

THE ROLE OF EMOTIONAL INTELLIGENCE IN THE IMPLEMENTATION OF VISION

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Abstract: *Through the development of the level of efficiency, the military organizations aim at increasing social value, which, in turn, situate it in the top position among security institutions and therefore facilitates easier access to resources.*

By providing an image of the map, the leader's vision not only describes an organization's direction or objective, but also the means of achieving its way towards becoming a guide in planning and strategy implementation efficiency.

Specialists say that people, in general, and leaders, in particular, use two kinds of intelligence, one inherited/ fluid and the other crystallized and developed by education, but, in order to achieve success an addition is needed, namely, emotional intelligence.

Emotional intelligence, encompasses not only the degree of empathy between the leader and the recipient institutions (organization), but also how the leader will know to manage his/her conditions determined by the environment (friendly or hostile), context (favorable or unfavorable), and the questions raised.

Keywords: leadership, vision, emotional intelligence, efficiency, strategy.

Introduction

The transformations which society goes through is being debated more and more, moving from the industrial revolution, where the role of work and physical effort of man has been replaced by machines and tools and reaching the technological revolution, where the role of man (physical and intellectual) is replaced by computers. In this regard, it is noted that increasingly more people are looking to identify how cooperation can develop awareness and empathy, which, in turn, will help a rational society to move towards its goals by using cooperation.

The military organization is not exempted from changes, given that although its missions stay the same, social dynamics and technology challenge its posture.

The main objective of the military encompasses peacetime and wartime integration into a unitary performance of all forces participating in actions to defend the country representing Romania's fundamental interests.

The military forces are subordinated solely to the will of the people and has the fundamental mission of "... guaranteeing the independence and sovereignty of the state unity, territorial integrity and the constitutional democracy [1]"

In this regard, the military institution, must subordinate its functional framework to the political decision-makers and the way in which they project a country objective and how it is financially supported.

The mission of the military organization will be to rapidly connect to the transformations brought by the context

(political, economic, social, environmental and military) and to achieve an effective (given as much effort) and effective (given the price of victory) to guarantee state security by acting lethal or non-lethal, outside or within alliances or state borders. The vision of adaptation and permanent transformation of defense structures will be based on its permanence existence and, on the idea that society is an enthusiast supporter, conditional upon seeing measurable results in short time intervals. The society no longer supports long-running conflicts and it does not afford any singular power structure with a unique mission.

On the other hand, society calls for the effectiveness of actions, a concept that introduces a new variable in the effects-purpose formula, namely effort (expenses) made for achieving the planned effects (goals).

This concept allows the military institution to carry out a more nuanced appreciation of the results of an action. It is not the same if we get the expected effect with little effort or great efforts. A expensive victory is no longer supported as society developed efficiency expectations, both, in material resources (logistics) and in the value of life.

As some experts argue, the efficiency can be understood as a causal set to be interpreted as minimizing costs, sacrifices, losses, investments needed without neglecting the goal. But it may be expressed by also, using a more quantitative performance analysis, representing by the ratio between the useful costs and benefits.

To achieve this level of efficiency, given the alleged supplies of resources, military organization is oriented by its leaders, to adapt their permanent management structure and process (war and peace) to be in line with expectations.

I. Organizational vision.

Vision in literature, has a variety of definitions, including the idea of mental

image, of a road map for future orientation or terms that refer to aspects of direction or goal.

The vision serves as "an indicator that points the way for all those who need to understand what is the organization and the direction he intends to go [2]".

By providing image, vision or goal not only describes the direction of an organization, but also the means of achieving it became a practical guide in its work.

Seeley describes vision as a "mental construct oriented objectives and guiding people's behavior" [3].

For the military organization - this mental construct is rooted in the strategy or security project of the country, but also in how the o the way in which military partners and adversaries perceive future challenges to national security.

Map vision, even if related to resources, process steps and time is not real, but imaginary, in which the processes will take place in time, but some effects are only imagined and the effort will be evaluated (not real).

The process of institutional efficiency will not occur in a fixed frame, by stopping time and challenges, but rather in a context marked by volatility, uncertainty, complexity and ambiguity.

Social complexity (domestic and international), unpredictable behavior of state actors or non-state, the processes ambiguity (from peace to conflict and war) and the consistency of peace are elements that will require constant reframing of transformational vision.

Yet, the vision will remain a picture of the future that people should be willing to work, because it has convincingly (by necessity), has inspirational role (through qualitative change possible), motivates and engages (by emotion good).

People like stories with happy endings and more will be actors in the stories with the requirement that the end is predictable and the main character and narrator to be known.

Vision is at the same time, a force that gives meaning and purpose to the activities of any organization, because it is a compelling picture of the future that inspires conscious engagement process.

Military organization cannot be sighted outside the state and therefore very often, through its leaders, the country is challenging strategic project, pledging to raise awareness and resources for both, society and political decision-makers of the need to change.

Vision requested by the military organization brings to the attention of all, its image both in peacetime and in time of crisis or war. Such a final image should describe the potential necessary to achieve in peace time (fighting ability), but also the potential effects that may occur in case of crisis or conflict (violence management or defeat the opponent).

