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**Bushuyev Sergiy***DSc, Professor, Head of Department of Project Management, orcid.org/0000-0002-7815-8129**Kyiv National University of Construction and Architecture, Kiev***Rusan Nadiia***Assistant Department of Project Management, orcid.org/0000-0001-9927-0198**Kyiv National University of Construction and Architecture, Kiev***RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ENTREPRENEURIAL ENERGY**

**Abstract.** According to numerous studies, professional activities of heads characterized by emotional stress, which is caused by a high degree of responsibility, intense interpersonal relationships. In most cases, emotional (expression of emotions in activity, the transfer of emotional states, etc.) opposed to rationality. Emotionality is often seen as the reason for the implementation of professional error as a factor reducing the quality of decisions and performance in general. Creative management cannot be applied without a developed emotional intelligence. The project manager must to interact with their partners, subordinates to achieve the goals, to obtain the desired effect (change of behaviour, thoughts, relationships, etc.). Thus, the ability of the manager to recognize and interpret the emotions that arise in the course of activity, use them to solve management problems define the specifics of the problem field of our study. The possibility of increasing the potential of the project manager through the development of emotional intelligence opens up new prospects of innovative development of the business community in General. In the article considers the emotional intelligence of the project manager and its structure. The concept of "entrepreneurial energy" and "entrepreneurial potential" is defined. The relationship between emotional intelligence and entrepreneurial energy at the stage of project launch is established. Entrepreneurial energy methodology in project consists next componenets: research. (analyze evidence of performance challenges); readiness (clarify envisioned state of sustainable high performance); roadmap (chart the course to sustainable high performance); rollout (deploy course of action, measuring impact early and often); recalibrate (use evidence to modify course of action).

**Key words:** *emotional intelligence (EQ); entrepreneurial energy; entrepreneurial potential; emotions; leadership; management*

**Introduction**

Today, the effectiveness and success of the project depends not only on the competence of the project manager and the team, but also on emotional intelligence and entrepreneurial energy that supports changes in the internal and external environment of the project.

In these circumstances, becomes especially important to study the role of emotional intelligence in the performance, which, on the one hand, will organize and specify an idea of the talents of the head, the other – quickly and reliably evaluate the potential of the individual and to predict success in a managerial position.

**The purpose of the work**

1. Set the structure of emotional intelligence project manager;
2. Find out the link between emotional intelligence and entrepreneurial energy.

**1. The structure of emotional intelligence project manager**

Under emotional intelligence (EQ) means the set of capabilities that enable the project Manager to recognize and understand how their own emotions and the emotions of others. People with a high level of emotional intelligence, able to control their emotional sphere, their behaviour more flexible, so they more easily attain the goals set through interaction with other people.

In a broad sense, emotional intelligence is interpreted as the ability to differentiate positive and negative feelings, and knowledge about how to change their emotional state from negative to positive. In life we constantly have to interact with people, and often the main role in communication is played by the understanding of emotion. Emotional intelligence is the ability of a person to awareness, acceptance and management of emotional states and feelings, their own and other people, which are formed during the life of the

person in communication and professional activities. It is the emotional intelligence explains why sometimes the graduates with a medium level of knowledge, build a career, and honors often do not reach professional highs, so the existence of the human IQ is not a complete guarantee of success.

In his book Holman proves most effective in its activities, those that combine mind and feelings. It is the leaders with high emotional intelligence better decisions, more effective in critical situations and better control their subordinates, and thus, promotes their growth through the ranks [5, p. 106].

The reasonableness of the actions of the project Manager in a particular situation depends not only on its characteristics but also on its emotional condition.

With particular force and clarity emotional problems occur in project managers with a low level of self-control. Freed from the control of consciousness, emotions hinder intentions, disrupt interpersonal relationships, do not allow to properly fulfill work and family responsibilities make it difficult to rest and worsen health [6, p. 128].

Deepening abilities in the field of emotional intelligence has a positive effect not only on the professional activity, interpersonal relationships, but also on personal life: in the family of man demonstrates a higher level of balance, introspection, understanding the feelings of others, resulting in develop a more harmonious relationship. In the collective person with a developed emotional culture is considered polite, has the trust of colleagues, deserves the respect of the management [7, p. 178].

