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Article

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Agora International Journal of Economical Sciences (AIJES)

Provided in Cooperation with:

Faculty of Economic Sciences, Agora University of Oradea

Suggested Citation: Bîrlădeanu, Gheorghina Liliana (2019) : Emotional Intelligence - The Road to Excellency in Management, Agora International Journal of Economical Sciences (AIJES), ISSN 2067-7669, Agora University Press, Oradea, Romania, Vol. 13, pp. 1-3, <https://doi.org/10.15837/aijes.v13i0.4005>

This Version is available at:

<https://hdl.handle.net/10419/302942>

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EMOTIONAL INTELLIGENCE – THE ROAD TO EXCELLENCY IN MANAGEMENT

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Abstract

The current management implies a continual adaptation to the economical, political and social dynamics and evolution. Upon this context there is a need for leaders with extremely well developed communication abilities, empathic and men of vision, who can direct by using a positive motivation. It is, thus, understood that the foremost element is the emotional intelligence. Taking into consideration the possibility of developing these values through the means of education so that to obtain a high quality management and an efficient communication, we consider this to be the way to excellency in management.

Keywords: emotional intelligence, excellency in management, efficient communication, positive motivation.

1. Introduction

I have started from Daniel Goleman's idea who, in his book "The Emotional Intelligence", said that within each of us there is an IQ and an emotional intelligence at certain levels. But they offer an inside look regarding each of these aspects, taking separately everyone's qualities. Up to a certain point, every human possesses a cognitive intelligence and an emotional one, therefore, these two portraits melt together. However, from the two of them, the emotional intelligence brings out more qualities which determine us to truly be humans. [2, p. 67]

The emotional intelligence can be obtained along time, through patience, introspection processes and conscious exercises of identifying your own emotions and of those whom we interact with. We will see that there are certain dimensions of management where emotional intelligence is indispensable and where leaders can use and develop specific techniques in order to potentiate this important ability.

2. Theoretical concepts

Management implies communication, self-control and self-assessment. A productive and efficient communication entails being aware of your own emotions as a preceding factor in developing communication because it helps us identify the interlocutors' emotional reactions, no matter of the area where they come from. Hence, we will obtain a facile management of all of these by building open and efficient communication elements. Essentially, it refers to identifying the factors that produce us major upsets, stress and situations when we have impulsive reactions. This is the first step from the tackling communication process and it requires a well-balanced approach, defined by a high self-control, that will eventually be marked by more and more efficient interactions.

Regarding conflicts, it is known that managers have the obligation to mediate them. This issue implies a great involvement on the part of leaders to decipher the emotions of those involved

and maximum objectiveness to stifle the conflict or to diminish it, but also in order to build up and keep moral verticality within the framework of the organisation.

Most of the times the conflicts arisen in the working place have an informal character without being founded on a rational basis that would relate to actual problems. The uppishness, the prejudgements and the deceived expectations are the most common causes of conflicts. These represent emotional motifs. It is important for the managers to not let themselves get overwhelmed in the case of a strong emotional burden. It is indispensable to any efficient leader to be open to their colleagues' emotional reactions on condition that they approached them as supplementary information that can help them in an efficient decisional process, without letting themselves be influenced by these.

When it comes to building strong, resistant teams, the emotional side is also a significant one. The way the team members communicate and the efficient relations that they develop depend on the compatibility that exists among them and on the powerful emotional component. Many times, the affinities and the antipathies arisen almost intuitively, without preliminary organised analysis and evaluation processes, are much stronger than those developed along time.

Therefore, a good manager also needs to pay attention to the compatibilities developed on an emotional level, as well as to the professional abilities and experiences that the organisation members have as a whole.

Handling emotions well contributes to improving the ability of taking decisions in an extremely short time, in crowded situations, in stressed contexts and in conflict situations. In order to unravel these situations with utmost objectivity one needs the capacity to control emotions.

The emotional intelligence is the one that supports us when taking the best decisions, toning our own emotions with the ones of those who are affected by the respective decisions. These aspects also lend us a major support in negotiations. In this area, a decisive role is held by the capacity to control our own emotions and to interpret the ones of our partners of negotiation.

The leaders who possess a developed emotional intelligence have the capacity to identify their emotions, to decipher them and handle them in a way that is beneficial to the decisional processes. Being aware of your own emotions means knowing how to react in certain situations and why to react that way, it means knowing your weaknesses, your limits, what motivates you and what makes you react impulsively.

No one reacts well to change. Whether we talk about a new colleague, a new office or a different software used during the day-to-day activity, most of the people have the impulse to reject the elements that modify more or less their daily routine.

Resting upon the information that we have collected and on the observations that we have made, the emotional intelligence helps us realize what we need to change, who we address when we plan to make a change, how we address according to the others and which is the most opportune moment for implementing the change.

As it has been previously stated, emotional intelligence can be developed if it is invested with constant attention. For that purpose, the following techniques might be useful: "The imaginary friend, the diary", self-control, personal agenda. In this manner, any manager understands what has helped him or what has prevented him from obtaining the results he wanted.

The way we express our emotions in the managerial activity is also externalized in gestures, pantomime and in other elements of nonverbal communication. An open manifestation of emotions may bring us success or may negatively affect the processes of taking decisions and the quality of interactions with subordinates or with different categories of stakeholders. For these reasons, handling emotions represents a major vector towards managerial excellency for a performant principal.

Psychologists recommend the managers to keep their temper in the situations when it is difficult to control emotions. This means retracting to a more quiescent place where they can thoughtfully analyze all the ugly feelings and words that invade them, filtering them through a short evaluation and interpretation process. After this stage, they should decide on what they consider appropriate or inappropriate to be said. Thus, they will discharge of all the negative feelings, without affecting the ones around them. [3, p. 170–180]

It is a known fact that a good manager is an excellent communicator. One of the parameters that establish the efficiency of a group or of an organisation refers to the communication system which also makes engaging individuals in competition possible. [1, p. 44] The leaders who possess a superior emotional intelligence know how to identify other people`s emotions, know what to say to put in comfort, to encourage and to motivate the team. Only by developing and maintaining efficient relationships, they will gain other people`s trust and they will succeed in being heard and respected.

Besides authority, a leader is also the member of a collective and that is why he needs to prove well developed social abilities so that he can motivate his colleagues to determine them to follow him trustingly even in the more difficult situations.

Empathy is also one of the most efficient exercises to develop communication abilities. The capacity to put yourself in other people`s position is vital both when it concerns interpersonal communication but also when building up a team because, by dealing things empathetically, one can obtain a distinct perspective over things and can relieve the interlocutor`s emotions. These help improving the feedback given to work colleagues and can influence certain decisions that need to be taken or the moment for communicating them.

3. Conclusions

In conclusion, in order to attain managerial excellency it is very important that managers spend time observing those around them, identifying the motivations that bring them positive emotions and the things that provoke them anxieties and create a stressed atmosphere at work. Apart from all of these, the discussions play a significant role and also a close involvement in order to take the most optimum decisions. Last but not least, it is advisable to listen to their worries and complaints, to take into consideration the elements that bring them satisfactions and to try to connect to their daily problems.

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