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**USE OF THE EQ-MANAGEMENT CONCEPT  
IN CLIENT INTERACTION  
AS A PROFESSIONAL-APPLIED GUIDELINE  
FOR A PRINTING COMPANY PROJECT MANAGER**

**ВИКОРИСТАННЯ КОНЦЕПЦІЇ EQ-МЕНЕДЖМЕНТУ  
В РОБОТІ З КЛІЄНТАМИ  
ЯК ПРОФЕСІЙНО-ПРИКЛАДНИЙ ОРІЄНТИР  
МЕНЕДЖЕРА ПРОЄКТІВ ПОЛІГРАФІЧНОЇ КОМПАНІЇ**

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The study systematizes the main elements of EQ-management (self-awareness, self-control, motivation, empathy, social skills, adaptability, and conflict competence) and demonstrates their practical application in the printing industry. Based on case studies, it is proven that the use of these elements enables managers to transform conflict situations into a resource for development, reduce the risk of escalation, optimize costs, and build long-term customer trust. Effective EQ-management techniques are summarized separately, including active listening, emotional validation, “I-messages,” reframing, clarification questions, empathic reflection, adaptive style, and constructive facilitation. The top three techniques that form the core of practice are identified: active listening combined with emotional validation, clarification questions combined with reframing, and facilitation with win-win negotiations.

**Keywords:** EQ-management, emotional intelligence, printing company, projects, empathy, social skills, active listening, reframing, facilitation, customer communication, neuro-linguistic programming (NLP), manager-client communication model.

У статті розглянуто використання концепції EQ-менеджменту як професійно-прикладного орієнтира для менеджера проєктів поліграфічної компанії. Показано, що традиційні моделі управління, які ґрунтуються переважно на раціональних та адміністративних інструментах, не завжди забезпечують ефективне



вирішення конфліктних ситуацій та формування довгострокових партнерських відносин із клієнтами. У роботі систематизовано основні елементи EQ-менеджменту (самоусвідомлення, самоконтроль, мотивація, емпатія, соціальні навички, адаптивність, конфліктна компетентність) та показано їх практичне застосування у поліграфічній галузі. На основі кейсів доведено, що використання цих елементів дозволяє менеджеру перетворювати конфліктні ситуації на ресурс розвитку, знижувати ризик ескалації, оптимізувати витрати та формувати довгострокову довіру клієнтів. Окремо узагальнено ефективні прийоми EQ-менеджменту – активне слухання, валідація емоцій, «я-повідомлення», рефреймінг, питання на прояснення, емпатичне відображення, адаптивність стилю та конструктивна фасилітація. Визначено топ-3 прийоми, що утворюють ядро практики: активне слухання з валідацією емоцій, питання на прояснення з рефреймінгом та фасилітація з win-win переговорами. Дослідження також показало тісний зв'язок EQ-менеджменту з нейролінгвістичним програмуванням (НЛП), яке забезпечує мовно-поведінковий інструментарій для реалізації емоційно-ціннісної основи. Разом ці два підходи формують цілісний «компас» для менеджера, що дозволяє не лише ефективно вирішувати конфлікти, а й перетворювати комунікацію з клієнтом на процес партнерства та розвитку. Практична цінність дослідження полягає у можливості адаптації зарубіжного досвіду компаній, які активно використовують EQ-менеджмент (Google, Microsoft, Delta Airlines), до умов поліграфічної галузі. Це підтверджує універсальність концепції емоційного інтелекту як стратегічного ресурсу, здатного забезпечити конкурентоспроможність, стабільність бізнес-процесів та довгострокову довіру клієнтів. Це трансформує роль менеджера поліграфічної компанії від адміністратора процесів до фасилітатора партнерства й довіри.

**Ключові слова:** EQ-менеджмент, емоційний інтелект, поліграфічна компанія, проєкти, емпатія, соціальні навички, активне слухання, рефреймінг, фасилітація, клієнтська комунікація, нейролінгвістичне програмування (НЛП), модель спілкування менеджера з клієнтом.

**Statement of the problem.** In the current conditions of development of the printing industry, managers face a number of challenges: high client demands regarding quality and deadlines, intense competition, frequent technological changes, and constant stress pressure in communication. Traditional management models, which are based mainly on rational and administrative tools, often prove insufficient for the effective resolution of conflict situations and the formation of long-term partnership relationships.

In this context, the problem arises of searching for new professional-applied guidelines for a printing company manager. One such guideline is EQ-management – management based on emotional intelligence, which integrates the ability to recognize one's own emotions, control them, understand the feelings of others, and build constructive relationships.

