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**ENHANCING MANAGERIAL DECISION-MAKING DURING CRISES  
THROUGH EMOTIONAL INTELLIGENCE:  
CONCEPTUAL MODEL AND EMPIRICAL INSIGHTS**

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**УДОСКОНАЛЕННЯ УПРАВЛІНСЬКОГО ПРИЙНЯТТЯ РІШЕНЬ  
У КРИЗОВИХ УМОВАХ НА ОСНОВІ ІНТЕГРАЦІЇ ЕМОЦІЙНОГО  
ІНТЕЛЕКТУ: КОНЦЕПТУАЛЬНА МОДЕЛЬ  
ТА ЕМПІРИЧНА ВАЛІДАЦІЯ**

*In the context of crisis management, emotional intelligence is increasingly recognized as a key determinant of managerial effectiveness, particularly in environments marked by uncertainty, psychological stress, and the need for prompt, well-grounded decisions. The relevance of this research is defined by the limitations of traditional management paradigms, which prioritize analytical and technical skills while neglecting emotional and social competencies essential to maintaining organizational cohesion and operational efficiency during crises. It has been identified that emotional intelligence—through its core components of self-awareness, self-regulation, motivation, empathy, and social skills—directly influences decision-making quality, reduces emotional burnout, and fosters adaptive communication patterns.*

*The purpose of this study is to develop and validate a conceptual model that integrates emotional intelligence into the decision-making process of managers under crisis conditions. To achieve this goal, theoretical analysis, empirical assessments, and practical interventions were applied. The methodology includes a mixed-methods approach combining literature synthesis, diagnostic testing using the MSCEIT instrument, and an experimental case study involving Nova Poshta during the wartime humanitarian response in Ukraine.*

*The scientific novelty lies in the development of a multifactorial model that considers both individual emotional competencies and the organizational context, offering a systemic solution for improving leadership under pressure. It was established that the application of the model led to a 50% reduction in decision-making time, a 20% improvement in decision quality, and a 60% decrease in execution errors. The findings also confirmed enhanced employee satisfaction and organizational resilience. The integration of emotional intelligence into leadership practice was shown to improve not only individual performance but also the psychological climate within teams during high-stakes scenarios.*

*It is recommended that emotional intelligence training be embedded in leadership development programs through ongoing workshops, coaching, and crisis*

*simulations. The development of digital tools for monitoring emotional dynamics and the transformation of organizational cultures to support emotional competencies were identified as priority directions. Future research should explore cross-sectoral adaptation of the model and the implementation of automated EI assessment mechanisms to ensure scalable and sustainable application.*

*У контексті кризового управління емоційний інтелект дедалі частіше розглядається як ключовий чинник ефективності управлінських рішень, особливо в умовах невизначеності, високого психологічного навантаження та необхідності швидкого реагування. Актуальність дослідження зумовлена обмеженнями традиційних управлінських підходів, що переважно акцентують увагу на аналітичних та технічних аспектах, залишаючи поза увагою емоційно-соціальні компетентності, які є критично важливими для збереження командної згуртованості та стабільності організаційної діяльності у кризових ситуаціях. Виявлено, що такі компоненти емоційного інтелекту, як самосвідомість, саморегуляція, мотивація, емпатія та соціальні навички, безпосередньо впливають на якість управлінських рішень, знижують рівень емоційного вигорання та сприяють ефективній командній взаємодії.*

*Метою дослідження є розроблення та валідація концептуальної моделі інтеграції емоційного інтелекту в управлінський процес прийняття рішень у кризових умовах. Для досягнення цієї мети застосовано теоретичний аналіз, емпіричні оцінювання та практичну апробацію моделі. Методологія дослідження базується на поєднанні кількісного й якісного підходів: аналіз літератури, діагностичне тестування за допомогою інструменту MSCEIT, а також експериментальне дослідження на прикладі компанії «Нова пошта» в період активної фази воєнного конфлікту в Україні.*

*Наукова новизна полягає у формуванні багатофакторної моделі, що враховує як індивідуальні емоційні компетентності керівників і працівників, так і організаційний контекст. Установлено, що застосування моделі сприяло*

скороченню часу прийняття рішень на 50 %, підвищенню їх якості на 20 % та зменшенню кількості помилок при реалізації управлінських рішень на 60 %. Виявлено позитивний вплив на задоволеність персоналу та загальну стійкість організації в умовах високої невизначеності.

