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INSPIRING LEADERSHIP AS A PRACTICAL IMPLEMENTATION OF EMOTIONAL INTELLIGENCE

In this article it is assumed that leadership of nowadays contains a mix of techniques that usually appeal to person's emotions. Emotional intelligence, as well as a social one – makes up a successful leader of a modern business, profit or non-profit organization. The synergy of bringing together both traditional intelligence researches and renowned leadership skills shows how multiple forms of intelligence impact leadership; it has important implications for forthcoming studies and the practice of organizational, social and political leadership.

Keywords: emotional intelligence, charisma, constructive criticism, resonant leadership, enthusiasm.

Introduction. In the modern management practices, the first thing to consider is that using the latest results in neuroscience, behavioral, organizational and psychological research, we can inevitably understand the theory, research, and experience of the positive emotional attractor that is an essential beginning to sustained, desired change for individuals, teams, organizations and communities that could lead to a long-term success.

The latest research and published works analysis. A number of works worldwide focus on the issue of leadership as modern day organizations are fraught with changes and challenges, including constantly evolving technology and marketplaces, diversity, bullying, political and industrial reforms and regulations. That is why emotions have always played a central role in workplace research [1].

Recently unsolved aspects of the problem. The modern workplace is changing. As businesses seek innovative solutions to a challenging economic environment, companies are trying different approaches to increase productivity, engage workers and encourage growth. That is why the traditional leadership style of top down management is slowly evolving into a collaborative approach that empowers employees and blurs the lines between boss and worker. There is a need for the new, modern leadership approaches that would appeal to emotions, and therefore encourage workers for a better performance.

In this article it is studied that charismatic leaders should be essentially very skilled communicators – individuals who are both verbally eloquent, but also able to communicate to followers on a deep, emotional level. They are able to articulate a compelling or captivating vision, and, what is more important – they are able to arouse strong inner feelings in their followers (subordinates).

Relevance of research. The study focuses on the personal traits, tendencies, attributes, and values of leaders and the knowledge, intellectual competence, essential for a leadership to effect the workers' performance.

The novelty of the research. The nature of a today's collaborative environment in any profit or non-profit organization means that leaders and team members are equally valued and work closely together on a daily basis. This gives the opportunity for immediate feedback, praise and constructive criticism. A collaborative environment is nurturing and offers the opportunity to share knowledge and educate

members on an ongoing basis. Collaborative leaders often share their knowledge and experience by offering ongoing personalized coaching, help and support to other team members.

The key material statement. To begin with, most of us have experienced a great leader some time in the past (and it doesn't depend where). This experience may somehow provided a model of a great leadership.

Thus, we can say that it is all about the relationship between the leader and the people around him/her. The best leaders build or rebuild resonant relationships. These are the relationships in which the leader is in tune with or in sync with the people surrounding him.

It is interesting to ask: what is the kind of a leadership that excites us and make us wanting to bring our best performance up? Well, outstanding leaders know that the the main tune of leadership is emotions. And that people who are really good at leadership are able to help inspire, and help us manage our emotions in the process.

On the other hand, 60 years of research and social psychology has made it clear that a successful leader don't convince people of things by rational arguments. He tries convince them by emotional argument, appeal to something important, vital, valuable, and then he may use rational arguments afterwards to make up to rational explanation.

The thing to consider is that emotional intelligence, hope, mindfulness, and compassion help a person reverse the damage of chronic stress and build great leadership relationships. The positive and negative emotional attractors inspire sustained, desired change and learning at many levels, for example working in office.

Have you ever consider that great leaders move us through our emotions? They use emotional intelligence. They establish a deep emotional connection with others called resonance. Their own levels of emotional intelligence allow them to create and nurture these resonant relationships. They use their EI as a path to resonant leadership through mindfulness, hope, compassion, and playfulness. Unfortunately, most people in leadership and helping positions (i.e., doctors, teachers, coaches, etc.) lose their effectiveness over time because of the cumulative damage from chronic stress. But humans can renew themselves, neurologically, hormonally, and emotionally.

Based on decades of research of emotional intelligence competencies and longitudinal studies of their development, we can examine resonance and develop «resonant leadership» capability, emotional intelligence, and the experiences of mindfulness, hope, and compassion.

And what is more. Leadership is a relational process in which the leader is inclusive, empowering, purposeful, supportive, always ready to help, ethical, and process-oriented.

As a matter of fact, the three basic principles of leadership are: knowing, being, doing [3].

Knowing – yourself, how change occurs, and how others view things differently than you do.

Being – ethical, principled, open, helpful, caring, and inclusive.

Doing – in socially responsible ways, consistently and congruently, as a participant in a community and on your commitments and passions.

Think of people who you most admire. They can be from business, social media, politics, technology, the sciences, any field. Now ask yourself why you admire them. The chances are high that your admiration is based on more than their accomplishments, impressive as those may be. I'll bet that everyone on your list reaches you on the *emotional* level.

