

**M25 – MANAGERIAL LEADERSHIP AND EMOTIONAL
INTELLIGENCE**

**TOPIC : EMOTIONAL INTELLIGENCE AS A TOOL FOR
EFFECTIVE MANAGERIAL LEADERSHIP**

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Abstract

The research explores the role of Emotional Intelligence in regard to shaping the managerial leadership efficacy within the organisations in the modern landscape. The insights related to EI components such as empathy, social skills, motivation, self-regulation and self-awareness are examined throughout the research. The mentioned possession of components among leaders pursuing EI have driven trust, engagement, communication and development of organisational performance. Literature findings highlight that emotionally intelligent leaders significantly improve workplace trust, ethical decision-making, employee engagement, teamwork, and organisational sustainability. Real-world examples including Starbucks, Costco, Microsoft, and PepsiCo demonstrate the positive impact of emotionally intelligent leadership on organisational culture and customer satisfaction. The thematic analysis further identified that empathy, supportive communication, and emotional resilience strengthen managerial leadership effectiveness within customer-focused industries. The secondary qualitative data collection method has been used for exploration of pertinent information related to the research contexts by considering journals and company reports. The real-world examples are explored in order to understand the linkage among EI and the leadership prospects in shaping the success of the organisation. The study concludes that emotional intelligence is a critical managerial capability that enhances organisational performance, employee wellbeing, and sustainable business success within dynamic and digitally transformed business environments.

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1. Introduction

1.1 Background of research

The “Emotional Intelligence (EI)” has been the central prospect in shaping leadership and organisational behaviour because of the ability in shaping ways individuals process, manage emotions and perceive. The EI has five main competencies vital for effective leadership such as self-regulation, social skills, empathy, motivation and self-awareness (Salameh-Ayanian et al. 2025). For instance, Burberry has focused on building in-depth connections with customers through increasing engagement and evoking brand values. The strategy has been focused by leaders in regard to shaping EI has been related to rise in demand among customers for formation of emotional connections (Burberry, 2024). The leader EI has referred to the ability towards guiding thoughts along with action by identifying and usage of others' feelings and thoughts. The leadership efficacy has been partially explored through emotional understanding along with abilities associated with EI (Lee et al. 2023). The positive engagement of employees has been associated with supervisors and managers aware about EI. The employees of the retail sector are engaged in their workplace through guidance by the emotional intelligent leaders (Maurer, 2024). EI has shaped managerial leadership efficacy in organisations driving engagement and performance outcomes.

