

## THE NEW LEADERSHIP TREND - USING THE RIGHT HEMISPHERE FOR BUSINESS ADMINISTRATION

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### Abstract

Efficiency, productivity and flexibility are characteristics necessary for a business to evolve in digital society today. To increase the productivity of a business is required mainly to invest in human capital. In this context, promotion of personal development and various types of intelligences for leader are essential. Being emotional intelligent imply using your right hemisphere in decision making process. The paper bring into discussion a new type of leadership based on the right hemisphere that can ensure sustainability in business. This paper is part of a descriptive research on the subject of emotional intelligence at workplace. Regarding the research method, it was used sociological survey and the tool used was questionnaire. The research hypothesis is that people with high emotional intelligence have leadership potential. The conclusions of the paper point out that skills and attitudes of interpersonal communication, nonverbal communication, empathy and active listening which are features of emotional intelligence enhance the ability to develop leadership potential.

**Keywords:** leadership, emotional intelligence, sustainable business, human capital

**JEL Classification:** M10, L20

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### Introduction

How can a leader be effective? The priority of any human being is to fulfill his needs according to the Maslow's pyramid, starting from the basic needs related to survival up to the needs of self-esteem, recognition, and self-fulfillment.

On this logical approach, an effective leader is the one that can lead the group and be recognized by his followers. In business, they help the organization to survive, develop and grow. At the same time the leader should be a good servant. Regarding relationship between leaders and followers, the second ones can recognize by intuition if the leader can serve the humanity and not only the business.

Therefore, the leader style and intelligences – intellectual, emotional, spiritual - are important in business administration, because the leader by his attitude and behavior set the organization's values and reflects the image of it on the market (Nita, 2014).

Nowadays we do not relate to organization only as a classic concept that use specific tools, but we speak more and more about smart organizations. This is seen as a transition from learning organization to an organization that is able to adapt to a more and more competitive business environment. (McGill and Slocum, 1993). For this kind of organization, the human capital strategy reflects on various aspect about how they attract managers, recruit, assess and hire them or how they develop their own managers (Gallup, 2015, p. 9). This type of organization provides a clear understanding of its vision, spreading a mind-set and creates a culture that keep people focus.

There are different approach on growing or hiring a manager, because a great front-line employee is not necessarily going to be a great manager, while a great manager is not necessarily going to be a great leader (Solomon, 2016). Each of these roles requires a different set of aptitudes, skills and competencies (Gallup, 2015, p. 9).

The international company Gallup (2015, p.12) finds that great managers are able to motivate every single employee to take action, are characterised with assertiveness in order to drive outcomes and are able to build relationships that create trust, dialogue and transparency.

### **Human capital**

Organizations can develop integrated human capital strategies based on highly important elements in order to achieve the highest levels of performance by investing in their strongest asset — their people. And when those people get the opportunity to refine and lead with their strengths, they learn faster, work harder, advance further and stay longer, according to Gallup (2015, p. 41).

To develop the human capital and its performance, there must be taken into consideration two elements: the strength of a person and the time he spent on practicing and developing skills in order to achieve new competencies. From all the competencies considered mandatory for a good manager or leader, working on emotional competence is crucial for unlocking this potential.

### **Operation mode of the mind and types of intelligences**

Biology explain that the human brain has evolved from the reptilian brain to the limbic system, and after that to the neocortex.

The table below is designed to emphasize the human intelligence board, based on intellectual intelligence- IQ, emotional intelligence –EQ, and spiritual or quantum intelligence –SQ. It represents a personal approach on the book of Danah Zohar and Ian Marshall, “Spiritual Intelligence” and the purpose of this is to analyse in a comparative way if these three types of intelligences have similar characteristics and which are the advantages and disadvantages for this three ways of thinking. In addition to Zohar and Marshall the analysis is completed by relating to other theories of important Romanian academicians, such as Basarab Nicolescu (2008), Mircea Malita and Ovidiu Bojor, for a better understanding of concepts like transdisciplinarity, transcendence, levels of reality, and frequencies of the human mind.

**Table no. 1: Analysis of advantages and disadvantages for IQ, EQ and SQ**

No crt.	Type of intelligence	Characteristics	Advantages	Disadvantages
1	Intellectual intelligence	Thinking as a serial – logical process, based on algorithms	Accuracy, precision,	strictly does not allow ambiguities; it works only within predefined algorithm
2	Emotional Intelligence	Associative thinking, link between different emotions, link between emotions and sensations, link between emotion and environment	Uses experience in order to learn and develop, is more flexible than IQ thinking.	Less precise than serial thinking, less accuracy; Takes time to be learned; Dependent on environment.
3	Spiritual Intelligence	Unitive thinking. Based on Consciousness and awareness	Is a creative, intuitive thinking	A new way of thinking that includes and excludes at the same time IQ and EQ pattern because consciousness is linked to a transcendental experience and a new level of reality based on different frequencies. (see Romanian academicians Basarab Nicolescu, Mircea Malita, Ovidiu Bojor)

Source: adapted from Danah Zohar and Ian Marshall, *Spiritual intelligence*, 2009, Vellant Publishing House, pp. 15-83

Finkelstein and Hambrick (1996), argue that left-brain dominant individuals are more rational and tend to make good planners, while right-brain dominant individuals tend to make good managers or leaders as that the right hemisphere of the brain is responsible for processes like imagination, creativity, emotional response (Hellige, 1990). All these can be linked to an effective leadership that relies on the right hemisphere (Walmand, 2011).

