

LEADERSHIP FOUNDATION
MODULE 3

Emotional Intelligence & Conflict Resolution

The ability to read a room, manage your reactions, and resolve tension defines the best leaders.

COMMERCIAL LEADERSHIP PROGRAMME

Spa Director & Spa Manager Development

Module Overview

The ability to read a room, manage your reactions, and resolve tension defines the best leaders.

LESSON	TOPIC
Lesson 1	Emotional Intelligence in Practice
Lesson 2	Conflict Resolution Frameworks

Lesson 1: Emotional Intelligence in Practice

Emotional intelligence has four components, and spa leaders need all of them. Self-awareness means knowing your triggers — the situations that make you reactive, frustrated, or avoidant. Self-regulation means creating space between the trigger and your response. Empathy means understanding how your team and guests experience situations differently from you. Social skill means building and maintaining the relationships that sustain performance.

In a spa environment, emotions run close to the surface. Therapists do intimate, physically demanding work. Guests arrive stressed or vulnerable. The pressure of peak periods creates tension. A leader who can read these dynamics and respond thoughtfully — rather than reactively — creates a stable environment where everyone performs better.

KEY POINTS

- Recognise your personal triggers under pressure
- Develop self-regulation strategies for high-stress moments
- Practice empathy before expectation
- Build social skills that sustain team relationships

Lesson 2: Conflict Resolution Frameworks

Conflict avoidance is the most expensive leadership habit in hospitality. That therapist who's consistently late, the receptionist who undermines the upsell process, the tension between two team members that everyone pretends isn't happening — every day you avoid the conversation, it costs you more.

The DESC model gives you a professional framework. Describe the situation factually. Express how it affects the team or operation. Specify what you need to change. outline the Consequences of change (positive) and no change (escalation). This isn't aggressive — it's clear, fair, and documented.

Mediating team disputes requires different skills: listening to both sides without judgement, identifying the root cause (often different from the presenting complaint), finding common ground, and agreeing next steps that both parties commit to.

KEY POINTS

- Understand why conflict avoidance is costly, not cautious
- Apply the DESC model for direct, fair conversations
- Mediate team disputes without taking sides
- Know when to coach, direct, or escalate

Key Concept

“The best spa leaders don't avoid conflict. They address it early, directly, and with empathy — before it poisons the team.”

Practical Exercise

Identify your top three emotional triggers at work and write management strategies for each. Choose a recurring conflict or tension in your team and write a DESC conversation plan. Practise one difficult conversation with a trusted colleague and reflect on the outcome.

YOUR NOTES

Learning Outcomes

By completing this module, you will be able to:

1. Identify personal emotional triggers and develop coping strategies
2. Apply the DESC model to workplace conflict
3. Mediate team disputes with fairness and clarity
4. Build emotional resilience for high-pressure operational environments

SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Identify personal emotional triggers and develop coping strategies					
Apply the DESC model to workplace conflict					
Mediate team disputes with fairness and clarity					
Build emotional resilience for high-pressure operational environments					

Assessment

Complete the following submissions to demonstrate your learning:

Submission 1: Trigger Analysis

Documented self-reflection on emotional triggers with management strategies.

Submission 2: Conflict Resolution Plan

Applied DESC model to a real or realistic scenario with evidence of outcome.

MODULE COMPLETION

Name:	
Date:	
Assessor:	