The lack of systematic implementation of EQ-management in the practice of printing companies leads to an increased risk of conflicts, loss of clients, and rising costs of crisis management. Therefore, it is relevant to study the possibilities of applying emotional intelligence as a strategic resource that enables managers to transform conflict situations into a tool for business development, ensure repeat orders, and build long-term customer trust.

Thus, the problem lies in the need to rethink the manager's role – from a process administrator to a facilitator of trust and partnership, where EQ-management serves as a key professional guideline.

**Analysis of recent research and publications.** In contemporary scholarly literature, the concept of EQ-management is considered a key factor in management and communication effectiveness. Studies by M. Salameh-Ayanian, N. Tamer, and N. Jabbour Al Maalouf [1] show that managers' emotional intelligence directly affects employee productivity and resilience under crisis conditions. This confirms the relevance of EQ-management for industries with high stress levels, including printing.

D. Ackley [2] conducted a practical review of models and methods for measuring emotional intelligence, enabling the integration of EQ into personnel management and customer relationship systems. His findings emphasize the importance of using valid tools to develop managers' EQ competencies.

The classical works of D. Goleman [3] and C. Cherniss, D. Goleman [5] laid the foundation for understanding EQ as a universal skill that determines the ability to build long-term relationships. They demonstrated that empathy, self-control, and social skills are critically important for leadership and customer management.

R. Boyatzis and A. McKee [4], within the concept of "resonant leadership," proved that a leader's emotional intelligence shapes an atmosphere of trust, cooperation, and innovativeness. This directly resonates with the manager-client communication model, in which EQ elements act as a compass for building partnerships.

Recent studies, in particular those by C. Gransberry [6] and I. Igboke et al. [7], focus on practical EQ-management techniques – active listening, emotional validation, and reframing. They demonstrate that these tools reduce conflict intensity and increase business economic efficiency.

The analysis of recent research [10-11] shows that EQ-management is viewed as a universal guideline for the modern manager. It combines psychological and communication tools, ensures resilience under crisis conditions, and builds long-term customer trust. For printing companies, this means the ability to transform conflict situations into a resource for development and strategic stability.

**Highlighting previously unresolved parts of the overall problem.** Methodological framework of the study is based on a combination of systemic, interdisciplinary, and applied approaches. Concepts from contemporary management, communication psychology, and economic analysis are employed, which makes it possible to consider EQ-management comprehensively as a professional-applied guideline for a printing company manager.

The systemic approach ensures consideration of EQ-management as an integral model in which elements of emotional intelligence (self-awareness, self-control, empathy, motivation, social skills, adaptability, and conflict competence) interact with one another and form the manager's "emotional compass."

The interdisciplinary approach integrates knowledge from management, psychology, communication technologies, and economics, making it possible to assess both the psychological and economic effects of EQ-management application.

The applied approach focuses on practical cases and models of manager-client communication, enabling verification of the effectiveness of EQ-management techniques in real conditions of a printing company.

The study employs:

Methods of analysis and synthesis to generalize scholarly sources and form the conceptual framework of EQ-management.

The comparative method to compare traditional management models with approaches based on emotional intelligence.

The case method to model practical situations of manager-client interaction.

The method of structural-logical modelling to construct a stage-based model of manager-client communication.

Economic and managerial analysis to assess the effectiveness of EQ-management in reducing costs, optimizing processes, and building long-term customer trust.

Thus, the methodological framework of the study combines theoretical models of EQ-management with practical tools of case analysis and economic evaluation, allowing it to be considered a universal guideline for a printing company manager.

**Formation of the objectives of the article (task statement).** The purpose of the study is to substantiate and practically model the concept of EQ-management as a professional-applied guideline for a printing company manager in working with clients. The study is aimed at identifying the key elements of emotional intelligence that form the manager's "emotional compass"; systematizing effective EQ-management techniques and their economic and managerial effects; modelling the stages of manager-client communication based on EQ competencies; analysing practical cases that demonstrate the transformation of conflict situations into a resource for development; generalizing the foreign experience of companies that use EQ-management as a strategic guideline and adapting it to the conditions of the printing industry.

Thus, the purpose of the study is to demonstrate that EQ-management is not only a psychological concept but also an economically significant tool that ensures the stability of business processes, builds long-term customer trust, and enhances the competitiveness of printing companies.

**Summary of the main research material.** EQ-management (management based on emotional intelligence) is a contemporary management concept that considers emotional and communication competencies as key tools for effective interaction with clients, partners, and teams [3; 5]. Unlike traditional approaches that focus solely on rational aspects of management, EQ-management integrates the manager's ability to recognize their own emotions, control them, understand the feelings of others, and build constructive relationships.