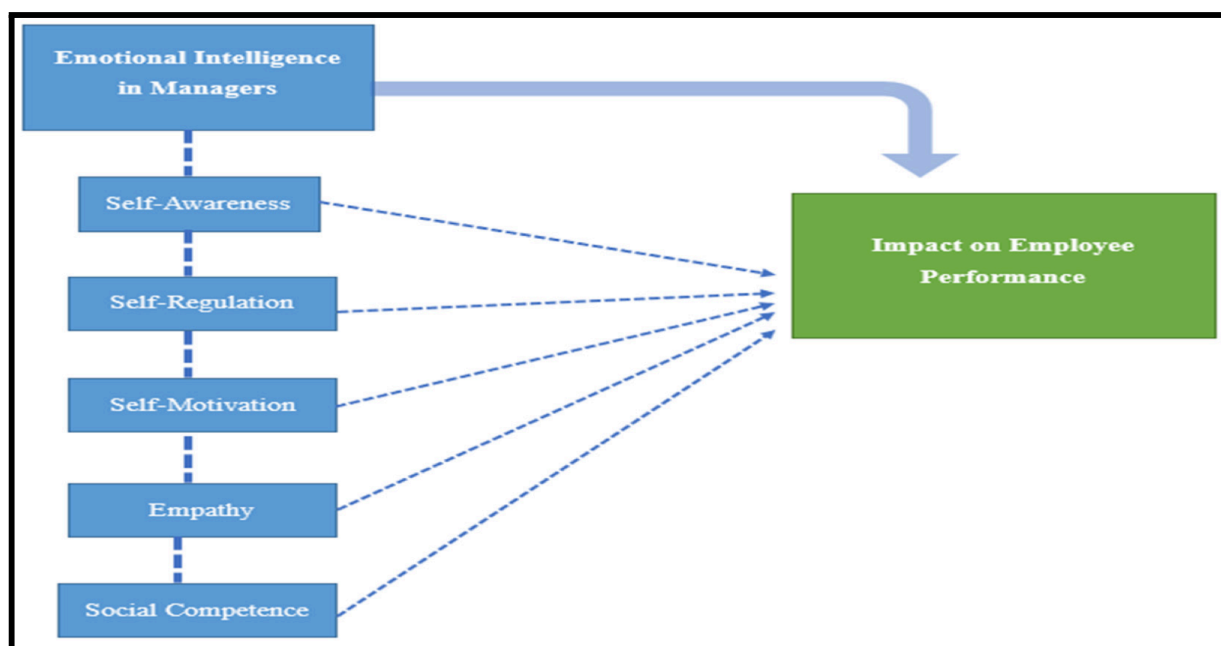


Figure 1.1: EI competencies for leadership efficacy

(Source: Inspired from Salameh-Ayanian et al. 2025)

1.2 Aim, Objectives and Questions

Aim

The aim of the research is to explore contexts of emotional intelligence as the tool for shaping efficacy of managerial leadership by exploration of real-world examples.

Objectives

- To analyse emotional intelligence components such as self-regulation, empathy, social skills, motivation and self-awareness.
- To discuss relationships among leadership efficacy and emotional intelligence in driving organisational performance.
- To evaluate ways emotional intelligent managers improve trust, employee motivation and communication.

- To explore real-world examples of leaders in the organisation through successful implementation of emotional intelligence.

Questions

1. What is the significance of components of emotional intelligence like empathy, motivation, self-awareness, social skills and self-regulation?
2. How is the relation between emotional intelligence and leadership effectiveness in shaping performance of an organisation?
3. What ways do emotional intelligent managers adopt in order to develop motivation, communication and trust?
4. What are some real-world examples of leaders who have successfully integrated emotional intelligence within the organisation?

1.3 Problem statement and Rationale

Managers lacking EI have prospects and likeability of being manipulative that leads to rise in the toxic culture in the workplace. The managers struggling towards processing emotions have lacked adequate skills towards leading work authentically (London Business News, 2025). This indicates that low EI among managers have hindered leadership efficacy along with disrupting organisational works and performance. It is evident that approximately three quarters ranging to 72% of the managers in the UK have stated emotional skills as the main priority (Wyatt, 2024). EI has been considered as the core competency for the aspiring managers in shaping their leadership capabilities and work outcomes. In this regard, the main rationale behind conducting the research is to explore relationships related to EI and leadership efficacy in the organisation in regard to development of trust, motivation and communication.

1.4 Significance of research

The research has provided significant contribution towards exploration of the varied folds of EI and leadership effectiveness through consideration of real-world examples that shapes organisational performance. As stated by Anvari et al. (2026), the high levels of EI has a positive impact on enhancement of team dynamics and trust for improvement of project outcomes. EI denotes the significance of self-management along with empathy considered essential for enhancing trust in the workplace. The core components of EI along with shaping the leadership functioning in the organisation has been explored by considering evidence from real cases.

