?

Empathic, tolerant, respectful, modest, loyal, trustful, and honest.

Notes: It is observed the clarity of name the emotions is essential to cultivate.

12. How do you identify the solution that would be suitable? By given options.

Notes: It is observed the specific option to identify the solution.

13. Have there been any challenging experiences you had, and how did you resolve them?

For example, when the team is complying with each other, the waitress complains about the chef one day. The waitress said he was rude; conflicts suddenly occurred; it just came out. When emotional Intelligence applies, as it is needed to calm down the stress over my team and mine and make it work for the team and the customer, that is the real issue. I particularly remember that day; I was under pressure as the Hotel was packed, and the restaurant lacked personnel. And the waiter came with that extra problem. I felt frustration and anxiety; simultaneously, I wondered why people could not manage their tone of voice or take care of their body language. They did not control their emotions before externalising and making them bigger, many questions in seconds. I have to say there were many times when I told myself, and this is enough, I cannot do this anymore. I wanted to cry, but I could not leave because I was the only manager on the turn and in 2 minutes could happen anything. So when this type of situation, the response was to think, I have to calm down before talking with the team. Firstly, I casually chat with them, and then I listen. A couple of minutes later, another waitress came and complained about the chef; it is notorious that the common factor was the chat being rude to everybody because he could not manage his stress; he screamed for no reason. One of the characteristics of a hotelier is that it is vital to know or learn how to work with precision, and in particular, in the chef role, the level of stress is higher. I went

to the chef and asked him if it was not possible to delete the orders; the client is waiting for the food, and after, we can talk about it. And I emphasise about to be polite. I explained to the chef that everybody is essential to the team. It is better to work under the everyday stress on days (in St Patrick's Days) in a pleasant environment than a star to be rude to each other. I asked him to take five minutes and calm down his emotions and come back to work. The objective is to create a positive workplace. I want to my team enjoy or at least have a peaceful environment. Instead, have personnel that only are watching the clock and waiting to finish the day. I found the most challenging aspect of intelligence emotional is in applying to people older than me. They have strong beliefs in how activities need to be done. I notice that Young people are more open to learning and change.

Notes: It is observed challenge of working whit older people.

14. Could you name and describe the emotion you had at that moment, and how did you manage it?

When I have challenging moments, I usually feel nervous, and I want to cry, be frustrated, sad, or angry.

Notes: It is observed that emotion can be named rapidly.

15. Do you think emotional intelligence contributes to those decisions? Why?

Yes, by contributing to calm me and keep going and take decisions. Contribute to transforming your attitude, maybe in a little bit more firm, because it is the only way people understand sometimes.

Notes: It is observed that EI help to calm and transform attitude.

16. How do you apply it?

One of the frequent issues is that clients complain only because they want to obtain extra something. They create silly excuses to gain them; for example, The Hotel has located nearby a train station, which is already mentioned in the advertisement, because the clients still complain about it. Is it. The external factor that is not in the Hotel's power to operate is impossible to resolve. In the beginning, it cost me a lot of effort and frustration; my reaction was conducted by staying back but always trying to be emphatic with the clients; firstly with an apology and explaining that the train noise does not depend on the Hotel. I offer options to improve it, such as changing the room; the clients decide to stay at the end of the day.

For example, when the team is complying with each other, the waitress complains about the chef one day. The waitress said he was rude; conflicts suddenly occurred; It just came out. When emotional intelligence applies, as it is needed to calm down the stress over my team and mine and make it work for the team and the customer, that is the real issue. I particularly remember that day; I was under pressure as the Hotel was packed, and the restaurant lacked personnel. And the waiter came with that extra problem. I felt frustration and anxiety; simultaneously, I wondered why people could not manage their tone of voice or take care of their body language. They did not control their emotions before externalising and making them bigger, many questions in seconds. I have to say there were many times when I told myself, and this is enough, I cannot do this anymore. I wanted to cry, but I could not leave because I was the only manager on the turn and in 2 minutes could happen anything. So when this type of situation, the response was to think, I have to calm down before talking

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I have to mention that I try to use emotional intelligence to help me at the workplace and make it better. But more critical, it was in my personal life. I did not realise that I was putting all my effort into work, and I had zero tolerance for the people around me. It is not quality of life; the following day, when I got back to work, I was not in my best mode; it became a destructive cycle full of negative emotions. More emotions to manage instead of only attending to the ones the day brings.