Рекомендовано впроваджувати системне навчання емоційному інтелекту у програми розвитку управлінського персоналу шляхом проведення тренінгів, коучингу та симуляцій кризових сценаріїв. Доцільним є також розвиток цифрових інструментів для моніторингу емоційного стану команд і трансформація організаційної культури в напрямі підтримки емоційної компетентності. Перспективами подальших досліджень є адаптація моделі до галузевих і культурних контекстів, а також розробка автоматизованих механізмів оцінювання емоційного інтелекту для його масштабного впровадження.

**Keywords:** *emotional intelligence, managerial effectiveness, crisis decision-making, emotional regulation, leadership adaptation, psychological safety, organizational resilience, team dynamics, strategic communication, stress management.*

**Ключові слова:** *емоційний інтелект, ефективність управління, кризове прийняття рішень, емоційна регуляція, адаптація лідерства, психологічна безпека, стійкість організації, командна взаємодія, стратегічна комунікація, управління стресом.*

**Problem statement.** The role of emotional intelligence is increasingly acknowledged as a core determinant of effective leadership in crisis environments marked by stress, unpredictability, and limited resources. Traditional managerial frameworks, largely rooted in rational analysis and technical competencies, often disregard emotional dimensions that influence communication, conflict resolution, and motivation, leading to reduced organizational effectiveness. This research

addresses the existing theoretical and practical gap by developing a model that incorporates emotional intelligence into managerial decision-making under crisis conditions.

The urgency of such a model is amplified by contemporary global challenges, including economic instability, pandemics, and military conflicts—particularly in the context of Ukraine. Emotional intelligence enables managers to not only make sound decisions but also preserve team cohesion and emotional stability. Its core elements - self-awareness, self-regulation, empathy, motivation, and social skills - contribute to trust-building, adaptability, and stress mitigation during turbulent times.

This study expands the theoretical framework of emotional intelligence in managerial science while offering practical implications for improving crisis response. The proposed model supports faster, higher-quality decision-making and strengthens organizational resilience under pressure. It advocates for systematic emotional intelligence training as a vital component of modern leadership development.

**Analysis of recent research and publications.** The analysis of scholarly contributions related to the development of a model connecting emotional intelligence and managerial decision-making effectiveness under crisis conditions reveals five major thematic clusters: theoretical conceptualization, practical implementation, organizational adaptation, empirical validation, and development tools.

The first thematic cluster outlines the theoretical underpinnings of emotional intelligence as a factor in managerial performance. The Emotional Quotient Inventory developed by R. Bar-On serves as a pivotal assessment instrument for evaluating emotional and social capabilities [1; 2]. The ability model proposed by J. D. Mayer, D. R. Caruso, and P. Salovey categorizes emotional intelligence into perception, utilization, understanding, and regulation of emotions, evidencing its role in expediting managerial responses during crises [3]. Contributions by K. V. Petrides and A. Furnham [4], as well as C. Cherniss [5], offer conceptual clarity on

trait versus ability-based perspectives. D. Goleman emphasizes the foundational role of self-awareness and empathy in leadership effectiveness during uncertainty [6]. H. Krishnan, S. Awang, N. Zakuan, and K. Nor provide a bibliometric synthesis of core trends in emotional intelligence research [7].

The second cluster focuses on applied aspects in crisis contexts. H. V. Abanina and S. A. Antonets emphasize emotional intelligence as a catalyst for effective organizational communication, demonstrating how empathy in leadership reduces conflict and enhances collaboration [8]. A. Sadovyy, M. Sánchez-Gómez, and E. Bresó investigate how emotional intelligence moderates pandemic-related stress and sustains work performance [9].

The third group explores emotional intelligence as a facilitator of innovation and organizational adaptability. N. Podolchak, O. Bilyk, V. Karkovska, N. Tsygylyk, and M. Vesolovska outline approaches to measuring emotional intelligence in public administration [10], while T. T. Doan, L. T. Nguyen, and N. T. Nguyen examine its effect on project success via transformational leadership [11]. H. Alzoubi and K. Aziz highlight its influence on strategic decision-making, mediated by open innovation [12]. Further studies by N. Podolchak, N. Tsygylyk, and Y. Dziurakh [13] and S. Malik [14] emphasize emotional intelligence in managing personnel risks and fostering knowledge-driven innovation.