This ability to reach people in a way that transcends the intellectual and rational is the mark of a great leader. They all have it. They inspire us. It's as simple as that. And when we're inspired we tap into our best selves and deliver an amazing work.

So, can this ability – to touch and inspire people – be learned? No and yes. The truth is that not everyone can lead, and there is no substitute for natural talent. Honestly, I'm more convinced of this now – I'm in reality about the world of work and employee engagement. But for those who fall somewhat short of being a natural born star (which is pretty much many of us), leadership skills can be acquired, honed and perfected. And when this happens your chances of engaging your talent increases from the time they walk into your culture.

Now, let's take a look at tools that allow for a (manager's) talent to shine while working [4]:

- emotional intelligence.

Great leaders understand empathy, and have the ability to read people's (sometimes unconscious, often unstated) needs and desires. This allows them to speak to these needs and, when at all possible, to fulfill them. When people feel they understood and empathized something, their respond period and a bond is formed.

- continuous learning.

Curiosity and an insatiable desire to always do better is the mark of great leaders. They are rarely satisfied with the status quo, and welcome new knowledge and fresh (even if challenging) input. It's all about investing in yourself.

- contextualizing.

Great leaders respond to each challenge with a fresh eye. They know what worked in one situation may be useless in another. Before a leader acts, he makes sure he understands the specifics of the situation and tailors his actions accordingly.

- letting go.

Too many people think leadership is about control. In fact, great leaders inspire and then get out of the way. They know that talented people don't need or want hovering managers. Leadership is about influence, guidance, and support, not control.

- honesty.

Not a week goes by that we don't hear about a so-called leader losing credibility because he or she was dishonest. Often this is because of pressure to try and «measure up» and it's not coming from a place of being real – often this relates to fear of not being accepted for your true self. We live in age of extraordinary transparency, which is reason enough to always be true to your core – your mission will be revealed, your motivations will show by your behaviors. It's an issue that sets an example and elevates an organization. If managers have a reputation for honesty, it will be a lot easier to deliver bad news and face tough any challenges. To sum up, they are then inspiring people from their heart.

- kindness and respect.

Nice leaders don't finish the last ones. They finish first again and again. Ignorance and arrogance are leadership killers. They're also a mark of insecurity. Treating everyone with a basic level respect is an absolute trait of leadership. And kindness is the gift that keeps on giving back. Of course, there will be people who prove they don't deserve respect and they must be dealt with. But that job will be made much easier, and will have far less impact on an organization, if a manager has a reputation for kindness, honesty and respect.

- collaboration.

People's jobs and careers are integral to their lives. The more your organization can make them a partner, the more they will deliver amazing results. This means, to the greatest extent possible, communicating your organization's strategies, goals and challenges. This builds buy-in, and again is a mark of respect. People won't be blindsided (which is a workplace culture killer) by setbacks if they're in the loop.

- partnering with people.

People's careers are a big part of their lives. That seems like a no-brainer, but leaders should have it front and center at all times. Finding out what employees' career goals are and then doing everything to help them reach them- that is the key point. Even if it means they will eventually leave the organization. Such kind of a leader will gain happy, productive employees who will work with passion and commitment.

Another consideration is that leadership is both an art and a science. These tools are guidelines, not exact rules. Everyone has to develop his or her own individual leadership style. Make these tools a part of your arsenal and use them well as you strive to reach people on an emotional level. Be human – it matters.

Have you ever thought about what leads to a company's success? In my view, a good leadership is authentic leadership. When you align the best interests of your company with the best interests of your workforce, you are generating more than employee loyalty. You generate customer's loyalty as well.

Secondly, good leadership wants its workforce to win. When you create a company culture that puts your people and their performance first, that will drive the best outcome for your business.

Thirdly, a good leadership inspires its workforce to be happy. When your people are happy, they feel more capable, more confident, and more creative. They'll transmit that into their communications and interactions, advancing the business and driving innovation. Confidence, as many of us in HR see all the time, is contagious. It imbues collaborations with more positive outcomes, and ultimately inspires customer confidence.

Also, good leadership means real collaboration. A recent piece research in Harvard Business Review focused on what defines truly collaborative leadership, and that is: facilitating constructive interpersonal connections and activities between heterogeneous groups to achieve shared goals. It is proactive and purpose-driven. What is more, it is also continuous. Collaborative leadership is a perpetual learning process, adapting and growing with every new hire, new promotion, new goal.

Notably, personally I believe that good leadership focuses on people, not numbers. It may sound like a cliché, but in the face of a profoundly changing world of work, it's more important than ever. Regardless of data, regardless of technology, you simply can't have an optimally performing organization without a genuine, people-centric, human relationship between leadership and workforce.

It is important to note that both in large companies as well as startups, it has been concluded the positive impact of the entrepreneurial inspiring leadership, based on emotional intelligence, which highlights [2]:

- total focus on delivering to the customer.