Control of the expression of their emotions. The lack of external manifestations of emotions suggests that people don't feel. It can hide their feelings, to drive them deeper. Deterring a demonstration of their feelings makes it easier to bear the pain or other discomfort. Control its expression manifests itself in three forms:

- 1) the "suppression", concealing the expression of the experiencing of emotional states;
- 2) "masking", replace expressions worried emotional state expression of other emotions that are not experienced at this moment;
- 3) "simulation", the expression does not experience emotions.

To recognize the emotions of another person using various channels of expression: facial expressions, speech, autonomic and motor responses.

To show tolerance in communication is very important. This means not only to accept another such what it is, but to be able to support and help him. In a conflict situation it is very difficult to express your strong negative emotions. One of the effective ways to solve this problem is to be aware of their feelings and to tell the partner. This method of expression and is called the "I-message" [8, p. 96].

Ability to communicate effectively is an art to listen and hear, see and feel, to understand the interlocutor and to express their thoughts, to solve complex communicative situation.

Another sign of high emotional intelligence of the project Manager believe the ability to listen.

You must listen on two levels. First, listen to understand the meaning of what they say. Try to resist in order to kill or to give their assessment of when the other person says, instead, give him the opportunity to fully express their point of view. Second, listen to understand the emotions that are behind what you say.

The ability to listen to others and let them know that you really have heard it helps in creating good relationship and overcoming conflicts, even if you disagree with someone.

Unlike IQ, emotional intelligence can be developed at any age. If logic develop to 17 years, up to a maximum of 25 (that's why it's so important not to miss this period in education), the peak of EQ development is 40 years.

The process of emotional intelligence development has its own characteristics in each age period of life. Components of emotional intelligence is shown in Fig. 1.

The basic structural elements of emotional intelligence begins to develop in early school age. Of particular importance to the development of emotional intelligence is beginning to acquire in student age, since this period is the active emotional attitude of the individual to himself and to others caused by training, is the process of improving self-awareness, capacity for reflection and decentralization (the ability to take the position of a classmate or teacher, consider their needs, feelings) [10, p. 221].

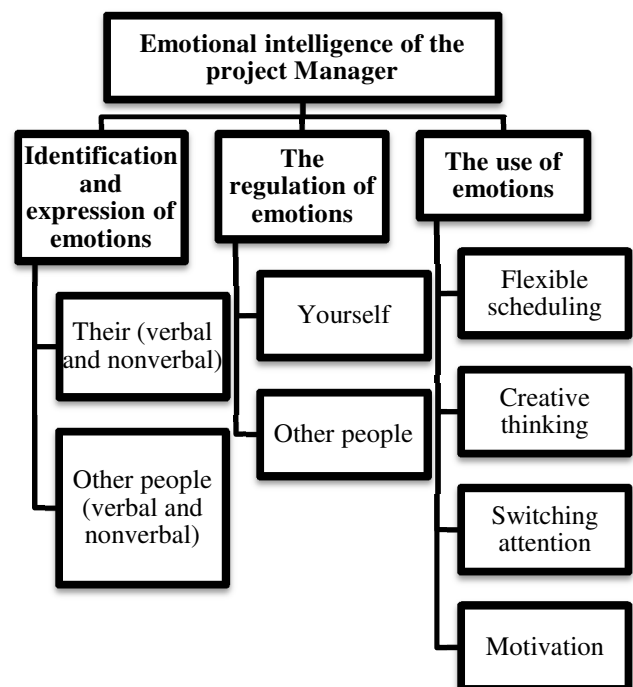


Figure – 1 Components of emotional intelligence of the project Manager

## 2. Entrepreneurial energy of Project Manager

Entrepreneurial energy is closely related to emotional intelligence. Without a developed emotional intelligence and entrepreneurial energy, it is impossible to launch a project.

Under the term "entrepreneurial energy" we will understand the activity and leadership of the organization's leadership in the implementation of projects and development programs within the organizations [2].