The fourth thematic group validates the impact of emotional intelligence development empirically. C. S. Daus and N. M. Ashkanasy endorse ability-based models as predictors of team success during crises [15], while T. Bradberry and J. Greaves show that structured emotional intelligence interventions lead to measurable improvements in team output [16].

The fifth cluster presents instruments and strategies for developing emotional intelligence. A. Hayashi and A. Ewert demonstrate the effectiveness of experiential leadership programs [17]. M. Vesolovska and L. Shved focus on emotional resilience-building in post-pandemic contexts [18], while O. Sokil, N. Podolchak, M. Vesolovska, and D. Trachova provide comparative insight into well-being's effect on emotional development in Ukraine and Poland [19]. H. T. Nguyen, N. P.

Le, and P. Q. Tran explore gamified digital environments for cultivating emotional intelligence among future professionals [20].

Collectively, these studies establish a comprehensive base for modeling the role of emotional intelligence in managerial decision-making under crisis. They underline the value of emotional competencies in fostering adaptability, promoting effective interpersonal dynamics, and ensuring sound decision-making. Future research should prioritize digital integration for real-time emotional monitoring and embed emotional intelligence as a core element in crisis leadership frameworks.

**The purpose of the article** is to develop a conceptual model that explains the mechanisms through which emotional intelligence influences the quality, accuracy, and timeliness of managerial decision-making in crisis situations. The research aims to identify effective strategies for integrating emotional competencies into leadership practices to enhance organizational resilience under stress and uncertainty.

#### Objectives of the Study:

1. To analyze the theoretical foundations of emotional intelligence and define its key components relevant to crisis management.
2. To investigate how emotional intelligence affects decision-making processes under conditions of stress, time pressure, and limited resources.
3. To examine the relationship between emotional intelligence levels among managers and critical performance indicators such as decision-making speed, error rates, and employee satisfaction.
4. To propose a model for integrating emotional intelligence into managerial decision-making during crises.

**Main material.** Emotional intelligence (EI) refers to an individual's capacity to identify, interpret, and regulate their own emotional states as well as those of others. This concept was originally articulated by Salovey and Mayer [3], who presented EI as a cognitive-emotional construct. Later, Goleman [4] significantly

broadened its scope, emphasizing its relevance for leadership, interpersonal relations, and managerial competence.

Three main theoretical frameworks are used to define and assess emotional intelligence. The ability model [3] treats EI as a form of intelligence involving skills such as emotional recognition, application, comprehension, and regulation. The trait model [4] regards emotional intelligence as a cluster of personality traits and self-perceptions related to emotional functioning. Mixed models [5], such as the Boyatzis-Goleman and Bar-On models, integrate both emotional skills and behavioral tendencies. The Boyatzis-Goleman framework identifies four core domains: self-awareness, self-management, social awareness, and relationship management. In contrast, Bar-On's model outlines five composite areas: intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood [2].

During crisis situations, these emotional intelligence components are particularly critical to effective decision-making. Leaders with a high level of EI demonstrate emotional composure, make timely assessments, and sustain internal team solidarity, which significantly enhances organizational responsiveness and minimizes operational risks. These relationships are summarized in Table 1.

In the context of crisis leadership, the ability to leverage emotional intelligence becomes vital for strategic and operational success. Leaders who are emotionally self-aware can objectively assess volatile situations, avoiding impulsive choices. Self-regulation allows them to maintain control, which is essential when making decisions under intense pressure. Motivation provides long-term orientation and maintains team morale. Empathy contributes to an understanding of team dynamics and helps align decisions with the emotional climate of the workforce. Finally, social skills facilitate collaboration and ensure functional coordination among team members, which is indispensable during periods of instability.

**Table 1. Components of emotional intelligence and their influence on decision-making under crisis conditions**

Component	Description	Effect on managerial decision-making in crisis situations
Emotional self-awareness	The ability to recognize one's emotional state, its triggers, and behavioral impact	Enables rational behavior and prevents emotionally driven decisions
Self-regulation	The ability to manage emotional responses and adjust to pressure	Supports composure and rational response under stress
Motivation	Inner drive toward goals and maintaining a constructive mindset	Reinforces focus and helps inspire collective effort
Empathy	The ability to understand and respond to others' emotional states	Enhances interpersonal communication and reduces conflict
Social skills	The capacity to build relationships and coordinate team efforts	Promotes cooperation and ensures cohesive team performance