In printing companies, where clients often impose high demands on quality and deadlines and communication occurs under stressful conditions, EQ-management becomes a guideline for managers. It allows not only for reducing tension in interactions but also for transforming conflict situations into a resource

for development and the formation of long-term trust.

For the practical application of the concept, it is appropriate to identify the main elements of EQ-management [1-5] that form the manager's "emotional compass" in working with clients (Table 1).

The elements of EQ-management become a guideline for a printing company manager, as they allow not only the reduction of emotional tension in interaction with clients but also the formation of long-term trust and partnership. This transforms conflict from a threat into a resource, and communication into a strategic tool for business development.

Below, an expanded block with case examples of applying EQ-management elements in the work of a printing company manager with clients is presented.

Cases of applying EQ-management elements:

1. Self-awareness + Self-control. Situation: a client emotionally expresses dissatisfaction due to a delay in printing. Manager's actions: the manager recognizes their own irritation but controls emotions, responding calmly and

neutrally. Example phrase: "I understand your concerns; let us consider together how we can minimize the delay." Effect: the client perceives professionalism and readiness for cooperation; the risk of escalation is reduced.

2. Empathy + Emotional validation. Situation: a client is worried that the print quality will not meet expectations. Manager's actions: the manager acknowledges the client's emotions and demonstrates understanding of their concerns. Example phrase: "You are concerned about print quality, and that is natural. We can make a test proof to ensure confidence." Effect: the client feels supported, trust is formed, and the likelihood of repeat orders increases.

3. Clarification questions + Reframing. Situation: a client criticizes the design, considering it too complex. Manager's actions: the manager asks clarifying questions and reframes criticism into a constructive discussion. Example phrase: "What exactly seems complex to you in the composition? Perhaps we could simplify the colour scheme." Effect: the conflict shifts to a factual plane, and costs associated with rework are reduced.

Table 1

### Elements of EQ-management

EQ Element	Content	Practical application in working with clients	Expected effect
Self-awareness	Awareness of one's own emotions, strengths, and weaknesses	The manager recognizes their own reactions to client criticism or stress	Reduction of escalation risk, building trust
Self-control	Ability to manage emotions and impulses	In difficult negotiations, the manager maintains calmness and neutrality	Increased professionalism, stability of dialogue
Motivation	Internal orientation toward results and development	The manager demonstrates readiness to find solutions even in conflict situations	Increased customer loyalty, repeat orders
Empathy	Understanding the emotions and needs of the other party	Active listening, emotional validation of the client ("I understand your concerns...")	Reduction of tension, formation of partnership relations
Social skills	Ability to communicate effectively and build relationships	Use of "I-messages," constructive questions, non-violent communication	Transparency of processes, reduction in the number of incidents
Adaptability	Flexibility in changing the style of interaction	The manager adjusts communication to the client's style (formal or creative)	Increased customer satisfaction
Conflict competence	Ability to transform disputes into a resource	Use of facilitation or Harvard Negotiation for win-win solutions	Cost optimization, innovative solutions

Source: compiled by the authors

4. Social skills + Adaptive style. Situation: a client is a corporate customer who expects formal communication. Manager's actions: the manager uses clear wording and a protocol-oriented style while maintaining openness. Example phrase: "According to your schedule, we can ensure printing by March 15. Do you confirm this deadline?" Effect: the client receives process transparency, and the number of misunderstandings decreases.

5. Conflict competence + Motivation. Situation: a client and a technologist have different views regarding printing materials. Manager's actions: the manager organizes facilitation and motivates the parties to find a win-win solution. Example phrase: "Let us consider three material options and evaluate them according to cost and quality criteria." Effect: the conflict is transformed into a resource for an innovative solution, and costs are optimized.

Thus, the cases demonstrate that EQ-management is a practical tool that enables a printing company manager to transform conflict situations into opportunities for development. Each element – from self-awareness to facilitation – has its own economic and strategic effect: cost reduction, avoidance of deadline failures, and the formation of trust and long-term partnership.

We have already examined cases of applying EQ-management elements in the practice of a printing company manager. They have shown how self-awareness, empathy, self-control, and other competencies help transform conflict situations into a resource for development.

A logical continuation of this analysis is the generalization of EQ-management techniques [6-9] in the form of a systematized Table 2. It allows one to see not only the essence of each technique but also the specifics of its use, examples for managers, and economic and managerial effectiveness. Thus, we move from individual cases to a structured model that can become a practical tool in everyday work with clients.