2. Literature Review

2.1 Effectiveness of emotional intelligence in developing managerial leadership

Emotional intelligence has been considered as the notable capability that develops managerial leadership by improving emotional awareness, behavioural control, decision-making and interpersonal relationships. According to Daniel Goleman's Emotional Intelligence (EI) model, emotional intelligence consists of self-awareness, self-regulation, empathy, motivation, and social skills that collectively enhance multiple leadership competencies. As per the view of Chakkaravarthy & Bhaumik (2025), emotionally intelligent leaders respond significantly towards workplace issues, employee relationships and productivity metrics in the digital business environment. *Self-awareness* allows the managers to recognize their strengths, weaknesses and emotions while making significant decisions during stressful situations. Leaders with robust self-awareness illustrate confidence along with authenticity that has a significant positive impact on employee motivation and their productivity level. Howard Schultz leveraged emotional awareness for creating a people-oriented culture within Starbucks through focusing on employee wellbeing and suitable communication (Sekar, 2024). *Motivation* helps the leaders in obtaining

organisational goals by boosting workforce to deliver high-level productivity. While *empathy* aids the managers in perceiving employee emotions, workplace concerns along with cultural differences. This basically helps in developing trustworthiness along with employee satisfaction in the workplace. *Self-regulation* can assist leaders in controlling emotions and responding ethically instead of impulsively. Satya Nadella has illustrated self-regulation as well as empathy while transforming the competitive culture of Microsoft into a collaborative workplace situation (Boyd et al. 2025). In addition, social skills reinforce leadership by implementing effective communication, negotiation, relationship management and teamwork. Emotionally intelligent leadership plays a crucial role in enhancing organisational profitability and brand reputation.

2.2 Relationship between leadership efficacy and emotional intelligence in developing organisational performance

Leadership effectiveness along with emotional intelligence are robustly connected in developing organisational performance, workforce productivity and employee relationships. According to Padhy et al. (2024), emotional intelligence can manage employee emotions and positively influence leadership performance, employee involvement and commitment of the organisations. In terms of the retail industry, emotional intelligence enhances quality of customer service and teamwork as employees feel valued as well as motivated. Indra Nooyi has successfully utilised empathy along with relationship management for developing employee morale along with organisational performance at PepsiCo (Freeland, 2021). Emotionally intelligent leadership also supports adaptability, advancements and especially ethical decision-making that play a critical role in obtaining organisational sustainability along with competitive advantage within modern business environments.

2.3 Ways leveraged by emotionally intelligent managers in enhancing communication and employee motivation

Emotionally intelligent managers enhance collaboration and employee motivation through empathy, active listening, transparency along with supportive leadership practices. Effective communication allows the employees to express their concerns, ideas and feedback in open discussion. This can reinforce trust along with organisational relationships significantly. As per the view of Singh et al. (2025), emotionally intelligent leaders are capable of creating psychologically safe workplace situations by motivating the workforce and making them feel valued for greater contribution. Managers with emotional intelligence utilise empathy for understanding employee challenges along with emotional requirements especially during organisational transformation and workplace stress. The specific leadership approach develops employee wellbeing and reduces workplace conflict. In the retail sector, emotionally intelligent leadership is significantly important as employees often interact with customers under stressful operational conditions. For instance, Howard Schultz implemented employee recognition programmes, healthcare benefits and robust communication strategies to motivate the entire workforce (Sekar, 2024). This has resulted in greater employee loyalty, customer satisfaction along with organisational performance. Similarly, Costco has adopted emotionally intelligent management practices through offering fair wages, supportive work culture along with employee enhancement opportunities (Bauer et al. 2023). This has contributed towards minimised employee turnover and high-level customer satisfaction. Emotionally intelligent managers encourage employees by employing constructive feedback, workplace recognition along with empowerment strategies. Positive leadership behaviour boosts employees for staying committed towards organisational goals and develops comprehensive productivity. Hence, emotional

intelligence has significant contributions towards communication development, employee involvement and organisational effectiveness within the retail industry.