**Leadership skills based on emotional intelligence**

Bass (1990) argues that leaders have to act as role models, to show high moral standards, and to inspire followers to identify with the leader.

The present research is part of a doctoral research regarding “Contributions to creating new patterns of behavior on training mentors and leaders. New approaches on leadership and the quantic intelligence”.

The instrument was designed to measure emotional intelligence among graduates of Public Administration Studies, the future leaders in public or private sector. It has 40 scales that represent: collaborative relationships at work (questions 1-10), responsibilities (questions 11-20) and stress management (questions 21-30), persuasion (questions 31-40). The questionnaire was adapted from Thomas J. Craughwell (2016) and was performed on a sample of 50 people, 28 female and 22 male with ages between 22 and 41.

Sex	Count of age
F	28
M	22

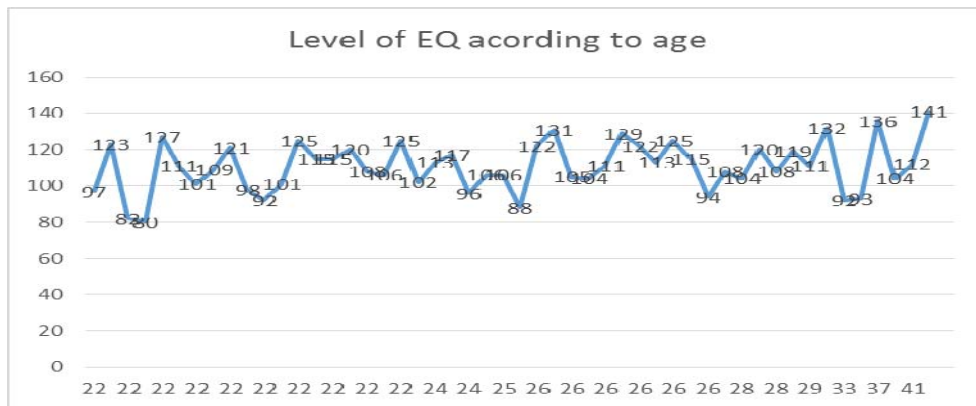


Figure no. 1: EQ score

According to the table above, the lowest score for Emotional Intelligence was 80, while the highest score was 141, with an average of 111, 41.

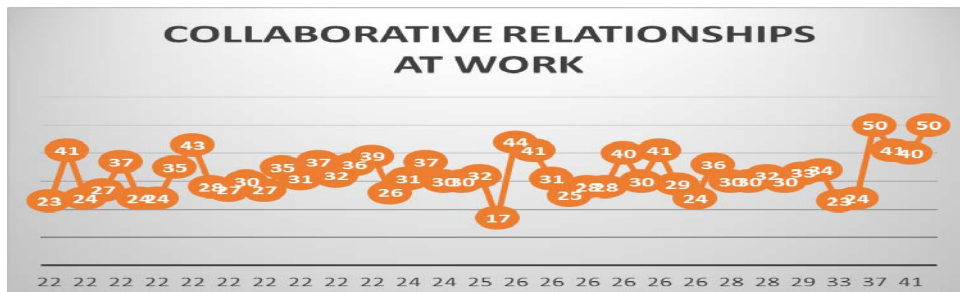


Figure no. 2: Total score regarding collaborative relationships at work

According to the graphic above only 2 persons reached the maximum score of 50 points.



Figure no. 3: Total score regarding assuming responsibilities

Only one subject out of 50 reached a maximum of 44 points.



Figure no. 4: Total score regarding stress management

According to this indicator only one subject reached a maximum of 46 points.



Figure no. 5: Total score regarding persuasion

Most of the students lack persuasiveness, only one person reached a score higher than 30 points.

**Tabel no. 2: The average score for each indicator**

	Collaborative relationships at work	Responsibilities	Stress management	Persuasion
Average	38, 25	21,18	32, 14	20, 06
Maximum	50	50	50	50

### Conclusions

Intellectual intelligence or Emotional Intelligence results cannot explain on their own the vastness of the human intelligence because they work on specific parameters related to frequencies. For example, Spiritual Intelligence manifest on a 40 Hz frequency, which indicate the presence of neuronal activity related to consciousness. Also this type of oscillations is found on the entire surface of the brain, covering the whole cortex.

Therefore, they need to be approached on a more complex and holistic integrative basis. These intelligences do not work independently, therefore a person don't possess only IQ or EQ, because the human mind can be seen as a holistic system where these intelligences interact and support each other, but the scores for IQ or EQ can be different.

The Emotional Intelligence test that have been applied for this group of graduates, shows that there is a potential to develop this type of intelligence further at the workplace. Emotional intelligence can be learned. Using it in an organization it makes a difference in terms of interpersonal relations at the workplace, a better stress management and decreasing resistance to change so common in organizations.

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