In my experience, I notice that working with people from different backgrounds is a significant factor that managers are essential to consider. I worked in a Mexican company with Mexican owners and a Japanese transactional company, an entirely different contrast. I found myself profoundly interested in it. Now that I have the experience of working in another country, the challenge here is the language, culture, and background. It encourages me to give my best and shows others the capacity to do any task.

It is true that when you live in another country and work, it changes the panorama about how I perceive people's behaviour; it feels like I become more empathic automatically. I needed to develop a particular ability to understand people's ideas for me to operate my activities. As a leader, comprehending my team was primordial; I rather see myself as a leader and not only as a boss; from my point of view, the difference is that the leader needs to apply EI, and they feel the responsibility of helping the team, which means effort. The boss is only a role position that is given and serves for indicating and supervising tasks.

It helps me to manage situations between my team and the clients. The most common problem is when the waitress makes a mistake, and the client complains; the waitress is embarrassed and needs to keep going with the day. The client is furious; the chef also needs to make another order faster. In this situation, not managing my and people's emotions is a challenge; it works for me to talk to them in the best manner possible. At the same time, make a happy client. In the beginning, it was a challenge, but after some situations, I knew what it has to be done. Learning how to manage those situations on daily bases is a regular task.

I transformed those emotions into Acceptance; it took around two weeks to get to that point, which can change people's personalities but at least guide them to function appropriately in

their role in the company. It feels like something that I am acting as physiology, but in the end, it is an EI applied which comes from Psychology.

The frustration was worked by the Acceptance that nothing is perfect and that perfection is a perception. The level of frustration decreases massively. It gave peace and a busy day, which is normal; having a few more mistakes on those days than on the other is a simple factor.

The day I stopped feeling frustration and anger was when I understood that people behave according to their beliefs and backgrounds, and automatically the stress diaspora. It does not mean that the solved problem. The problem still has to be addressed, but they covered the emotional side.

The power of listening, for example, by telling people that you comprehend their emotions; for instance, if some guests complain about the train noise, there is nothing that the Hotel can undertake. However, the guest is listening and offered options if they wish to accept. The method here is to listen, be empathic and provide any other service the clients might like, and it would be up to them to take it or not. The Hotel gives the client attention rather than explaining that the train noise is no hotel's concern. The relief comes when it is not the Hotel or my responsibility as it is an external factor. Understanding the facts helps to canalise the emotion at that moment to resolve the problem.

I notice some guests only want to be listening, no matter the reason, they only want to talk, which makes the guest satisfied. It is crucial in those stressful moments not to react with bad manners; it is essential from my point of view to calm down the team and transform those emotions as rapidly as possible; the person has to keep the clients waiting.

For example, most of the time, some clients believe that they have the right to be rude to the staff by paying for a service.

The knowledge acquired is when and how to apply EI during the working day and, more importantly, how to manage emotions in general, mine or people's.

To Delegate tasks, it was imperative as a leader; it was not possible to do personal responsibility.

I firmly believe that it is imperative to manage our emotions. If you let the emotions control the situation, it will be chaos; for example, if you get frustrated, no matter if it is the definitive work for you, no place suits you ever. From my point of view, emotion has to be managed at work, in another way they for sure will affect your personal life at a certain point. In summary, EI should be applied at all levels in a company. And equally important in personal life. Suppose you do not practice in your daily life In the not too distant future. In that case, it will affect both aspects, professional and personal.

I realise that personal is the most crucial factor for me. If a machine is not working, there is no problem, we found the solution. Still, when people do not desire work, there is no power to make them work unless you know how to manage emotions and transform them.

I learned how to communicate and use the correct words.