2.4 Theoretical viewpoints

Various leadership and emotional intelligence theories highlight the importance of emotionally intelligent leadership within organisations. Daniel Goleman's *Emotional Intelligence Theory* indicates self-awareness, self-regulation, empathy, motivation, and social skills as major components impacting leadership success. This theory explains that emotional skills are highly essential rather than technical abilities in managing the workforce effectively. Howard Schultz has applied Goleman's Emotional Intelligence Theory in Starbucks through focusing on empathy, communication, along with employee wellbeing through healthcare benefits and supportive workplace culture (Sekar, 2024). The concept of this theory can be utilised in the retail sector organisations for increasing employee wellbeing significantly.

In addition, According to Munir et al. (2025), *Transformational Leadership Theory* denotes that emotionally intelligent leadership mainly focuses on inspiration, employee motivation along with relationship-building. Transformational leaders boost innovation, trust along with organisational commitment through emotionally supportive behaviours. Transformational leaders inspire organisational teams through understanding, utilising and tackling emotions. Satya Nadella has implemented transformational leadership practices by implementing collaboration, emotional awareness as well as ethical communication for transforming organisational culture and innovation (Boyd et al. 2025). This theory is highly useful in developing supportive leadership practices in the retail sector business organisations.

Human relations theory indicates the significance of employee emotions, social interaction and especially communication in the aspect of organisational performance (Boccoli et al. 2023). The

specific theories illustrate that intelligent leadership develops organisational sustainability, workforce satisfaction and ethical organisational norms. The concept of this theory is applied in organisations such as Costco, where supportive communication, workforce recognition, and fair workplace policies enhance employee satisfaction, teamwork, and long-term organisational sustainability (Bauer et al. 2023). The specific theory is useful in developing employee satisfaction and high retention rate in retail industry companies.

2.5 Literature gap

Existing literature significantly investigates emotional intelligence along with leadership effectiveness in the aspect of general business environments. Chakkaravarthy & Bhaumik (2025) mainly focuses on leadership results without evaluating how emotional intelligence offers support towards employee wellbeing, seamless communication along with workplace diversity within retail organisations. Available research also lacks in-depth analysis about integration of emotional intelligence with technological innovations. This study has addressed the significant gaps by incorporating emotionally intelligent leadership related data in the context of customer-focused industries by keeping focus on employee emotions, customer experiences and organisational reputation.

3. Methodology

3.1 Research Philosophy

The *interpretivism research philosophy* has been used in the research for exploring subjective insights related to EI role on shaping leadership efficacy of managers. According to Pervin & Mokhtar (2022), the main principle of interpretivism philosophy has been related to working with subjective insights and meanings that have existence in the social context. The identification of insights, reconstruction and further use as the building blocks in context of theorising in

exploration of social realities. The mentioned philosophy explores the subjective information associated with EI in driving motivation, trust and enhancing communication practices among managers and workers in the organisation.

3.2 Research Approach

The *inductive approach* has applied in the research for exploration of insights, identification of recurring patterns and formation of theories. Laari (2025), pointed out that the inductive approach has been referred to as the process for development of inferences from the gathered data and exploration of new concepts. This ensures the derivation of meaningful phrases aided assistance towards answering questions of research. The detailed findings are explored through adhering to the inductive research approach in this research in generation of comprehensive knowledge regarding EI in shaping organisational work dynamics and performance.

3.3 Research Design

The research has intended towards following the *exploratory research design* for detailed elaboration of the contexts of subject matter. According to Saka et al. (2023), the exploratory design has been valuable in regard to seeking new information and assessment of the insights in the new context. The mentioned design intends towards investigation of the undefined problem through carrying out in-depth research. The "exploratory design" ensured the evaluation of main components of EI in shaping leadership prospects like self-regulation, self-awareness, empathy, social skills and others.

3.4 Data collection method

The *secondary qualitative data* collection method has been used in the research for gathering relevant insights from secondary or existing sources. Kelly et al. (2024), stated that secondary data has been identified as cost-effective, efficient and accessible information. The existing data

has been further used for answering the new set of questions in research. The secondary data has been gathered in the research by considering **12 articles** including both journals and company reports for exploration of the context of EI and managerial leadership efficacy. The articles have been chosen based on publication date within the last five years that is from 2022 to 2026 along with free accessibility without requiring payment. The combination of both journals and company reports aids support towards exploring general contexts of EI and leadership with reference to real-world examples.