*Source: compiled by the author based on [1; 4; 5; 7;9;11;12]*

Numerous real-life cases underline the strategic advantage of emotional intelligence in action. For example, in March 2022, Metinvest's CEO exhibited high emotional self-awareness by evaluating the destruction in Mariupol and initiating a timely relocation of production facilities to safeguard employment and continue essential operations. Similarly, during the shelling of Kyiv in February 2022, the

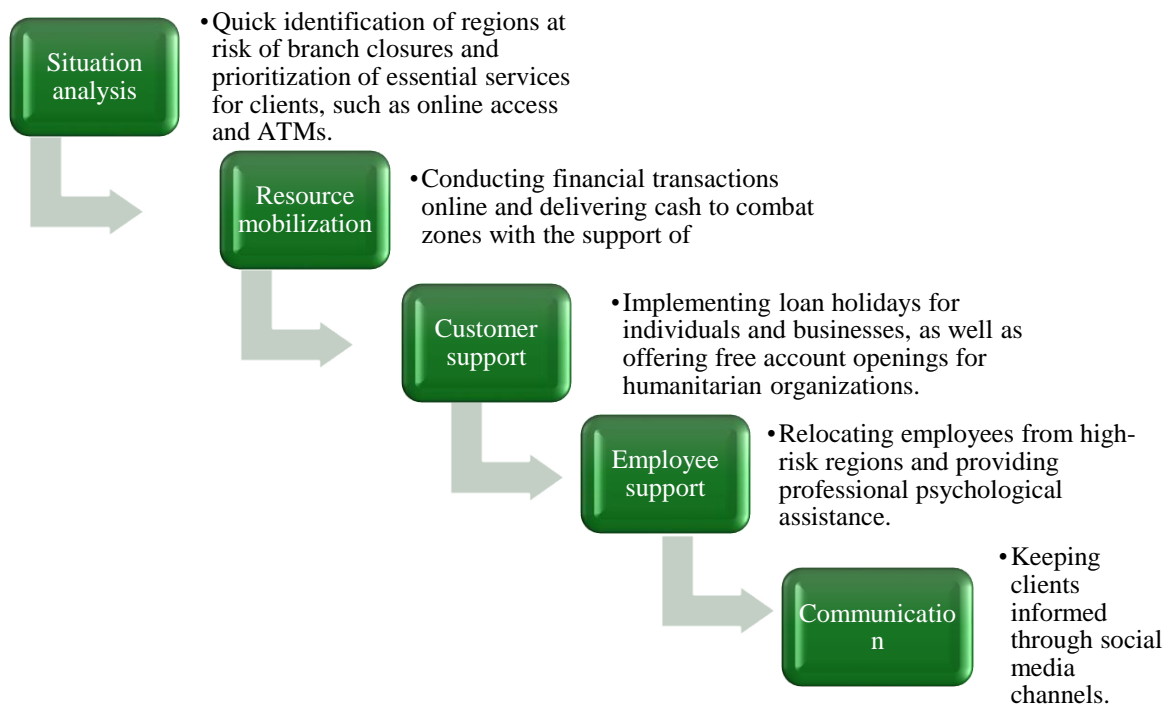
head of the ANC pharmacy chain showed exceptional self-regulation by rapidly organizing a crisis headquarters, thus securing the steady provision of medicines under extreme conditions.

In the technology sector, SoftServe illustrated motivation-centered crisis leadership. When war-induced uncertainty impacted staff morale, company leaders launched a charitable initiative to support employees and their families. This strategy fostered a sense of purpose and solidarity, preserving productivity and enabling the pursuit of socially meaningful projects.

Empathy as a managerial tool was reflected in the decisions of ATB's leadership, which organized humanitarian efforts in combat zones. By acknowledging the emotional and physical needs of displaced individuals, the company introduced targeted discounts and free delivery services for vulnerable groups. These efforts not only addressed urgent community needs but also enhanced the company's public trust and social responsibility profile.

Social competencies were exemplified by Nova Poshta, whose executives established effective coordination between logistics hubs and volunteer networks. By actively collaborating with international partners and humanitarian organizations, the company ensured uninterrupted deliveries of critical supplies to isolated regions, avoiding bottlenecks and ensuring community support during crisis escalation.

A further comprehensive case of successful crisis management underpinned by emotional intelligence is that of PrivatBank, illustrated in Figure 1. This example offers additional insights into how emotionally intelligent leadership contributes to institutional resilience and continuity under conditions of national emergency.