Notes: It is observed extended answers and passion for explaining examples of applying EI.

17. Do you mentor/impart/couch/ EI? Yes/no. Why/how?

Yes, I did; in one of my first job, I also notice that some people took it as a play, not seriously. My perception is that some people think it does not exist.

Notes: It is observed the couch is offered in one job.

Chapter 4- Data Analysis/Findings

4.1 Introduction

This chapter contains the most remarkable questions for this dissertation to analyse of the data acquired from the two interview responses followed by the analysis /findings, followed the connexion with the Literature, followed for the researcher experience.

4.2 Questions - Answers selected

1. Interviews 2&3 (Questions 5- Answer 5)

Question: Do you think that emotional intelligence has a vital role in your working day?

“Yes, I definitely think that EI plays a vital role in my working day”

“Yes, because I think with the EI, I can be empathic with people, and without it, I can be selfish. It would be best if you always treated people as humans, not as robots. If you want to be a good leader, you will need EI”.

The Objective of the question was to understand to explore if leaders consider EI as part of the workplace, but more specific if they consider the process of EI at work.

As MIXION INSTITUTE (2019), confirmed that EI is vital for the construction of the Ralf Lauren brand. It was found that both interviews considered EI as vital during the working day. From my experience by applying EI I consider essential mostly for a decision making like Ralf Lauren brand. Also It is observed during the respondents shown the awareness of both Leaders by expressed the knowledge of Emotional intelligence straight way has a vital role in a working day, the respondents did not hesitate about EI role, far from been vital, they look with highly familiar with the term and furthermore that is vital throughout the day; inclusive one of them emphasise that it help to be empathic and see employees as a human and not as robots. And From my experience is vital as assist me with decision making, resolving problem.

2. Interviews 2&3 (Questions 9 - Answer 9)

Question: Do you think emotional intelligence is relevant for leadership? Yes/No Why?

“Yes, I think EI is relevant as it is one of the bases; anyone trying to lead a group needs to know how to control their emotions when exposing themselves to know how to transmit/share ideas communication must be clear so the message transmitted is still understandable for everyone”.

" Yes, I think it is super important, because, more as a leader, as you need to manage another kind of personality, other types of troubles, If you do not have an excellent Emotional balance in your life, you have nothing, because, it does no matter if you are a good leader, you always going to have more troubles, because you do not know how to get a solution, you would not know how to be empathic, you do not know how to get a solution as a leader, you cannot cry”.

Objective of this question was to explore if the leaders identify and acknowledge that EI is an actual tool for Leaders.

As Coffey & Murray (2011) confirmed that leaders need to develop together with the word evolutions as is need it for the natural competence is apply with it. The interviewed show the ability to adapt themselves due to the challenge that involves to manage people nowadays, as they said EI is need it, reason why both express applying it; as the recognition of the improvement of problem solving. And Also World (2007), show the effectiveness of coaching with EI, furthermore Pennington (2020), confirmed nine years later the word needs another kind of leader.

It is observed the rapidly recognition of EI and relevant for the both leaders, no exception, Also is mention that is one of the bases of people who is in charge of people due to leaders need to know how to control their emotions to correctly communicate the a clear message. Agree with World (2007) and Coffey & Murray (2011) and Pennington (2020), I experience since my first job by apply EI my second with success.

My suggestions here is; what companies are waiting for to adapt to this new word include EI as establish department in each company, it only mean more incomes for everybody, there is plenty of people looking for job opportunities in this area, companies acquire higher levels of productive, from my point of view is it a good negotiation, all parties win.

3. Interviews 2&3 (Questions 11 - Answer 11)

Question: As a problem solver, which skills do you feel are essential to cultivating?

“Awareness of my emotions and others' emotions, listening, attention to detail, and being proactive (avoid procrastination)”.

“Empathic, tolerant, respectful, modest, loyal, trustful, and honesty”.

The objective of the question was due the knowledge the answers expressed in the previous, the wondering of which are the abilities they need to have as a leader comes up, so was decide to asked this question during the interview.