3.5 Data analysis

The *thematic analysis technique* has been used for assessing the data collected through formation of themes based on the research objectives and context. According to Ahmed et al. (2025), thematic analysis has been referred to as a flexible and structured process for exploration of information. The steps followed in conduction of thematic analysis are familiarising data, code identification, theme searching, reviewing, naming themes and writing down the information. Based on assessment of information, four themes have been formed that align with the research objectives.

3.6 Time Horizon

The *cross-sectional time horizon* has been followed in the research in order to complete the research within the short and specific period of time frame. The cross-sectional time horizon ensures assessing variables and associated insights within a short period. This paradigm has been considered efficient for research conduction and inexpensive (So et al. 2025). The specific research has been directed to complete within the six weeks' time frame.

Activities	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
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<i>Identification of option and topic.</i>						
<i>Aim, objectives and rationale identification</i>						
<i>Literature review</i>						
<i>Exploration of methodology</i>						
<i>Findings gathering</i>						
<i>Discussing the information</i>						
<i>Conclusion</i>						
<i>Submission</i>						

Table 3.1: Research Timeline

(Source: Created by Author)

3.7 Ethical considerations

The guidelines of the University have been followed throughout the research to avoid legal obligations in the completion of research. The research relying on secondary data has a requirement of focusing on adequate referencing of authors to avoid copyright issues. The “Copyright, Designs and Patents Act, 1988” derives rights in regard to copyright works in reference to databases and others (Government of UK, 2026). The authors have been acknowledged properly in the research in regard to usage of information for addressing research objectives.

4. Findings

4.1 Thematic analysis

Theme 1: Emotional Intelligence (EI) has regulated emotions for driving self-awareness, empathy, social skills and self-regulation for positive change.

The EI has ensured driving the capability of comprehending and effective regulation of emotions of individuals. This has been further done in regard to perceiving and navigation of emotions of other people. The EI has underscored the importance of emotions in regard to human behaviour and cognition through deliberate practice and targeted training programs (Antonopoulou, 2024). Similarly, EI has varied dimensions such as social skills, self-awareness, empathy and self-regulation. Moreover, EI has been referred to as the critical factor responsible for enhancement of self-efficacy. This directs that effective association among self-efficacy and EI has directed skills of emotional regulation allowing individuals to transform and shift anxiety towards productive engagement (Xuan, 2025). For instance, the “We Care Network” of Sainsbury’s has intended towards making care visible through increasing awareness along with

supporting individuals to reach their adequate potential towards accomplishment of work. This also directs towards development of flexibility and empathy for ensuring positive change in cultural aspects in the organisation (Sainsbury's, 2025). Therefore, the EI has shaped the prospects of leaders in the organisation in order to enhance the working environment.

Theme 2: Emotional Intelligence facilitates relationships of leaders with others through self-regulation, optimism, feedback gathering and adaptability

The EI has been referred as the main factor for the leaders due to facilitation of positive relationships with others along with in-depth understanding of varied emotions. EI has directed integration of transformational leadership assisting towards promotion of happy and healthy environments at the workplace. Controlling of emotions has aided support towards controlling frustrations and enhancing creative capabilities. This further ensures in enhancing competencies along with sustainable growth of the organisation (Eslava-Zapata et al. 2022). Leaders applying EI strengthens adaptive coping segments of employees along with shaping self-regulation. This ensures the maintenance of personal drivers like intrinsic motivation, sense of purpose and optimism. The mentioned capabilities have protected emotional energy responsible for driving a positive stance along with reinforcement of organisational resilience (Freedman et al. 2025). For instance, feedback has been gathered from colleagues at Burberry for shaping the learning and development prospects. The accumulation of employee voices and feedback through conduction of surveys at Burberry ensures in shaping actions in the organisation (Burberry, 2025). Therefore, the leadership effectiveness has been nurtured through possession of EI in raising positive contribution towards uplifting organisational performance.