The existence of polar views on the existence and impact of entrepreneurial energy on the successful implementation of development programs is due to differences in understanding what entrepreneurial energy is in the management of projects and programs.

This can include images of external and internal sources of entrepreneurial energy, leadership, appropriate emotions, needs, moods, associations and others. This set can be mathematically modeled with the help of some set provided with additional mathematical structures (metrics, topology, etc.).

In organizational systems, as a rule, focus on the psychology of stakeholders, the technical aspects of the activities and implementation of development projects, the economy of production and development projects [11, p. 137]

Entrepreneurial potential is the ability or talent of a person to organize their own business, manage subordinate personnel, assess various risks and promptly make the right decisions, corresponding to the company's development strategy. Entrepreneurial activity implies the rejection of self-employment in favor of profits derived from their own business.

### The Emotions: Quality of Energy

When people are able to take more control of their emotions, they can improve the quality of their energy, regardless of the external pressures they're facing. To do this, they first must become more aware of how they feel at various points during the workday and of the impact these emotions have on their effectiveness. Most people realize that they tend to perform best when they're feeling positive energy. What they find surprising is that they're not able to perform well or to lead effectively when they're feeling any other way [9, p. 113].

Unfortunately, without intermittent recovery, we're not physiologically capable of sustaining highly positive emotions for long periods. Confronted with relentless demands and unexpected challenges, people tend to slip into negative emotions – the fight-or-flight mode – often multiple times in a day. They become irritable and impatient, or anxious and insecure. Such states of mind drain people's energy and cause friction in their relationships. Fight-or-flight emotions also make it impossible to think clearly, logically, and reflectively.

When executives learn to recognize what kinds of events trigger their negative emotions, they gain greater capacity to take control of their reactions.

One simple but powerful ritual for defusing negative emotions is what we call "buying time." Deep abdominal breathing is one way to do that. Exhaling slowly for five or six seconds induces relaxation and recovery, and turns off the fight-or-flight response.

Finally, people can cultivate positive emotions by learning to change the stories they tell themselves about the events in their lives. Often, people in conflict cast themselves in the role of victim, blaming others or external circumstances for their problems. Becoming aware of the difference between the facts in a given situation and the way we interpret those facts can be powerful in itself. It's been a revelation for many of the people we work with to discover they have a choice about how to view a given event and to recognize how powerfully the story they tell influences the emotions they feel. We teach them to tell the most hopeful and personally empowering story possible in any given situation, without denying or minimizing the facts [1, p. 304].

The most effective way people can change a story is to view it through any of three new lenses, which are all alternatives to seeing the world from the victim perspective [3, p. 31]. With the reverse lens, for example, people ask themselves, "What would the other person in this conflict say and in what ways might that be true?" With the long lens they ask, "How will I most likely view this situation in six months?" With the wide lens they ask themselves, "Regardless of the outcome of this issue, how can I grow and learn from it?" Each of these lenses can help people intentionally cultivate more positive emotions [4, p. 324].

### The Mind: Focus of Energy

Many executives view multitasking as a necessity in the face of all the demands they juggle, but it actually undermines productivity. Distractions are costly: A temporary shift in attention from one task to another – stopping to answer an e-mail or take a phone call, for instance – increases the amount of time necessary to finish the primary task by as much as 25%, a phenomenon known as "switching time." It's far more efficient to fully focus for 90 to 120 minutes, take a true break, and then fully focus on the next activity. We refer to these work periods as "ultradian sprints."

### Fully Fueled in 5 Steps

The greatest untapped resource in your organization is what's happening inside your people. How they feel powerfully predicts their level of agility, resilience, and openness to new ideas, as well as their focus, perseverance, and well-being. Using our 5-step Entrepreneurial Energy Methodology, we help you build the capacity to drive sustainable growth in your business (Figure 2).