As BigThink (2012) Goleman interview explain the skill are indispensable in EI for human beings are self-awareness, self-management, empathy, and social skill. It is found in the response the interviews identify and recognise the skills are crucial to cultivating for leaders in a problem solving, the skills that in another words the element of EI. In my experience the most essential to cultivate is empathy as is the challenging one.

4. Interviews 2&3 (Questions 13- Answer 13)

Question: Have there been any challenging experiences you had, and how did you resolve them?

“Many times the one I can reckon was when I was working managing over 30 cleaners.

The problem was that we were receiving a lot of complaints about the guests arriving at the properties. The company was putting so much pressure to get all the properties cleaned as soon as the guest left, and they didn't want to hire extra cleaners. And the head in London (the head of the company) was pointing out that the fault was the cleaner's incompetence in Dublin, so I decided to talk with the managers to propose and what I did was to try to bring a solution that could help both parties; and show the cleaners that there is a company that takes their backs and not just utilised them and for the other create and maintain a high standard of cleanliness and happiness for the company. So, I arranged a meeting with the cleaners to listen to how they felt at work and what they were thinking could improve their fault work; and I ask to authorised three bonuses for productivity (each bonus was for the 3best each month)".

"I found the most challenging aspect of intelligence emotional is in applying to people older than me. They have strong beliefs in how activities need to be done. I notice that Young people are more open to learning and change".

The objective of the question was , now that he interviewees expressed the identification of the skills, how they applying was found interesting, the decision to ask was during the interview, not before.

As EI World (2007), it is shown that coaching with EI at work is effective. As this manager answer how the managed a situation through EI. If the managers were coaching with EI, leaders will be able to manage the situations that are more challenging for them. In these answers it is found the identification of that leaders expressed there is many challenging on daily bases. Also it is observed there are internal conflict and external such as the cleaner company, the company was putting a lot pressure over the manager and in the other the personal too (external factors: company-staff); and personal thoughts of the conflict as one leader express it is personally challenging as leader deal with personal older (internal-emotions). In my experience I had and will have many challenges, as is the nature of life, the most challenging was in my first job, the first year when I start to applying EI, it was a disaster to be honest, but with time, tons of practice and the experience and the continue learning helped me went through it.

5. Interviews 2&3 (Questions 15- Answer 15)

Question: Do you think emotional intelligence contributes to those decisions? Why?

"I think EI contributes to my decisions by understanding that emotions must be conducted to sort out and be prompt in solutions and not delayed".

"Yes, by contributing to calm me and keep going and take decisions. Contribute to transforming your attitude, maybe in a little bit more firm, because it is the only way people understand sometimes".

The objective of this question is due to the previous answers, the wondering of their point of view came out, if they perceive the contribution of EI in their decisions.

As Goldman explain in the interview (2012), EI help to the decision making. It was found that the two interviewees quickly confirmed that EI contributes to decision making by understanding emotions and helping them to calm and continue the activity was being developed, which is one of

the benefit of apply EI in leaders. To help other and their selves do not stop actives at the workplace. Moreover Couching Org. (2022) explain that the Prefrontal cortex one side of the brain the one that comprehended through life, which means that leaders can learn how to lead and operate or include EI as another tool for analysing previous circumstances, at least not to badly react under stressful situations; as Goldeman (2012) commented he had a one of these bad “leaders”. From my experience I can say EI contribute 100% in all my decisions in life, personal and professional; as I was one of those bad leaders due to my inexperience and I had no element to assisted me through my day, but thankfully the company I was working for provided EI courses (13 years ago, from today).

5. Interviews 2&3 (Questions 17- Answer 17)

Question: Do you mentor/impart/couch/ it? Yes/no. Why/how?

“Yes, I did couch EI whenever I have a team or even sometimes with friends; being aware of our emotions is something that helps and improves our daily life and not just at work”.

“Yes, I did; in one of my first job, I also notice that some people took it as a play, not seriously”.

The objective of the question was due the researcher expertise of couching EI and of the observation of how EI change people’s philosophy at work, de desire of; if leaders interview also couching EI; Due to the answers as shown deep knowledge in the topic, it was decided to ask; if the also impart the knowledge.