Theme 3: Empathy and supportive leadership strategies help emotionally intelligent managers in reinforcing workplace trust, motivation and communication

Emotionally intelligent managers have the capability of improving workplace trust, employee motivation along with communication through creating emotionally secured organisational environments. Managers with high-level emotional intelligence leverage active listening, self-awareness and empathy to understand the in-depth problems faced by the workforce (Dutta et al. 2025). The specific leadership approach boosts transparent communication and aids employees in feeling respected, valued and safe within the organisation. Supportive communication from emotionally intelligent leaders helps in developing employee morale, confidence along with organisational commitment (Lee et al. 2022). This can have a positive impact on entire productivity and workforce performance. According to Nguyen (2025), emotionally intelligent communication is highly essential in the customer-focused retail industry as the employee behaviours have a direct impact on the customer satisfaction along with brand reputation. For example, Howard Schultz illustrated how empathetic leadership and workforce-focused communication enhance loyalty, teamwork along with organisational success. Therefore, emotional intelligence acts as the crucial managerial capacity that reinforces organisational culture, employee involvement along with sustainable business performance.

Theme 4: Emotional intelligence improves leadership effectiveness using self-awareness and ethical decision-making

Emotional intelligence develops effectiveness of managerial leadership through improving emotional control, self-awareness and ethical decision-making within organisations. The managers with robust emotional intelligence can identify their own emotions, attitude patterns along with leadership strengths (Drigas et al. 2023). This has been allowing them to respond effectively in the context of workplace conflicts, operational disputes and transition towards innovation. Emotionally intelligent managers leverage self-regulation to balance stress and avoid

impulsive as well as unethical decisions that can have a negative impact on employees and organisational performance (Salameh-Ayanian et al. 2025). Ethical leadership supported through emotional intelligence promotes fairness, inclusion, accountability along with employee wellbeing. The specific leadership approach is highly significant within retail organisations where managers often manage customer complaints, employee dissatisfaction and operational situations with high burdens (Saadi, 2025). Satya Nadella has illustrated how emotionally intelligent leadership can change organisational culture through implementing empathy can change organisational culture with collaborative strategies and ethical communication. His leadership has helped in enhancing employee engagement, innovation and team work. Therefore, it can be inferred that emotional intelligence can support leadership effectiveness through reinforcing ethical management practices, emotional resilience along with sustainable organisational performance in this digital era.

5. Discussion

5.1 Discussion of findings

Dimensions of emotional intelligence

The EI has ensured in shaping the emotions of individuals by driving expressive prospects and controlling negative aspects such as anxiety. The cognitive thinking and human behaviour has been shaped through reference to EI in regard to attending training and practices in the organisational context (Antonopoulou, 2024). In a similar context, leaders possessing a high level of self-awareness have directed an increase in confidence and authenticity resulting in shaping the motivation level. The increased motivation of employees at the workplace have shaped the productive outcomes and performance in regard to the dynamic business environment. Moreover, EI has been responsible for the formation of a people-oriented culture

directed at Starbucks that shapes communication and well-being (Sekar, 2024). This directs in driving regulative behavior, enhancing empathy and social skills for excelling in the workplace. The analysis of findings backed by instances from literature review denotes that dimensions of EI have shaped the leadership efficacy of managers.

Relationship among EI and leadership in organisation

Leaders possessing EI have been responsible for management of emotional energy that directed better commitment and positive culture in the organisation. Optimistic attitude and motivation have been responsible for driving emotional balance in the workplace (Freedman et al. 2025). Moreover, EI drives empathy skills among leaders that shapes customer service at the retail sector operations. EI shapes the performance of leaders in order to ensure adequate management and involvement of employees driving the collaborative prospects and engaging environment for work success (Padhy et al. 2024). The insights denote that EI and leadership prospects have linkage and correlation in order to uplift the organisational performance in the competitive landscape.