Every startup team member is close to the customer front lines, so they see how every function does or does not add value to the service they give to the customer. People in larger organizations move away from day-to-day contact with

the end customer, and focus becomes company internal and isolated.

– optimizing risk, not minimizing it.

Calculated risks must be taken to enable change, to improve, and meet new customer needs. Minimizing risk will eventually cause any company to fail. Mistakes will happen, so the objective should not be to eliminate all mistakes, but to catch them before they create disasters, and become repeatable.

– constantly being creative and innovative to get better.

Mature organizations forget that change is an opportunity, not a threat. Yet nothing stands still. Change allows to be push the limits in response, to improve their opportunity for personal growth, improve the company competitive position and odds for long-term success.

– taking personal responsibility for organizational results.

The attitude that creeps into big companies is that individual employees have no results responsibility outside their own objectives. This causes company-wide inefficiency, poor communication, and poor alignment, and also tends to reduce the effectiveness of every individual leader.

– understanding the wider picture.

To get individual and team performance to the highest level, everyone has to be committed to the organization's vision, values, and strategy, just as much as their personal objectives. An attitude of no responsibility outside of individual objectives is almost always detrimental to the company.

– keeping things simple.

Over time, people in large organizations tend to make things more complicated than they need to be. This may be to impress others with their expertise, or their desire to minimize risk. Entrepreneurial leaders know that complexity actually increases risk, as well as mistakes, and ultimately reduces customer satisfaction.

– inspiring people around you with a clear vision and target.

People need a customer-driven vision and some form of end destination to give meaning to why they do things, and engages them beyond their internal view. They also need step-by-step targets to help them visualize the journey to that destination, and see that it's possible to achieve it.

In effect, large organizations need entrepreneurial leadership and thinking just as much as startups. The challenge to build and maintain this perspective is the same everywhere. It has to start with leadership from the top, hiring people with the right skills, giving them the right training and tools, and motivating them with the right leadership objectives, compensation, and growth opportunities as well as giving them an emotional support.

Conclusion. All in all, this paper suggests that feelings (moods and emotions) play a central, vital role in the leadership process. More specifically, it is proposed that emotional intelligence, the ability to understand and manage moods and emotions in the self and others, contributes to effective leadership in organizations. What is more, this paper also suggests other ways of inspiring leadership.

So, the four major aspects of emotional intelligence can be named as: the appraisal and expression of emotion, the use of emotion to enhance cognitive processes and decision making, knowledge about emotions, and management of emotions. Then, emotional intelligence contributes to effective leadership by focusing on five essential elements of leader effectiveness: development of collective goals and objectives; instilling in others an appreciation of the importance of work activities; generating and maintaining enthusiasm, confidence, optimism, cooperation, and trust; encouraging flexibility in decision making and change; and establishing and maintaining a meaningful identity for an organization.

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Новак Валентина, Зарубінська Ірина, Малиновська Людмила НАДИХАЮЧЕ ЛІДЕРСТВО ЯК ПРАКТИЧНА ІМПЛЕМЕНТАЦІЯ ЕМОЦІЙНОГО ІНТЕЛЕКТУ

У статті обґрунтовуються висновки про те, що лідерство як менеджерська здібність сьогодні включає в себе сукупність методів, спрямованих на емоції, почуття, переживання людини (підлеглого). Доведено, що вміння враховувати емоційний та соціальний стан працівника (емоційний інтелект) є запорукою успішного лідера сучасного бізнесу, будь-якої комерційної чи некомерційної організації. Синергія традиційних досліджень і досвід практичних лідерських навичок показує, як різні форми емоційного впливу відбиваються на результатах роботи організації. Зроблено висновки щодо напрямів подальших досліджень і практик використання засобів емоційного впливу на підлеглих у організаційному, соціальному та політичному керівництві.

Ключові слова: емоційний інтелект, харизма, конструктивна критика, «резонантне» лідерство, ентузіазм.

Новак Валентина, Зарубинская Ирина, Малиновская Людмила ВДОХНОВЛЯЮЩЕЕ ЛИДЕРСТВО КАК ПРАКТИЧЕСКАЯ ИМПЛЕМЕНТАЦИЯ ЭМОЦИОНАЛЬНОГО ИНТЕЛЛЕКТА

В статье обосновываются выводы о том, что лидерство как менеджерская способность сегодня включает в себя совокупность методов, направленных на эмоции, чувства, переживания человека (подчиненного). Доказано, что умение учитывать эмоциональный и социальный статус работника (эмоциональный интеллект) является залогом успешного лидера современного бизнеса, любой коммерческой или некоммерческой организации. Синергия традиционных исследований и опыт практических лидерских навыков показывает, как различные формы эмоционального влияния отражаются на результатах работы организации. Сделаны выводы относительно направлений дальнейших исследований и практик использования средств эмоционального воздействия на подчиненных в организационном, социальном и политическом руководстве.

Ключевые слова: эмоциональный интеллект, харизма, конструктивная критика, «резонантное» лидерство, энтузиазм.