As EI World (2007) show there is proof of that couching with EI in organizations shown effectiveness. As Coffey & Murray (2011) explain in previous chapters that Leaders require EI to confront the problems occurred on daily bases, not only at work but in life as IQ is not long enough to successfully lead a team; the only skill leader requires nowadays is EI. It was found that the two leaders have imparted EI to their work teams. From my point of view; It means they discovered the aid of couching EI and the necessity of sharing the knowledge as a tool for their teams; because none of these leaders has been told to capacitate their teams from their jobs. These leaders are doing this because they are aware of the benefits of EI, which is a knowledge they acquire from life, not from any company’s capacitation or coaching; one of the leaders acknowledged EI from a degree in psychology, which as part of the degree, include the Topic; on the other hand, the next leader acquires the knowledge from childhood because the parent decided to bring to a course as was a hyperactive child. From my experience I decided to couch every week in my second job without any instructions from my superius, as knew It would facilitate my working day, less stress. And because I knew it really pays in incomes.

4.3 General Analysis

The analysis obtain is the examination of the information obtain through the Literature and the answers through semi-structure interview which allowed to gain experience from leaders as exchanged the knowledge about how leaders manage situation and the advantage of acquire tips of how to leaders EI and further conflicts. Also Now through this dissertation it being explain all the benefit of EI that could be apply it in dispute resolution as a tool. It was need to ask more questions after the main it was found interested data for the research, as the leader shown the familiar knowledge with the topic. The most important finding was to discover in the answers that EI was being applied with no instructions from the companies they work for.

Chapter 5 – Discussion

This chapter explain the topics that in this dissertations desire explore even more; the integration and application of critical, theoretical material towards those topics as the Literature will be identify.

In the literature provide that is there is many successful people with high EI as Woods (2020) said, but these are only a few examples of famous people who apply their emotional intelligence, for sure there are millions out there. The difference is that this one is only famous. The point is to identify how crucial is the skills of EI in the leadership and also for employees, and also the result the compare obtain.

As Gowdy (2021), explain that EQ itself permits to understand emotions and Intelligence to adapt to different environments and facilitates to analyse of the situation, rather than numbers; numbers are massively important, and this dissertation does not try to minimise them, but for a human being to get to the point of analysing numbers is primordial to set a cold down the mind first. That is why this is important to understand the meaning of each intelligence and how to operate with them and make them work, not the other way around.

It is massively relevant to mention that IQ is NOT synonymous with Intelligence. From my point of view, Is the reason why many CEOs hire people with a high IQ, is to develop the task that the CEOs cannot. The CEOs need to have a certain level of general knowledge to interpret the result whit the purpose to make decisions, which is their main duty, but there is no need for specific knowledge as the ones who formulate.

Moreover, the difference between EI and IQ, finally In 2005 changed in a way the world sees the IQ, from my point of view, EI always was there, it always existed, only nobody had discovered it. The world was used to believing that IQ is the only skill is need for success and to have a better style of life. With the “discovery” of EI, everything is changing. It is crucial to understand the difference between IQ and EI is massive. Another type of intelligence arrived. It was there all the time, as many people had it and will succeed by applying it. It actually explained that the world was craving anxiously for a deserved explanation of why some people behave the way they do, despite having a privileged education and thousands of degrees or/and doctorates, such as the politicians that Peter Salovey and John Mayer were discussing one day Freeman (2005), this type of intelligence and those skills are crucial for leaders to develop as they interaction with people.

Which links me to Goleman (2012) in his interview, that that kinds should be teaching EI as part of the education system as another topic at school; there are enough programmes that are made to compare school that had the program and the one that does not have the programs, Which It builds better leaders and human beings with better quality of life.

For example in Simonis (2021), Human Resources (HR) is the apartment in charge of the recruitment and hiring of new vacancies rapidly and effectively. To find the correct profile for the position most of the time is a challenge. RH must receive excellent capacitation of EI, as they are the members in charge to bring training to the new personnel.