**Fig. 1. Stages of crisis management implemented by PrivatBank**

*Source: compiled by the author*

The case of PrivatBank serves as a compelling example of how emotional intelligence can be effectively applied in crisis management. By implementing strategies that addressed the emotional well-being of both staff and clients, the bank was able to preserve operational stability and retain public trust amid conditions of intense stress and uncertainty.

The demands of contemporary crisis leadership highlight the limitations of conventional decision-making models, which frequently neglect the emotional dimensions of managerial practice. Leaders who rely exclusively on analytical data often fail to recognize the impact of emotional intelligence, which may result in interpersonal conflict, reduced team efficiency, and misjudged risks. The integration of emotional intelligence into managerial decision-making processes provides a necessary corrective to these shortcomings.

The development of a conceptual model for embedding emotional intelligence into crisis decision-making responds to this gap. The model is designed to address two essential goals: enhancing the quality of decisions through emotional resilience

and interpersonal competence, and creating a psychologically safe environment that supports team cohesion during periods of stress.

A distinctive feature of the proposed model is its comprehensive structure, which takes into account emotional intelligence assessments not only of managerial personnel but also of employees, while incorporating external crisis-related factors. This multifactorial approach allows for a more accurate understanding of how emotional dynamics shape decision-making and enables the creation of practical tools for their regulation.

The model framework articulates the interrelation of its core components, offering a structured basis for integrating emotional intelligence into real-time crisis response strategies.

$$MOIEI = F(EI_{LEADERS} + EI_{EMPLOYEES} + OC(1))$$

where:

- $EI_{leaders}$  — level of emotional intelligence of managers,
- $EI_{employees}$  — level of emotional intelligence of employees,
- $OC$  — organizational context, including crisis level, communication structure, and management strategies.

To assess the effectiveness of the model implementation, a performance formula is used:

$$R = \frac{Q_{DECISIONS} * S_{SATISFACTIONS}}{T_{time} * E_{errors}}(2)$$

where:

- $Q_{decisions}$  — quality of decision-making,
- $S_{satisfaction}$  — employee satisfaction level,
- $T_{time}$  — time spent on decision-making,
- $E_{errors}$  — number of errors during the implementation of solutions.

The integration of emotional intelligence (EI) into managerial decision-making during crises was tested through a case study at Nova Poshta, a logistics company active in wartime humanitarian aid. The study aimed to evaluate the impact of EI components—emotional self-awareness, self-regulation, empathy, and social skills—on decision quality, speed, employee satisfaction, and error rates across four

stages: baseline assessment, pre-intervention analysis, model implementation, and post-intervention evaluation.

Initial testing using the MSCEIT tool showed managers scored higher than employees, but interviews revealed stress and communication issues. Pre-intervention, decisions averaged 7/10 in quality, took 36–48 hours, and involved frequent errors. After targeted training and support mechanisms were introduced, decision quality rose to 9/10, speed improved to 24 hours, satisfaction reached 85%, and errors dropped to two per ten tasks. A 30% reduction in logistics delays confirmed the model’s operational benefits.

A comparative case study at ATB retail chain supported these findings, highlighting a significant empathy gap between managers and staff, reinforcing the importance of EI development for improving communication and engagement under stress.

The comparative distribution of scores prior to the model’s implementation is presented in Table 2.

**Table 2. Comparative assessment of emotional intelligence levels among managers and subordinates before model implementation**

Emotional intelligence component	Managers (average score out of 10)	Subordinates (average score out of 10)
Emotional self-awareness	7	5
Self-regulation	6	4
Empathy	8	6
Social skills	7	5

*Source: compiled by the author*

Table 2 summarizes the baseline emotional intelligence scores of both managers and employees across four fundamental components. The data indicate that managers consistently demonstrate higher levels of emotional intelligence, particularly in emotional self-awareness and self-regulation, while employees

display lower scores across all categories. These findings point to the necessity of developing emotional competencies more broadly among staff to support effective organizational functioning in crisis settings.

Following the diagnostic assessment, the second phase of the study focused on analyzing management performance prior to the introduction of the emotional intelligence model. This analysis revealed notable inefficiencies in key areas, including prolonged decision-making timelines and a relatively high frequency of errors in task execution. These issues were identified as critical performance gaps and provided clear direction for subsequent interventions aimed at improving communication, responsiveness, and overall decision quality. Table 3 presents the core indicators of managerial performance at this pre-implementation stage. Specifically, the average quality of managerial decisions was evaluated at 6 out of 10. The speed of decision-making reached 48 hours, and employee satisfaction was rated at 65%. Error rates in task execution amounted to four errors per ten tasks, while 25% of humanitarian aid deliveries experienced delays, indicating significant room for operational improvement.

