



Leadership and Emotional Intelligence, Skills of a Visionary Leader

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ABSTRACT

This article is a documentary review and its main objective is to investigate the type of leadership exercised today, related to emotional intelligence. Both qualities are important in the management of different types of organizations and focus on attitudes as human beings. On the other hand, during the pandemic many challenges were reflected that put to the test the daily actions both personal and labor. In addition, it is highlighted that as leaders in such a changing and dynamic market, it is essential to be attentive to the trends that tend to achieve the objectives in a human way and with results led directly to financial profitability and labor productivity. Interpersonal and intrapersonal skills become a priority tool at the moment of putting into practice as leaders, all the alternatives that can be used at any given moment and in this way achieve that organizational goals are as aligned as possible to personal goals.

Keywords: Leadership, Emotional Intelligence, Skills.

1. Introduction

In today's business world, so dynamic, competitive and full of changes, it is essential to opt for the application of the mix between soft and hard skills, as a synergy that allows to have a broader vision of the context within which the leaders of the organizations move and that make them develop attitudes and aptitudes beyond the conceptualization that may be required at a given time.

Gonzalez et al "It could be said that leadership is a dynamic and working relationship, built over time, consisting of an exchange between leader and follower in which leadership is a resource embedded in the situation, to provide guidance towards the achievement of objectives; leadership is an ongoing transaction between a person in a position of authority and the social environment".

In this sense, it is essential to resort to tools that combine both the emotional development and the formative scheme of concepts necessary as a starting point to develop parameters and ideas that lead to the expected results from the drafting of short and long term objectives.

It is important to emphasize that as leaders, the most important company we manage is ourselves, since regardless of the management or the probability of success or failure, it is a company that will follow us until the end of our lives. Hence the importance of knowing ourselves and first achieving self-empathy, to then generate that emotional reflection in other people.

2. Theoretical Framework

Intelligence refers to the capacity to elaborate and manipulate representations. According to what is defined by the Dictionary of the Royal Spanish Academy, intelligence can be described as the capacity to solve problems, as well as skill, ability and experience; likewise, intelligence includes the capacity to understand or comprehend. For (Castelló Tarrida & Cano Autet, 2011), "if behind the word intelligence we add some kind of qualifier, we would be indicating the concept of emotional intelligence. This would be defined as the ability to perceive and control one's own feelings and to know how to interpret those of others" (p.7).

For Goleman, emotional intelligence is subdivided into four domains: self-awareness, social, self-management and relationship management. According to (Goleman, 2018), "self-awareness enables empathy and self-management and, the proper combination of the latter two enables effective relationship management" (p.3). Sadly, self-awareness is often not given the importance it deserves in the world of work, because if we do not understand our own emotions, we will not understand the emotions of others. Those who are capable of understanding their inner self are the leaders who are able to understand that their feelings also affect their work environment.

Likewise, there are many benefits of self-knowledge, among them empathy, which is demonstrated as long as one knows oneself and one's feelings, and for it to work, social awareness must be taken into account. "The emotionally intelligent leader will have, in addition, listening skills, integrated within empathy and thanks to this will be able to a greater or lesser extent to discover the emotional links through which to channel resonance" (Goleman, 2018). In this way, if one has the capacity to manage relationships, it will have an impact on the feeling itself.

3. Methodology

The methodology used for the development of this study is of documentary type, since a bibliographic analysis will be made about the studies carried out on leadership and emotional intelligence, in which the authors give their point of view and this will be taken to make known the different concepts that are held on the subject, making a review of such research.

4. Results

4.1. Leadership and the COVID pandemic - 19.

Modern and conscious companies have been having a growing interest in improving not only productivity but also the psychological and emotional conditions of their employees, with the aim of obtaining results based on a human premise of work, since human capital is the most important asset we have and therefore it is essential to find mechanisms that contribute to the welfare from the business point of view.

For this reason, in recent years special relevance has been given to topics involving Emotional Intelligence, because we have realized that before events such as COVID - 19 it is essential to prioritize among many other things, the psychological environment that the collaborators have, because not only their technical and conceptual skills are important, but also their interpersonal and intrapersonal skills.

(Álvarez - Silva, Guarín - Rivera, & Bermeo - Giraldo, 2020) al "Thus, the cultural differences of work in each company condition the use of multiple tools and equipment to perform the same function; in addition, each company continues to work independently noting a division among leaders, which generates administrative disorder".

However, in different organizational and work environments, due to the concentration of different personalities and roles that each human being represents, discord, problems, gossip, misunderstandings and other situations are generated, which affect the functions that a true leader performs, are affected and the ideal synergy is not achieved between the initial expectations for the achievement of the objectives and the real path that must be followed with parameters and procedures prepared with an optimal and developed level of awareness.

In times of crisis, it is essential to adopt a serenity that allows to see the situation from a higher point of view as Jaén & Cortés states "Control the chaos. In a crisis of this magnitude, a poorly managed work environment can quickly generate chaos including stress and fear. The leader must take control, which could involve demonstrating the ability to delegate tasks, distribute the work fairly, make everyone involved focused and determined to complete the task at hand, with clear objectives". In this sense, emotional management becomes a fundamental factor when handling situations of uncertainty and others that arise every day in business and organizational tasks.