The sources that build a company nowadays are Financial Resources, Human resources, Material Resources, and Intellectual Resources; Goldman (2012) said that an extraordinary result of this

discovery is obtaining the benefits of “people can make better decisions with emotional intelligence”, which represents a raising of effectiveness for business, fundamental at any school level and priceless in personal life. Which makes excellent assistance for leadership in problem-solving; the faster they can be, the better for the team, customers, and companies.

As Freeman (2005), explain that Goleman said It is vital to bring humanity together—a similar situation with the Covid pandemic 2019-2021. What makes me think is the moment to enforcer this method nowadays. Humanity needs tools to manage emotions for any circumstance.

The researcher experience by couching all through those years whit EI It is observed the next points;

For the personal:

To obtain more productive

Manage the frustration

The relationship between co-workers is friendly

The relation between collages is proactive

People also like to share the knowledge

For the company:

Productivity increase

Fewer layoffs for productivity

Friendly work environment

EI permitted to invest in peoples constant couching rather spent money caused layoffs, which I know for expertise it cost so much more.

This dissertation identify how the leader applied EI but the importantly that the leaders recognize that EI is a magnificent tool to assist in workplace, also both interview answers recognize that also helps in a personal life.

In summary from my point of view, a problem is a flag that something is not working adequately; what matters is to address it and readjust the situations that causes conflict; due to the human interactions by applying EI, as the studies have shown, is highly useful to problem-solving which means, it will work as a tool of conflict resolutions.

The research method chosen was the best option for this dissertation it allow me to combine my experience, along whit the literature, whit the interviews, to make a discovery of what is happening in this area.

Further as a recommendation from this research what needs to be is to looking at EI as fundamental element in the conflict resolution. This dissertation require more time (to obtain interviews from experts in the area); and the scope to research it. And also adding the benefit that EI offered such as emotional intelligence create the environment or culture where people transform at resolving conflicts in positive way that are restorative, important conflict resolution is in the workplace. It is also interesting the exploration of the importance in conflict resolution; for that reason as more examination from this area.

Conclusion

This research has shown that the win-win schema was explained in the aims and objectives was finding in the interviews; where one other leader answered how to resolve a problem, by saying offering an incentive to the staff and resolving the given solution to the company, where the leader shows the ability to manage and archive the duty, as in making incomes for the company, but most importantly to transform in positive result for both parties, as many studies shown in chapter 1; that people with EI are more likely to be effective.

The aim of explore the experience if the leaders applying EI has being achieved from the answers obtained in the interviews explain in chapter two, that explain that EI highly relevance during the working place, as was observed also the clear and rapidly answers, moreover the interest of the extra work by coaching EI with out instructions. Which I personally did with all my team work, no exception.

The aim of the identification was achieved as the interview in chapter 3 explain the experiences leader had and how they did use as a problem solving, the studies explaining in chapter 1 that multicultural companies said that EI is the key for success.

The third aim was achieved as it was found in the interviews how the leader used EI in examples to get decisions fast and efficient for, but more importantly how the process a problem solving.

The aims of the essential role that has EI in problem solving according the responses obtain from the interview in chapter three is the mention of the vital role is EI in a decision making.

The objective of the relevant of Human Resources was cover with the responses in the second interview by explain that EI helped to see people as humans being and not as a robots.

The objective of explore leaders strategies was achieved in the interviews by finding leaders has different strategies, but both of them has the same factor in common that was to care after people emotions and to get the company goals, as is explain in chapter three how to resolve a problem.

The objective of showing there is plenty of statistics that identify EI is essential for people success, special in management.

The objective of explain why managers do not really manage is because they analyse is require EI skills also, not only IQ is essential, as the in interviews was find by applying EI as an extra activity because they knew it pays, and also the chapter three supports.

The objective was achieved by finding in both of the interview, where the answers explaining how to transform negative emotions into positive, inclusive one of them answering that utilise social media as distraction, as chapter three identified.

