



LEARNING INNOVATION

# EMOTIONAL INTELLIGENCE AT WORK

MASTERING HUMAN DYNAMICS TO STRENGTHEN COMMUNICATION  
AND PERFORMANCE

*Information Note*

# BACKGROUND

Most organizations struggle when **people stop working well together**.

Across sectors (including the UN system, international organizations, multinational companies and public institutions), global research and practice increasingly converge on a simple reality: **organizational performance depends on trust, healthy relations, inclusion, communication, and the ability to collaborate under pressure**.

As consistently highlighted in work on management, skills and the future of work by institutions such as the World Economic Forum and Organisation for Economic Co-operation and Development, while every organization invests in systems, processes and strategy, far fewer invest systematically in the human foundations that allow those investments to deliver sustainable results.

When these foundations are weak:

- Teams do not communicate across silos.
- Tensions accumulate and surface too late or leak silently into performance.
- Staff feel distressed, unseen, and under emotional strain.
- Cultural differences, hybrid work, and constant change amplify misunderstandings.
- Emails are misread, meetings produce little alignment, and conflict can easily become toxic.
- Managers, rarely trained to lead people, find themselves in a challenging position where the demands of performance, people management, and well-being collide.

What is missing is often not goodwill, it is a shared set of practical, implementation-ready skills. This programme addresses exactly that.

It is designed as the **human operating system** that allows an organization's mandate, strategy and operational plans to translate into results.

It focuses on the *invisible* but decisive dimensions of work:

- how people communicate
- how emotions are managed
- how differences are navigated
- how tensions are released before they damage trust



**The greatest discovery of all time is that a person can change their future by merely changing their attitude.**



*Oprah Winfrey*

## WHAT MAKES THIS PROGRAMME DIFFERENT

This is **not** a generic “soft skills” course, a one-off team-building workshop, or a communication training detached from organizational reality. This is a **high-impact, practical programme**:

- built around real **organizational challenges**
- designed for **HR, operations, managers and staff together**
- fully **tailor-made** to each institutional context
- immediately applicable to day-to-day work
- facilitated by IAF-certified professionals

The programme equips organizations with a **common language and shared practices** to strengthen collaboration under pressure, across cultures, and in increasingly hybrid and digital environments.

It reflects ITCILO’s longstanding expertise in capacity development, adult learning and human-centred organizational transformation.

## WHO THIS PROGRAMME IS FOR

This programme is designed for **organizations navigating complexity, diversity, and constant change**, and is relevant to people at every level of the organization.

- **Senior Managers and Executive Teams**  
Because strategy only delivers impact when people execute it together, across functions, hierarchies and cultures.
- **Chief Operating Officers and Operations Managers**  
Because friction, misalignment and silent conflict are operational risks that affect timelines, quality and stakeholder trust.
- **HR Directors and People Managers**  
Because engagement, retention and performance are fundamentally relational and increasingly shaped by organizational culture.
- **All Staff**  
Because everyone communicates, collaborates, and contributes to workplace climate.

# THE FOUR CORE CAPABILITIES ORGANIZATIONS NEED TODAY

This programme is built around **four essential capabilities** that modern organizations cannot afford to leave to chance.

## 1. Communication that delivers clarity and accountability

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Not theory but real, everyday communication.

Participants strengthen their ability to:

- communicate clearly without escalating tension
- listen beyond words, roles and assumptions
- give and receive feedback without defensiveness
- address difficult conversations early, not when it is too late
- communicate under stress, pressure or disagreement

In practice, this reduces misunderstandings, unnecessary escalation and unproductive meetings and increases clarity, ownership and efficiency.

## 2. Emotional intelligence as a professional competence

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Emotions are already present in the workplace, trained or not. This module makes them **manageable, constructive and professionally grounded**.

Participants develop:

- self-awareness under pressure
- emotional regulation (particularly in leadership roles)
- empathy without losing authority
- sensitivity to social differences
- tools to de-escalate conflict and restore trust

The result: healthier workplace climates, stronger trust, and more balanced decision-making, particularly in high-stakes environments.

## 3. Intercultural and relational intelligence in diverse environments

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In multicultural and international environments, **misunderstanding is the default**.

This module enables participants to:

- recognize how culture shapes communication, hierarchy and conflict
- avoid costly misinterpretations
- adapt communication styles without losing authenticity
- turn diversity into collaboration rather than friction

This is particularly critical for international organizations, multinational companies and globally distributed teams, where diversity is both an asset and a coordination challenge.

## 4. Facilitation and everyday collaboration in action

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Facilitation is simply this: *Making it easier for people to work well together.*

Participants learn how to:

- manage group dynamics and participation
- create psychological safety and inclusion
- handle resistance and disengagement
- keep teams aligned in hybrid settings
- run meetings that lead to decisions

These are **operational skills**, directly linked to team performance, inclusion and delivery.

## OPTIONAL AND STRATEGIC ADD-ONS

Depending on institutional needs, the programme can integrate:

- **Crisis and high-pressure communication**  
How to communicate when things go wrong with clarity, credibility and composure.
- **Basic digital and social communication awareness**  
How everyday social behaviour affects reputation, credibility and institutional trust.
- **AI-supported communication**  
Using AI-enabled tools strategically while safeguarding authenticity, inclusion and the human dimension of work.

## HOW THE PROGRAMME WORKS

**FULLY TAILOR-MADE BECAUSE NO TWO ORGANIZATIONS ARE THE SAME.**

Each edition is:

- co-designed with leadership, HR, Operations
- adapted to sector, culture and challenges
- scalable (team, department, or organization-wide)

**PRACTICAL AND EXPERIENTIAL**

Participants work on:

- real situations from their workplace
- actual tensions, not hypothetical cases
- live exercises, simulations and guided reflection

## TRANSVERSAL BY DESIGN

Where possible, groups mix:

- managers and staff
- HR and operations
- different functions and levels

This creates shared understanding, breaks silos and strengthens organizational coherence.

## FLEXIBLE FORMAT

Organizations can select their preferred modes and blend them:

- in-person workshops
- live online group sessions
- individual or small group coaching sessions
- self-paced learning pathway

## ORGANIZATIONAL IMPACT

After this programme, organizations typically report:

- smoother collaboration across teams
- fewer unresolved conflicts and escalation cycles
- clearer communication and faster alignment
- stronger trust, engagement and retention
- improved leadership behaviours at all levels
- increased operational efficiency and delivery capacity

In short, **less friction, greater coherence, stronger performance.**

## WHY ITCILO?

ITCILO is uniquely positioned to deliver this programme because it combines:

- deep expertise in learning, facilitation and communication
- decades of work with international and multicultural organizations
- credibility within the UN system and beyond
- a human-centred, practice-oriented approach

Grounded in decades of experience supporting governments, workers' and employers' organizations, UN entities and international partners, this programme translates global standards and learning innovation into practical organizational capability.

This flagship programme is designed to become **a reference offer in ITCILO's portfolio**: a must-have, organization-wide programme for institutions that want people to work and not just coexist.

# INFO

**FOR FURTHER INFORMATION  
PLEASE CONTACT**

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