

### CHARACTERISTICS OF EMOTIONAL INTELLIGENCE IN MANAGERS

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#### Abstract

This article provides feedback on the assessment of leadership style, describes the specific characteristics of emotional intelligence in a manager and various ways and methods of its analysis. It has been shown that emotional intelligence is one of the skills any effective leader needs and that these skills can be learned and strengthened at both the individual and team level.

**Keywords:** Emotion, creating resonance, neural basis of leadership, real self, ideal self, emotional stability.

#### Introduction

How effectively a leader manages emotions and uses them to achieve group goals depends on his level of emotional intelligence. The ability to create resonance is a sign of leaders with high emotional intelligence. Their passion and enthusiasm resonates with every member of the group. If people need to be taken seriously, the leader also needs the ability to take the position of other people and perceive their emotional mood. Thus, if an event causes general anger or deeply upsets the team (for example, a serious illness of a colleague), an emotionally wise leader will not only worry about everyone - he will also openly express his feelings. is enough. Such resonance enhances synchronicity, as does passion, because it creates a feeling that subordinates are not left behind by the attention and care of management.

Under the influence of a leader with high emotional intelligence, people achieve liberation. They share ideas, learn from each other, make decisions together and work together. Thus, a strong emotional bond appears, which helps them not to get lost even in the face of global changes and uncertainty. Perhaps most importantly, being emotionally connected to other people makes our work more meaningful. Everyone knows how wonderful it is to share exciting moments with someone: for example, the joy of successfully completing a task. These emotions can motivate people to do things that no one can do or even attempt to do alone. And a leader with high emotional intelligence knows what it takes to create that kind of connection. On the other hand, if the leader does not know how to evoke an emotional response, then people will do everything correctly, but mechanically - they will do the work, but not give their best. Without good warmth, a leader can lead, but he cannot lead. There are no birds in the world

that can fly with one wing. A talented leader must have both a heart and a head - we are talking about unity of feeling and thought. These two wings allow the leader to rise up.

Any leader needs a certain intelligence to master the specifics of current tasks and challenges. Of course, leaders with clear thinking, analytical and conceptual thinking will benefit more. We see intelligence and clear thinking as key qualities that pave the way for leadership. Entry without it is prohibited. However, intelligence alone does not make a person a leader. Leaders implement their vision by motivating, guiding, inspiring, listening, persuading, and most importantly, exciting. As Albert Einstein warned: "We must try not to make the mind our god. He certainly has strong muscles, but no personality. He cannot rule - he can only serve." On the one hand, the nervous systems responsible for intelligence and, on the other hand, emotions are separate but interrelated. You can show schematically how thoughts and feelings are connected, that is, you can show the neural basis of emotional leadership.

Although business culture often places a high value on intellect, our emotions are stronger than our intellect. It is known that learning is the main factor in the formation of new neural connections. When it comes to leadership development, emotional intelligence is required to effect changes in the nervous system because it works directly in the emotional centers. The scientists came to the following conclusion: "If a limbic connection has formed a certain neural structure, another limbic connection is needed to change it."

Opportunities to learn effective leadership skills begin in adolescence and continue into the early twenties. During this period, the brain, which is the last anatomically developing organ of the human body, forms the main mechanism of emotional habits. Young people who want to learn a certain subject or join a team or master the art of public speaking are building a neural foundation that will help them later and help them maintain a leadership position. If at a young age a person has little experience that allows him to acquire this or that leadership skill, this is not a problem - now a person needs motivation to acquire these skills. The brain's ability to form new connections lasts a lifetime.

It is only in adulthood that it takes more energy and strength to learn the lessons that were easily taught in early childhood, because these new realities have to fight hard with the patterns that are already ingrained in our brains. Thus, we have a two-fold task: we must destroy habits that do not suit us and replace them with new ones that are valuable to us. Therefore, high motivation plays a decisive role in the development of leadership qualities: to change a habit, it is necessary to work harder and longer than to learn something for the first time. Developing emotional intelligence is possible only with sincere desire and hard work. The process of personal growth and adaptation spans a lifetime. Let's name again the stages of the cycle in which people effectively change their "I":

- The first discovery. My ideal self: who do I want to be?
- The second discovery. My True Essence: Who Am I? What are my qualities and how does my true essence differ from the ideal?
- The third discovery. My Self-Improvement Program: How Can I develop my qualities by eliminating the gap between the real and the ideal me?
- The fourth discovery. Implementation of new methods bringing knowledge, new skills and working on them to the level of mastery.

• The fifth discovery. Building safe and trusting relationships with others makes all the difference.

Ideally, approaching a cherished image occurs through awareness of the divide between the ideal and the real a sudden discovery that not only stimulates self-awareness, but also awakens a desire for change. will shoot. If leaders with emotional intelligence use effective leadership styles and instill in organizations norms that promote healthy, productive work relationships instead of styles that instill fear and cynicism, they will create a new source of strength - the organization's they can open their collective energy. In order to achieve the implementation of any business strategy, they live in a positive mindset, strive to form an inspiring mission and give people a sense of emotional significance of their work.

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