The importance of having the skills of EI is to guide the leader to be able to respond to the people in charge and not to react, not be rude or cold, as the studies describe the managers or CEOs used to be. They are normally under certain pressure that increases the stress the, and they do not have the ability to transfer is when the friction and conflicts began, and not only CEOs are the ones under

stress, for each integration of the company, as each individual has their responsibility that has to be done on time.

Therefore, to encouragement for the company to be aware that emotional intelligence is a fundamental tool from the beginning in human resources guarantees the employees' success. The employee became efficient in handling more problems effectively.

Consequently, the leader obtains plenty of time to invest in innovation and better practices in the workplace. People will be confident in using their emotional intelligence to find a solution, or it could be that the same employees come up with the problem but with options for a solution already, instead of demanding help in a dispute, which is where the manager acts most of the time, by mediating guiding employees to find an agreement and caring the company's incomes; employees could manage the situation professionally.

Accordingly, with my experience as a Leader. I observed how each company I have been working with increases productivity by investing in emotional intelligence coaching or implementing courses for all the personnel, with a constant coaching to the heads of offices and leaders. I witness in my first Job , as I worked together with another sixteen head of offices, the difference between the leaders who did not applying EI and to the Leaders did. Makes an enormous difference. I observed the teams and most importantly to heard them, they were happy with at work and specially with their boss, versus with the Leaders did applying EI, the teams were just working because the need the money, instead to be happy. Reason why I agree with Kerr (2019) who give reason company's needs to invest in employee training and Human Resources. I experience how can people grow and be happy and make more money by applying EI, I personally imparted EI with each team I had. Also I observed how they became more patient and empathic and how EI helped them to manage their emotions; their emotions and clients emotions, also with the colleagues at work, as each of those factors affected to people, if they the emotions do not receive the correct treatment at the very moment, is when the conflict appears; which is natural factor for human interaction, I saw how the employees resolve conflicts with emotional intelligence of how they managed the situation perfectly, as they did understand their emotions, clients emotions, often observed they used a common strategy such as given options of how to resolve the situation.

The importance of having the skills of EI is to guide the leader to be able to respond to the people in charge and not to react, not be rude or cold, as the studies describe the managers or CEOs used to be. They are normally under certain pressure that increases the stress the, and they do not have the ability to transfer is when the friction and conflicts began, and not only CEOs are the ones under stress, for each integration of the company, as each individual has their responsibility that has to be done on time. Therefore, to encouragement for the company to be aware that emotional intelligence is a fundamental tool from the beginning in human resources guarantees the employees' success. The employee became efficient in handling more problems effectively.

Consequently, the leader obtains plenty of time to invest in innovation and better practices in the workplace. People will be confident in using their emotional intelligence to find a solution, or it could be that the same employees come up with the problem but with options for a solution already, instead of demanding help in a dispute, which is where the manager acts most of the time, by mediating guiding employees to find an agreement and caring the company's incomes; employees could manage the situation professionally.

Reflection

Human resources from my experience recruiting, I did recruit only people with EI, as they are open to learn and to adapt themselves at any situation, rather than the people with certain level of education/knowledge. In my view, to have no social skills, and as the workplace people interaction normally is, I knew they would not work. I actually did hire them at some point for my boss's suggestions; not good decision, it did not work, after it I explained why I would not do it again. My boss approved my decision and never tried to persuade me of any of my decision, as I showed why not to. Lesson learned by experience. People with high EI is effective and workplace.

There are many concepts and differences, in terms of this dissertation, it is described that at the end of the day; EI is in charge of managing emotions and individuals' emotions to avoid them interfering with our daily duties at work, it could be applying also at home, or in social life; IQ is in charge of developing specific skills or knowledge of the specific topic, such as maths, physical, engineering, etc.

From my point of view, both are equally important, it depends on the goals one desires to achieve in life. It is the one that has to be developed. Also, it depends on the essence of each individual and also on which one desires to be fed. One is related to the other equally, none of them is more or less relevant than the other. A balance could be the answer.