These EQ-management techniques enable a printing company manager to transform even tense communication with a client into a process of building trust, searching for solutions, and forming long-term partnership. The economic effect is manifested in reduced costs of crisis management, avoidance of penalties, and growth in repeat orders, while the strategic value lies in the development of a culture of cooperation and innovativeness.

It is possible to identify the top three EQ-management techniques:

1. Active listening + Emotional validation – builds trust and reduces tension in communication; the client feels that their feelings are acknowledged and their voice is heard; economic effect: preservation of cooperation, repeat orders, reduced risk of client loss.

2. Clarification questions + Reframing – moves the dialogue from the emotional plane to the factual plane; helps avoid mutual accusations and find constructive solutions; economic effect: reduction of rework costs, process optimization, avoidance of deadline failures.

3. Facilitation + Harvard Negotiation – structures the dialogue and makes it possible to find solutions that satisfy both parties; transforms conflict into a resource for innovative solutions; economic effect: budget savings, risk reduction, improved quality of decisions.

These three techniques – trust, constructiveness, and partnership – form the core of EQ-management. They enable a printing company manager not only to resolve conflicts but also to transform them into a strategic resource for business development.

We have already identified the top three EQ-management techniques – active listening with emotional validation, clarification questions with reframing, and facilitation with win-win negotiations. They form the core of practice, as it is precisely these tools that allow a printing company manager to transform conflict situations into a resource for development, reduce costs, and build long-term customer trust.

However, the effectiveness of EQ-management is manifested not only in the choice of techniques but also in the structure of communication. To show how these techniques work in real dialogue, it is appropriate to move to a model of manager-client communication, divided into stages [10-11]. Each stage includes several EQ-management elements that interact with one another and create a holistic process – from establishing trust to coordinating decisions.

Model of manager-client communication (stages of EQ-management).

Stage 1. Initiation of contact – building trust:

- Self-awareness: the manager recognizes their own mood and adjusts to constructive dialogue.

- Empathy: attentively listens to the client and reflects their emotions ("I see that this is important to you").

- Social skills: uses open-ended questions to clarify expectations.

Table 2

**Effective EQ-management techniques**

<b>Technique</b>	<b>Essence</b>	<b>Features of use</b>	<b>Example for the manager</b>	<b>Economic and managerial effect</b>
Active listening	Full attention to the client, reflection of their emotions	Used at the beginning of the dialogue to build trust	"I hear that it is important for you to receive the catalogue on time"	Reduction of escalation risk, increased loyalty
Emotional validation	Acknowledgement of the client's feelings without evaluation	Used in emotionally charged statements	"I understand that the delay causes you frustration"	Reduction of tension, preservation of cooperation
"I-messages"	Formulation without accusations, focus on one's own perspective	Used for constructive criticism	"I feel difficulties when changes are made without prior notice"	Reduction of conflict, communication stability
Reframing	Change of the interpretation of the situation	Helps shift the problem from a personal to a working plane	"Perhaps the delay is related to the editor's workload rather than unwillingness"	Preservation of productivity, avoidance of deadline failures
Clarification questions	Shifting the dialogue from emotions to facts	Used in cases of misunderstanding	"What exactly in this solution raises doubts?"	Reduction of crisis management costs, optimization of decisions
Empathic reflection	Demonstration to the client that their emotions are understood	Used to build partnership	"You are concerned about print quality, and this is natural"	Increased trust, repeat orders
Adaptive communication style	Flexible change of communication depending on the client	Used with different client types (formal/creative)	The manager switches from dry facts to more figurative language	Increased customer satisfaction
Constructive facilitation	Structuring dialogue to search for solutions	Used in complex disputes	"Let us divide the issue into budget, quality, and deadlines"	Cost optimization, reduction in the number of errors

*Source: compiled by the authors*

Stage 2. Identifying the problem – reducing tension:

- Self-control: the manager remains calm even in response to emotional statements from the client.

- Empathy: acknowledges the client's feelings ("I understand that the delay causes you irritation").

- Adaptability: adjusts the communication style – more formal or warmer, depending on the client.

Stage 3. Searching for solutions – constructive dialogue:

- Motivation: the manager demonstrates readiness to find a solution even if the situation is difficult.

- Conflict competence: applies facilitation or Harvard Negotiation to find a win-win outcome.

- Social skills: formulates solution options in a neutral form ("We can consider three alternatives...").

Stage 4. Coordination and completion – forming partnership:

- Self-awareness: the manager checks whether their own emotions influence the final decision.

- Empathy: emphasizes understanding of the client's interests ("Your priorities are taken into account in this decision").

- Social skills: records the agreement in writing to ensure transparency and predictability.