4.2 Leadership and academia.

Leadership must be a fundamental part in the formation and orientation of students, for this reason it is required that from the first years of study, subjects, chairs and others are implemented, which allow this fundamental skill of today, to be developed in a gradual and exponential way, thus contributing to the different situations that may arise at a given time, can be addressed, solved or managed in a suitable way for all actors or related audiences of interest. From the academy, regardless of the grade or course in which the student is, it should also encourage or strengthen activities with a focus on social projection, so that the impact of the actions of leadership and emotional intelligence have a common benefit and not a particular one.

According to Miranda in Cruz "It constitutes an answer with relevance, as Miranda (2014) states, Higher Education from socio-training constitutes an answer with relevance to the social task, it is a subject of reflection of all university institutions due to the fact that for a long time professionals have been trained focused on contents, encyclopedists who are little or not prepared to face a labor and professional practice".

The leader's function consists of carrying out a business vision that is exposed and aligned with personal objectives, within which it is essential to have a team of collaborators with a human sensitivity, who can ensure that the higher purpose is achieved based on a defined axiological framework, coherent and that transmits confidence in the long term.

4.3 What is emotional intelligence?

When we talk about emotional intelligence, what we are referring to is the ability to manage one's own emotions and the relationship with others, to develop the capacity to cultivate a good internal relationship with oneself and to achieve empathy in the daily coexistence with the environment.

On the other hand, emotional intelligence has a positive impact on the achievement of objectives, hence authors such as Harrison (1997) state that emotional intelligence is at the core of the development of competitive advantages in organizations.

Emotional intelligence is part of the value chain in companies and is shown as an important competitive advantage at the time of being exposed to customers, consumers, users, etc.

Good treatment, good service, support, guarantee, empathetic and assertive communication, active listening, motivation, among others, make the leader have a clear direction for the achievement of goals, without forgetting that employees are human beings who think and feel and therefore close relationships are the key to achieve a successful organizational development hand in hand with personal growth.

"It is only in recent years that there has been a growing interest in the study of emotional intelligence by companies" (Fineman, 1997). This is why the value proposition that organizations expose today, should be reflected in the genuine interest in developing empathic practices that go in favor of the general welfare of employees.

The development of emotional intelligence is a virtue that is increasingly fundamental not only in the world of social relations, but also in the labor and business world, reflected in the importance of knowing and inquiring about the emotions of the collaborating team. Understanding this, goes beyond any natural context, because it is to identify to some extent, taking into account the sensitivity and resilience in times of crisis or misfortune.

We are all human beings and we feel emotions, we live and experience, we secrete the same chemicals and in one way or another we are interconnected and interrelated, for this reason it is essential, in the first instance to know about these issues and then implement strategies based on empathetic and assertive communication, as a first starting point for the processes not only organizational but also personal, have a balanced direction and all parties involved can strive for the achievement of joint goals based on teamwork, cooperation, productivity, profitability, among others.

4.4 Interpersonal and intrapersonal leadership skills.

"Interpersonal intelligence is the ability to understand others and interact effectively with them" (Gardner, 2016). It includes sensitivity to facial expressions, voice, gestures and postures, and the ability to respond. Present in actors, politicians, good salespeople and successful teachers, among others. On the other hand, intrapersonal intelligence is the ability to build an accurate perception of oneself and to organize and direct one's own life. It includes self-discipline, self-understanding and self-esteem (Gardner, 2016).

Likewise, the theory of emotional intelligence and its main advocate and exponent is Daniel Goleman, this psychologist-journalist, raises the classic discussion between cognition and emotion in a new way. He states that emotional competencies can be learned, that emotional intelligence can be learned by anyone, therefore, everyone can be intelligent.

For Goleman (2008), "the conception of emotional intelligence as a personality trait means that it is considered important for adapting to the environment and succeeding in life".

The balance of the different skills, both intrapersonal and interpersonal, determine the mental capacity and emotional intelligence quotient that a leader must combine to lead an empathic and transformational leadership with the achievement of results based on profitability and financial success of the organizations.

Therefore, according to Nájera in Weierter (1997), he argues that "the members of an organization react in a particular way to the charismatic personality of the leader or to the charismatic messages of the leader, but that the interpretation of this type of leadership depends at the same time on the personal attributes of each of the members of the group". The leader's role generates the synergy required so that, in moments of crisis, the attitude demonstrated by the leader is integral and communicative.

And finally, we can say that a leader must generate a good organizational structure that contributes to improve the quality of life of workers and to maintain a business unit. (Ortiz - Gutiérrez, Galindo - Henao, Valbuena - Rodríguez, Clavijo - Peña, & Duarte - Leguizamo, 2021).

5. Conclusions

With the passing of time and the dynamism that organizations are experiencing today, and even more so with the COVID-19 pandemic, it is essential that emotional intelligence is the axis on which all our actions are based, because through leadership we can inspire and transmit emotions that generate that the proposed guidelines go hand in hand with empathy and teamwork.

Social skills are the key to the relationships of the new business era and are the fundamental tool for setting organizations on the road to lasting profitability over time.

Transformational or inspirational leadership associated with emotional intelligence skills allows that to a certain degree the results in the company are coherent, although on the other hand it is necessary to present that personal balance between my behavior as a human being and my role as part of an economic entity.

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