One of the main elements that emotional intelligence is Self-control or self-regulation; it is a skill that is crucial to learn and apply as a leader. Part of the role is to interact in a dispute resolution, canalise, and decide the best option for solution for the dispute, thinking in employees but not forget about company interest also. Having self-control is fundamental for leaders, in fact, for each individual. Unfortunately, nowadays is not one of the strengths of the majority of the leaders, which means that this dissertation is a significant opportunity to explain how to apply EI in leadership also. As a matter of fact, from my experience, chaos will govern any working place equally if nobody control themselves. People (employees) require to learn how to regulate and control themselves.

From my point of view, humans are managing entirely the environment, at least in the sector that discovered how to apply it, the ability to adapt, learn, and interact with the environment.

On the other hand, as much as humans have the ability to adapt themselves to different environments, inside each human being exists emotions; whether humans desire to feel them or not, all human beings have emotions inside. It is up to each of them to apply it, or not, the famous EI. Reason why I highly suggest the Implementation of EI in workplace. As I perceive is the bone marrow of success; and why in conflict, because help people fluently resolve problems. Therefore controlling these skills will facilitate a leadership managing people.

Furthermore, the differences between reacting and responding; this is what makes the difference between applying the EI or not. It sounds similar, but the difference is that reaction is the pure animal instinct each human being has inside, the side that has to control it; and responding is the ability to analyse and only after to canalise and create a response to it, requires particular effort because humans need to develop autolearning, looking for coaching, a bit of study, and self-control, barely to mention the important one. As a leader, knowing how to respond efficiently is fundamental but vital in learning how to not react to each case, which is crucial for the role. For example, humans' reaction to contact with fire is a primary instinct; equally, when the human

desires not to react, the body takes a step back with a bit of jumping. On the other hand, the response: each human can respond and develop this ability; this one involves the power of analysing and decision making.

Also there is people think EI does not exist, is identify in one of the interviews, as is only one topic more in the books, if they will experience, people will realize that is massively important.

I personally coached EI in all my previous jobs, I did coach myself and I did coach my teams every week with a different topic that appeared during the week I considered was relevant to address what (I actually used EI for each situation at work) EI; people start to see a conflict differently, emotions different, because people understand that is normal to have emotions, and when these emotions appear, what really matter is to address them by understanding them and transforming in a positive emotions in the fastest way possible; as everybody is different, it is not valid to compare themselves with others at the moment to go through emotions

To be honest I also coach them to prepared them to gain more money, as always worked in sales, because by the understanding themselves, they will be able to understand peoples (clients) mind that is normal to feel frustration and all the feelings humans could have at the moment of developed a sale. Also to maintain the team in tune and motivated, also to avoid peoples quite, because for me meant more work as a needed to capacitated a new employee again, and I had plenty of activities to develop in one day.

In my point of view conflict is a normal event in life which is part of human interaction due to different opinions, points of view, and interests; it increases when is not appropriately addressed; And when it is not addressed, It could cause impediments in progress. Suppose the company/people take the conflicts as an opportunity to transform the conflict into something positive automatically. In that case, it will create alternatives to the solving problem. A conflict could be a strength if society, the workplace, and life see it from the perspective; my suggestion is to offer the opportunity to de employees to suggest how to resolve and give them the change to apply it, in this way employees will feel that the company is considering their ideas have humans g=beings and, and as some studies have shown that employees they feel value and part of the company, their performance increase. At the end of the day, the mayor of employees shares a considerable amount of time at work, which means people's interaction, which means mayor probability of friction, and that means more conflicts to resolve.

There is many statistic about how to applying EI and the effective results for de company, as they are the clear interested in the incomes, what it also found in the reached. Which is nothing new. Business are business. What is new is that would be interesting to hear the testimonios of EI in people and sharing the knowledge even more, so the world not only would need conferences, or people like Goldeman, do not get me wrong, he is amazing. And very grateful, because thanks to people like him, I am where I am now, the thing is bring this to a step further, as the word is growing as could see in chapter one; the world is evolution Ing faster and faster, reason why the best way to spare the EI knowledge and properly use another magnificent tool like social media (no cost).

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