Efficacy of supportive leadership strategies in strengthening workplace trust, motivation and communication

Emotionally intelligent managers significantly improve workplace communication, employee motivation along with organisational trust through incorporating empathy, active listening along with supportive leadership practices. Employees can feel psychologically safe as well as valued while leaders boost transparent communication and constructive feedback (Singh et al. 2025). The specific leadership enhances customer satisfaction and employee loyalty because workforce behaviour has a direct influence on service quality within the retail industry. The specific findings can be aligned with Dutta et al. (2025), who suggested that emotional intelligence

reinforces employee morale, organisational commitment along with workforce productivity. Real-world examples of Howard Schultz and Costco support the positive organisational impact related to emotionally intelligent leadership.

Emotional intelligence enhances leadership outcomes using self-awareness and ethical decision-making

Managers with strong emotional intelligence have effectively managed workplace conflicts, employee dissatisfaction, and organisational transformation by recognising emotions and behavioural patterns (Drigas et al. 2023). The specific findings can be aligned with the literature review that identified self-awareness along with self-regulation as necessary emotional intelligence components that can influence leadership success and organisational sustainability (Chakkaravarthy & Bhaumik, 2025). Emotionally intelligent leadership generally promotes fairness, ethical behaviour, responsibility, teamwork along with employee wellbeing through strong communication and collaborative management operations. Real-world examples of Satya Nadella have supported these positive leadership outcomes.

6. Conclusion

6.1 Conclusion

The research concludes that emotional intelligence can play a critical role in enhancing managerial leadership effectiveness within modern organisations. In this regard, components including self-awareness, empathy, self-regulation, motivation along with social skills support the managers in reinforcing communication, ethical decision-making, employee motivation and employee relationships. The real-world examples from multiple organisations including Starbucks and Costco demonstrate that emotionally intelligent leadership has a positive impact on employee satisfaction, organisational culture, teamwork along with business performance.

Therefore, emotional intelligence can be observed as a significant managerial capability for obtaining long-term organisational success along with effective workforce management in this digital era.

6.2 Linking with objectives

The first objective of this study has been achieved by evaluating vital emotional intelligence components such as empathy, motivation, self-awareness, self-regulation, and social skills. The 2.1 point in Literature review, theme 1 and first paragraph of discussion has illustrated this. The second objective has been fulfilled through interpreting the relationship between emotional intelligence along with leadership effectiveness in enhancing organisational performance. The 2.2 point in Literature review, theme 2 and second paragraph of discussion has demonstrated this. The third objective has been accomplished through analysing how emotionally intelligent managers can develop communication, trust, and employee motivation through supportive leadership strategies. The 2.3 point in Literature review, theme 3 and third paragraph of discussion has highlighted this. This research has addressed the fourth objective by analysing and incorporating real world examples of emotionally intelligent leaders including Satya Nadella, Howard Schultz and Indra Nooyi in the aspect of customer-focused and retail organisations.

6.3 Research limitation

This study has been primarily dependent on secondary qualitative data from journals, news articles and online sources. This has been limiting first-hand organisational insights along with practical observations. This study has significantly focused retail and consumer-oriented industries, that can minimise generalisability across different sectors. In addition, time constraints along with restricted access towards organisational employees has also obstructed the accumulation of primary data using interviews and surveys.

6.4 Research recommendation

- This research recommends that organisations need to incorporate emotional intelligence training for leadership development programmes to enhance managerial efficacy.
- The organisations need to integrate emotionally intelligent HR practices including employee recognition at workplace, inclusive leadership along with supportive organisational culture for reinforcing employee involvement and retention (Pougajendy et al. 2024).
- Making investment in emotional intelligence enhancement can be helpful for supporting long-term organisational sustainability.
- Integration of primary data through conducting surveys and interviews can help in incorporating first hand data about industrial insights to make this study more authentic.

