# Emotional Intelligence Course for Heads of Contact Centres and Branches: Angry Callers and Coaching

19 – 23 April 2027
Madrid

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## Programme Summary

Emotional intelligence for contact centre and branch leaders is the subject of this one-week training course for heads of customer service and contact-centre directors, ending in a personal leadership plan for managing emotion under pressure. Service teams absorb anger, urgency and distress every shift, and the way leaders respond shapes how teams respond. The programme moves from self-awareness to angry-caller patterns, team coaching, strain monitoring and a joined practice review. Mars Training Centre UK delivers this programme on emotional intelligence for service leadership to mixed-organisation cohorts.

## The Business Case

Emotional strain in service work shows up as sickness absence, rushed calls, avoidable escalations and staff who leave. Leaders who read emotion accurately, stay composed and coach calm replies can reduce repeat contacts and keep complaint handling consistent across branches and channels, without adding scripts that customers recognise at once.

- Escalation Rate: Falls when leaders coach early recognition of anger and agreed hand-over points.
- Staff Retention: Improves when workload and emotional labour are monitored and discussed openly.
- Customer Satisfaction Scores: Rise when recovery conversations acknowledge the customer's feeling before the fix.

## Principles and Evidence Base

- Goleman Emotional Intelligence Model: Self-awareness, self-regulation, motivation, empathy and social skill, applied in Sessions 1 and 3 to leader behaviour and coaching.
- Mayer-Salovey Ability Model: Perceiving, using, understanding and managing emotion, applied in Session 2 to read caller signals.
- ISO 10002: Guidelines for complaints handling in organisations, applied in Session 4 to test how complaints are received and answered.
- ISO 18295: Requirements for customer contact centres, applied in Session 4 to set quality review points.

## Intended Participants

- Heads of customer service who set the tone and standards for frontline conversations.
- Contact-centre directors who answer for quality, attendance and escalations.
- Branch and regional service leaders who coach managers in several locations.
- Quality and training leads who design reviews and development for service teams.

Typical settings include banking, telecommunications, retail, utilities and public services.

## Learning Outcomes

1. Participants will be able to diagnose their own emotional triggers and the effect on team behaviour using a structured self-review.
2. Participants will be able to evaluate caller emotion from wording, pace and tone, and select a suitable first response.
3. Participants will be able to construct a coaching conversation that builds composure and empathy in a frontline employee.
4. Participants will be able to prioritise early signs of strain and justify changes to workload, breaks and support.
5. Participants will be able to evaluate complaint and escalation records for emotional patterns and set review criteria.
6. Participants will be able to construct a leadership practice plan covering routines, measures and review dates.

## Programme Structure

## Day 1: Emotional Intelligence Foundations for Service Leaders

How do leader emotions travel through a service team?

- Goleman Emotional Intelligence Model
- Trigger and Reaction Log
- Self-Regulation Techniques Under Pressure
- Leader Tone Observation Sheet
- Emotional Labour Concept Review

## Day 2: Reading Angry and Distressed Callers

What do wording, pace and silence reveal about the person calling?

- Mayer-Salovey Ability Model
- Anger Escalation Ladder
- Call and Chat Transcript Analysis
- Acknowledge-Then-Solve Response Pattern
- Handling Distress and Vulnerability Cues

## Day 3: Coaching Empathy and Composure

How does a leader help a frontline employee stay calm and genuine?

- Observation Feedback Framework
- Coaching Conversation Structure
- Empathy Phrase Bank Review
- Role-Play Debrief Protocol
- Peer Support Pairing Plan

## Day 4: Strain Monitoring, Complaints and Quality Review

Which signals show that emotional load is harming people or service?

- Workload and Recovery Time Check
- Absence and Turnover Signal Table
- ISO 10002 Complaints Handling Review
- ISO 18295 Contact Centre Review Points
- Emotional Quality Scorecard

## Day 5: Leadership Practice Plan and Review

Do the earlier tools join into a routine a leader can sustain?

- Applying the Day 1 Trigger Log
- Testing the Day 2 Response Pattern
- Reviewing the Day 3 Coaching Structure
- Setting Scorecard Measures from Day 4
- Completing the Leadership Practice Plan

## Methodology

The programme is a simulation-based course built on anonymised call, chat and branch cases from banking and telecommunications. Participants practise responses, give and receive coaching feedback, and test their own reactions in short role-plays, with peers acting as customers and team members.

- Suggested activity: Analysing a transcript of an angry call and rewriting the opening three responses.
- Suggested activity: Running a ten-minute coaching conversation with a peer playing a strained agent.
- Suggested activity: Scoring a week of complaint records against an emotional quality scorecard.

## Capstone Output

Each participant completes a leadership practice plan. It holds a trigger and response profile, a coaching routine for frontline employees, strain warning signs with agreed actions, and scorecard measures with review dates. At work it is shared with a line manager, used in team meetings and revisited each quarter.

## Frequently Asked Questions

### Is this emotional intelligence course suitable for leaders with no psychology background?

Yes. The emotional intelligence content is taught through practical cases and role-plays. You need responsibility for a service team or contact centre, but no prior study of psychology or behavioural science.

## Which models does emotional intelligence training for service leaders rest on?

Emotional intelligence training here rests on the Goleman and Mayer-Salovey models, with ISO 10002 for complaints handling and ISO 18295 for contact centre requirements guiding the quality review work.

## How is the plan from emotional intelligence training used at work?

You share the leadership practice plan with your line manager, apply its coaching routine and strain checks in team meetings, and revisit the scorecard measures on the review dates you set.

## How does emotional intelligence for service leaders differ from a customer service skills programme?

Emotional intelligence for service leaders concentrates on leader self-management, coaching and team strain, while a customer service skills programme concentrates on frontline scripts, standards and call technique.