**Table 3. Performance indicators prior to model implementation**

Component	Level before model implementation
Average quality of decisions	6/10
Speed of decision-making	48 hours
Employee satisfaction level	65%
The number of errors in task implementation	4 for every 10 tasks
Delays in the delivery of humanitarian aid	25%

*Source: compiled by the author*

The third stage introduced the model for integrating emotional intelligence into managerial processes. The first measure included specialized training sessions for managers, emphasizing the enhancement of empathy and social communication skills. To streamline internal coordination, a digital communication platform was

launched, enabling rapid information exchange and real-time feedback. Furthermore, employees were offered psychological support through confidential consultations designed to reduce stress and promote well-being. Prior to decision-making, team emotional climate assessments were conducted to account for emotional dynamics in strategic choices. Additional motivational measures were also introduced, including a system of recognition and rewards for creative and adaptive problem-solving initiatives.

In the final stage, a comprehensive reassessment was carried out based on the same indicators previously evaluated. The comparison of pre- and post-intervention data demonstrated substantial improvements across all categories, affirming the positive impact of the emotional intelligence integration model. As shown in Table 4, the average quality of decisions increased to 9 out of 10. Decision-making time was significantly reduced to 24 hours, and employee satisfaction rose to 85%. Error frequency in task execution declined to just one per ten tasks, and delays in the delivery of humanitarian aid dropped to 10%.

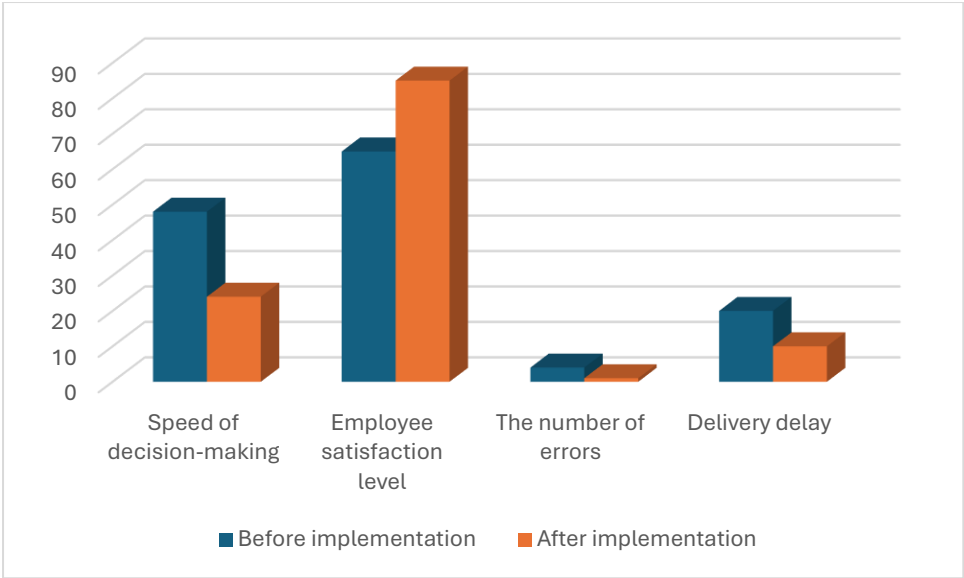
**Table 4. Performance indicators after implementation of the model**

Component	Level after model implementation
Average quality of solutions	9/10
Speed of decision-making	24 hours
Employee satisfaction level	85%
The number of errors in task implementation	1 for every 10 tasks
Delays in the delivery of humanitarian aid	10%

*Source: compiled by the author*

To enhance the clarity of the comparative analysis, a column chart was developed to visualize the dynamics of key performance indicators before and after the implementation of the emotional intelligence model. This graphical representation serves to substantiate the quantitative findings and provide a comprehensive overview of the impact of the applied interventions.

Figure 2 presents the changes across five critical metrics: average decision quality, decision-making speed, employee satisfaction, error frequency, and the rate of humanitarian aid delivery delays. The visualization clearly demonstrates substantial improvements in operational efficiency following the introduction of emotional intelligence measures. Notably, there was a marked acceleration in the speed of managerial decision-making and a significant increase in employee satisfaction levels. Concurrently, both the number of task execution errors and the percentage of delayed aid deliveries were considerably reduced, confirming the overall effectiveness of the implemented approach.