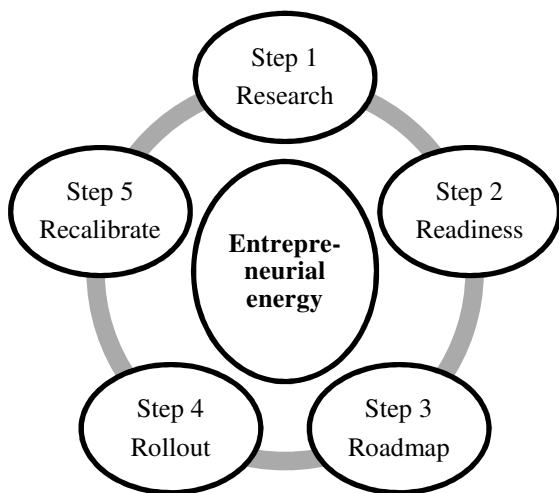


Figure 2 – Entrepreneurial energy methodology in project

1. Research. Analyze evidence of performance challenges.
2. Readiness. Clarify envisioned state of sustainable high performance.
3. Roadmap. Chart the course to sustainable high performance.
4. Rollout. Deploy course of action, measuring impact early and often.
5. Recalibrate. Use evidence to modify course of action.

### Conclusions

The work was set structure of emotional intelligence, which consists of the following components:

- Identification and expression of emotions;
- The regulation of emotions;
- The use of emotions.

Under the term "entrepreneurial energy" we will understand the activity and leadership of the organization's leadership in the implementation of projects and development programs within the organizations. And determined structure of Entrepreneurial energy methodology in project.

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**ВЗАИМОСВЯЗЬ МЕЖДУ ЭМОЦИОНАЛЬНЫМ ИНТЕЛЛЕКТОМ  
И ПРЕДПРИНИМАТЕЛЬСКОЙ ЭНЕРГИЕЙ**

**Аннотация.** Согласно многочисленным исследованиям, для профессиональной деятельности руководителей характерен эмоциональный стресс, вызванный высокой степенью ответственности, интенсивными межличностными отношениями. Возможность увеличить потенциал менеджера проекта за счет развития эмоционального интеллекта открывает новые перспективы инновационного развития бизнес-сообщества в целом. Рассмотрен эмоциональный интеллект руководителя проекта и его структура. Определено понятие «предпринимательская энергия» и «предпринимательский потенциал». Установлена взаимосвязь между эмоциональным интеллектом и предпринимательской энергией на стадии запуска проекта. Предпринимательская энергетическая методология в проекте состоит из следующих частей: исследование (анализ проблем с производительностью); готовность (уточнить предполагаемое состояние устойчивой высокой производительности); дорожная карта (график курса к устойчивой высокой производительности); составление (рассмотрение курса действий, измерение воздействия рано и часто); перекалибровка (использование данных, чтобы изменить курс действий).

**Ключевые слова:** эмоциональный интеллект (EQ); предпринимательская энергия; предпринимательский потенциал; эмоции; лидерство; управление

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**ВЗАЄМОЗВ'ЯЗОК МІЖ ЕМОЦІЙНИМ ІНТЕЛЕКТОМ ТА ПІДПРИЄМНИЦЬКОЮ ЕНЕРГІЄЮ**

**Анотація.** Згідно численних досліджень, для професійної діяльності керівників характерним є емоційний стрес, викликаний високим ступенем відповідальності, інтенсивними міжособистими стосунками. Можливість підвищення потенціалу менеджера проекту за рахунок розвитку емоційного інтелекту відкриває нові перспективи інноваційного розвитку бізнес-співтовариства в цілому. Розглянуто емоційний інтелект керівника проекту і його структура. Визначено поняття "підприємницька енергія" і "підприємницький потенціал". Встановлено взаємозв'язок між емоційним інтелектом і підприємницькою енергією на стадії запуску проекту. Підприємницька енергетична методологія в проекті складається з таких складових частин: дослідження (аналіз проблем з продуктивністю); готовність (з'ясувати передбачуваний стан стійкої високої продуктивності); дорожня карта (графік курсу до стійкої високої продуктивності); складання (розгляд курсу дій, вимір дії рано і часто); перекалибрування (використання даних, щоб змінити курс дій).

**Ключові слова:** емоційний інтелект (EQ); підприємницька енергія; підприємницький потенціал; емоції; лидерство; управління

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