Such a step-by-step scenario demonstrates that EQ-management is not an abstract theory but a practical compass for managers. It helps transform even tense communication with clients into a process of building trust, searching for solutions, and forming long-term partnership.

There are several well-known international companies that actively use EQ-management as a guideline in their corporate culture and in interaction with clients and teams. These are not printing companies, but their experience clearly illustrates the practical value of emotional intelligence in management.

Examples of the companies:

- Google – within Project Aristotle, the company identified psychological safety (a key EQ element) as the main factor of high-performing teams [14]. This made it possible to increase the level of cooperation and innovativeness.

- Microsoft – under the leadership of Satya Nadella, the company emphasized empathy and emotional intelligence in leadership [15]. This transformed corporate culture, fostered innovation, and led to a significant increase in company value.

- Delta Airlines – actively implements emotional intelligence development programs for managers and staff, which helps improve service quality and customer trust [16].

The performance results of companies such as Google, Microsoft, and Delta Airlines demonstrate that the use of EQ-management can become a strategic resource for any industry. Their experience proves that an emphasis on empathy, active listening, psychological safety, and constructive communication not only reduces the level of conflict but also stimulates innovativeness, improves the quality of decisions, and builds long-term customer trust. For printing companies, this may serve as an example of how a manager's emotional intelligence transforms tense situations into a resource for development, ensures repeat orders, and supports business stability. Thus, the practice of global corporations confirms that EQ-management is a universal guideline capable of increasing economic efficiency and strategic value even in high-risk and creative fields such as printing.

It should be noted that EQ-management and another important psychological construct – neuro-linguistic programming (NLP) – are closely related, as both concepts are aimed at conscious communication and the management of emotional states [12-13]. While EQ-management focuses on the development of emotional intelligence – self-awareness, self-control, empathy, and social

skills – NLP offers practical tools for working with language patterns, thinking, and behaviour.

In managerial practice, these two approaches complement each other. For example, empathy as an EQ element can be enhanced through NLP techniques such as mirroring the client's nonverbal signals and using their key words and metaphors. This creates a sense of being “on the same wavelength” and increases trust. Similarly, self-control within EQ-management can be supported by NLP “anchoring” methods, whereby a manager consciously evokes a state of calm or confidence through a specific gesture or internal image.

Another important link lies in structuring dialogue. EQ-management proposes stages of communication (trust building, problem clarification, solution search, agreement), while NLP provides tools for each stage: the meta-model of questions for clarification, reframing to change interpretation, and positive language techniques for concluding dialogue. As a result, the manager acquires a holistic “compass”: EQ determines the direction, and NLP provides concrete steps and techniques.

Thus, EQ-management and NLP can be viewed as two interrelated systems: the former shapes the emotional-value foundation, while the latter provides the linguistic-behavioural toolkit. Together, they enable managers not only to resolve conflicts effectively but also to transform communication with clients into a process of partnership and development.

**Conclusions.** First, the study has shown that EQ-management is a contemporary professional-applied guideline for a printing company manager. It enables the integration of emotional and communication competencies into daily work with clients, ensuring reduced tension in interactions and the formation of trust. Unlike traditional management models, EQ-management emphasizes self-awareness, empathy, and social skills, which become key factors of successful communication. This creates a foundation for long-term partnership and business stability.

Second, the analysis of EQ-management elements and practical cases has proven that each competency has its own economic and strategic effect. Self-awareness and self-control reduce the risk of conflict escalation; empathy and emotional validation build trust; and conflict competence and facilitation transform disputes into a resource for development. Practical examples have shown that even under stressful conditions in the printing industry, managers

can maintain professionalism and find win-win solutions. This confirms the universality of EQ-management as a management tool.

Third, the systematization of effective EQ-management techniques made it possible to identify the top three practices: active listening with emotional validation, clarification questions with reframing, and facilitation with win-win negotiations. These practices form the core of the manager's communication model, ensuring trust, constructiveness, and partnership. Their economic effect is manifested in reduced crisis management costs, avoidance of penalties, and growth in repeat orders. Their strategic value lies in the development of a culture of cooperation and innovativeness.

Fourth, the study revealed a close relationship between EQ-management and neuro-linguistic programming (NLP). While EQ forms the emotional-value foundation, NLP provides the linguistic-behavioural toolkit for its implementation. Together, they create a holistic "compass" for managers: EQ defines the direction, and NLP provides concrete techniques to achieve results. This makes it possible not only to resolve conflicts effectively but also to transform communication with clients into a process of partnership and development.

Thus, EQ-management in combination with NLP is a universal tool that provides printing companies with competitive advantages, stability, and long-term customer trust.

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