**Figure 2. Dynamics of changes in indicators after implementation of emotional intelligence measures**

*Source: complied by the author*

Figure 2 illustrates the performance gains following the integration of emotional intelligence into management, with improved decision speed and satisfaction, and reduced errors and delays—confirming its positive impact on managerial and organizational resilience in crises.

Emotional intelligence strengthened decision-making, communication, and team cohesion, directly reducing operational disruptions. However, implementation remains difficult due to systemic barriers.

Key challenges include the lack of structured training, dominance of rational decision-making models, and insufficient psychological support—especially critical under wartime stress. Cultural resistance in hierarchical organizations further limits acceptance, eroding trust and stability during crises.

Measurement remains a methodological gap, with no universal tools for assessing emotional intelligence in dynamic conditions. Armed conflict adds complexity, demanding leaders manage trauma, safety, and high-stakes decisions, often without adequate support.

While digital platforms offer new training formats, they can't fully replace in-person interaction vital for building empathy. Still, emotional intelligence is essential for modern crisis leadership. As summarized in Table 5, it enhances adaptability, decision quality, and post-crisis recovery.

**Table 5. Functional role of emotional intelligence in crisis management**

EQ in crisis management	Level of influence, %	Description
Decision-making efficiency	85%	Leaders with high EQ demonstrate composure and make more rational decisions under stress.
Adaptability	80%	EQ enhances responsiveness to unforeseen events and accelerates adjustment to change.
Trust within the team	90%	Emotionally intelligent leaders foster stronger interpersonal connections, promoting collaboration.
Speed and recovery	110%	Teams led by high-EQ leaders recover faster and resume performance more effectively.

*Source: compiled by the author*

The development of emotional intelligence among managers in crisis conditions necessitates modern, multidimensional approaches that integrate emotional competence into management systems. In light of growing stress, instability, and wartime challenges, recommendations must go beyond individual training to include systemic organizational support.

Key among these is the institutionalization of continuous emotional intelligence development within leadership programs, combining theory, coaching, and practical workshops. Managers should regularly practice self-reflection - such as emotional journaling - to identify patterns and triggers that influence decisions. For self-regulation, simple techniques like guided breathing or grounding exercises can be incorporated into daily routines to stabilize emotional responses in high-stress moments.

Empathy development should be supported by structured feedback mechanisms, including regular emotional climate surveys and open communication forums. Mentorship systems can also enhance interpersonal trust and emotional safety during crises. To build social competence, simulation-based learning with crisis scenarios can develop decision-making, communication, and conflict-resolution skills under pressure.

Institutions should create internal infrastructures for emotional well-being, including access to counseling, peer support, and online resources adapted to hybrid work models. Virtual EQ training and mental health platforms help sustain team cohesion in distributed environments.

Emotional factors should also be included in strategic planning. Managers must anticipate disruptions such as burnout or low morale and embed emotional safeguards into crisis response strategies. Recognizing emotional intelligence as a core leadership competence - rather than an optional soft skill - is essential for building adaptive, resilient organizations capable of navigating volatile environments.

**Conclusions.** The findings confirm that emotional intelligence significantly enhances managerial decision-making in crisis conditions. Key components -

emotional self-awareness, self-regulation, empathy, intrinsic motivation, and social skills - contribute to emotional stability, stress mitigation, and improved communication, enabling managers to respond effectively to uncertainty.

However, challenges remain in integrating emotional intelligence into conventional management, including the dominance of rational models that ignore emotional competencies, methodological difficulties in real-time assessment, and cultural resistance to empathy-based leadership.

The proposed model was validated through implementation at Nova Poshta, a humanitarian logistics company active during the conflict in Ukraine. The intervention included assessment tools, targeted training, and supportive mechanisms such as feedback loops and psychological support. Results showed a 20% improvement in decision quality, a 50% increase in speed, 85% employee satisfaction, and a 60% reduction in errors.

To support integration, organizations should implement structured development programs, leverage digital tools to monitor team emotional climate, and align culture with emotional competence frameworks. Future research should refine the model across sectors and explore automated tools for real-time emotional intelligence assessment, ensuring adaptability in volatile operational contexts.

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