6.5 Future scope

Future research can help in exploring the influence of emotional intelligence in the aspect of digitally transformed organisations along with remote working situations. In addition, future study can analyse how emotional intelligence influences employee wellbeing, customer satisfaction as well as leadership efficacy in multiple industries. The relationship between emotional intelligence and Artificial Intelligence (AI) within modern organisations can be evaluated while proceeding with future research. In addition, comparative research among emotionally intelligent leadership and traditional leadership strategies can offer significant insights related to sustainable organisational performance.

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Appendices

Appendix 1: Thematic analysis

Data familiarisation	Code generation	Theme formation
“Emotional intelligence encompasses the capacity to comprehend and effectively regulate one's emotions, in addition to perceiving and navigating the emotions of others” (Antonopoulou, 2024).	• Emotional Intelligence • Comprehend • Regulate • Emotions	Theme 1: Emotional Intelligence (EI) has regulated emotions for driving self-awareness, empathy, social skills and self-regulation for positive change.
“EI comprises multiple dimensions, including self-awareness, self-regulation, social skills, and empathy” (Xuan, 2025).	• Dimensions • Self-awareness • Self-regulation • Social skills • Empathy	
“Our We Care network aims to make caring visible by raising awareness and supporting our carer colleagues to reach their full potential by building empathy and real flexibility to drive positive culture change.” (Sainsbury's, 2025).	• Empathy • Culture change	

“emotional intelligence is a key factor for those who assume the role of leaders since it facilitates relationships with individuals and the understanding of emotions.” (Eslava-Zapata et al. 2022).	• Emotional Intelligence • Facilitates • Relationship • Leader	Theme 2: Emotional Intelligence facilitates relationships of leaders with others through self-regulation, optimism, feedback gathering and adaptability.
“Leaders who apply emotional intelligence can strengthen employees’ adaptive coping and self-regulation, and maintain personal drivers such as optimism, intrinsic motivation, and a sense of purpose.” (Freedman et al. 2025).	• Emotional intelligence • Adaptive • Self-regulation • Optimism	
“Feedback from colleagues led to a greater focus on learning and development through our new digital learning platform.” (Burberry, 2025).	• Feedback • Learning and Development	
“Managers with high-level emotional intelligence leverage active listening,	• Active listening • Self-awareness	Theme 3: Empathy and supportive leadership

self-awareness and empathy to understand the in-depth problems faced by the workforce” (Dutta et al. 2025).	Empathy • Workforce understanding	strategies help emotionally intelligent managers in reinforcing workplace trust, motivation and communication
“Supportive communication from emotionally intelligent leaders helps in developing employee morale, confidence along with organisational commitment” (Lee et al. 2022).	• Supportive communication • Employee morale • Organisational commitment • Trust	
“Emotionally intelligent communication is highly essential in the customer-focused retail industry as employee behaviours have a direct impact on customer satisfaction and brand reputation” (Nguyen, 2025).	• Customer satisfaction • Brand reputation • Retail leadership • Employee behaviour	
“Emotionally intelligent leaders utilise emotional awareness and self-regulation to improve ethical leadership and organisational sustainability” (Drigas et al. 2023).	• Emotional awareness • Self-regulation • Ethical leadership • Sustainability	Theme 4: Emotional intelligence improves leadership effectiveness using self-awareness and ethical decision-making
“The importance of emotional intelligence in managers significantly influences employee performance	• Employee performance • Leadership	

during turbulent organisational situations” (Salameh-Ayanian et al. 2025).	- effectiveness - Organisational challenges - Emotional control	
“Emotional intelligence and ethical leadership promote employee wellbeing, fairness and sustainable organisational culture” (Saadi, 2025).	• Employee wellbeing • Fairness - Organisational culture • Ethical management	