The vision will be the military leader descriptive picture of a transformation mechanism that must be maintained not only functional but also effective. This dual requirement is determined that the military institution cannot think of a qualitative transformation in the crossing of broken steps from reality, because there is no predictability of when the military organization will move from peace to the war.

Military vision is marked by idealism because it sets standards of excellence higher (relative to expectations of qualitative transformation) needed to achieve in an era marked both technical developments and access more easily to non-state actors on this resource.

Military vision talks about high-value idealistic targets that set out their military moral values of the military organization in which altruism, courage, self-sacrifice and moral baggage belonging to them.

In a world that often seems to have lost its way, vision's idealism develops not only quality standards but also feelings of belonging to the community organizational sentiments in conjunction with the assumption of collective responsibility

(people feel the need to be responsible party the system). In a volatile world (quantified by national expectations and emotions) the military organization comes with an antidote, proving that it is always concerned to protect the values and principles and is ready to make the ultimate sacrifice for these values to be protected.

Vision does not only project the ideals as the leader will not only assume the role of motivational element, but will design and define succinctly and successively the volume of material and human resources and time to be engaged on the way to goal.

Vision is not a strategy, it is not a business plan, but it cannot circumvent in its statements, the actors and the role they play, the scene where the action takes place, including scenery, which very often will be changed, and especially the public, that is ticket payer, which will be very careful to the final act.

Seeley says that "the leader needs to see not just how it would operate a new program or a new practice, but rather, how new sets of expectations, relationships, structures and responsibilities would fit in a whole coherent "[4].

II. Emotional intelligence as the source of vision.

It is well known that people use reason to work with concepts and find solutions to problems. A primitive mode of logic-operation is due to fluid intelligence whereas inherited and developed logic is promoted by crystallized intelligence, which is being acquired through education. We may think that the military institution as a social entity specific, set deliberately in a sufficient number of individuals who own statutes and meet defined roles, which seeks orderly realization of the purpose for which it was created, that of defending the interests State's national existence and operate only reason that individuals who compose it are deprived of deep feelings.

To prove the contrary requires a minimum reflection on the concept, showing that emotional intelligence is defined in

different terms, but the closest to reality is given by Thorndike who defined social intelligence (thinking of the emotional note) as "ability to understand and act intelligently in human relations" [5].

The military is mainly made up of people with different levels of education, with various positions of responsibility and decision, but the whole is responsible for the management of state violence. In this way those who are challenged to compose military institution before taking decisions affecting the safety or lives of their neighbors, to pass the thread of emotion to the reason (in the sense of understanding communities) and identify forms of preventive dialogue.

Emotional intelligence, intended to be developed in the military system, will not just track the degree of empathy between the leader and the recipient institution (organization) but also how the leader will know how to manage their conditions determined by the environment (which may be friendly or hostile) context (favorable or unfavorable) and the issues addressed (often undesirable to be addressed).

The military leader, committed visionary efficient organization will have to develop those mechanisms to ensure, the emotional framework in which individuals are motivated to make the effort to achieve the objective, are included in the team and are willing to pay or receive support tasks.

On the other hand, leaders must be prepared to create a favorable framework, within the entire institution, for the resources to pursue their calendar user, but also outside the institution for the company by policy makers to support this change.

Vision leader will be explained not only to the organization but also those with whom it cooperates and in this respect, as we underlined above, social volatility, ambiguity and uncertainty actors' behavior will influence the process of social evolution and transformation will require effort and emotional intelligence.

Daniel Goleman, psychologist, concerned with the study of the brain, creativity and behavior, has developed one of the scientific views on emotional intelligence, saying it has the following constructs: self-awareness (self-confidence), self-control (desire for truth, conscientiousness, adaptability, innovation), motivation (desire to conquer, dedication, initiative, optimism), empathy (understand each other, diversity, political capacity) and social skills (influence, communication, conflict management, leadership, establishing relationships, collaboration, teamwork ability) [6].

An empirical analysis of these constructs needs to be done, and starting from the idea that if the statement of vision does not require a big effort so emotional, implementing the vision certainly does.

Self-confidence of each individual is important, because by double dimensionality, it reflects two important elements, confidence and need for control. Growing confidence, both, in the leader and the subordinate will make the process of implementing an idea to rely on trust in professional knowledge, on a permanent responsibility of the person, and on the controlling feedback role and not on tutoring.

A high degree of self-esteem from the leader will bring more security to its behavior both, in the organization leadership and in the outside negotiations. Self-control, reflected by adaptability, is one of the most important personal traits, competing to success sharing, implementation and vision reframing. The importance of each frame in the process of reframing the vision, comes from the fact that framework, by definition, changes the signifier (i.e., exchange ideas, perceptions, intentions and even resizes shares) without cause and significant change (maintaining the main idea that change is not only necessary but possible).

In this respect it is necessary to note that a the need for vision reframing and the desirable effort to be done as to create a

new framework established (value, meaning and even paradigm) can have a major influence on how the organization perceive, interpret and react to new experiences, influences the degree to which.

The motivation must be understood through the process, which is represented by needs, ways, goals and the results of the first level include productivity and profit (positive) and / or poor quality of work and absenteeism (negative) and the second level, rewards or punishments.

Visionary leaders, convinced of the need for transformation, will seek to identify those forms of motivation that lead to the achievement of level one (positive) by ensuring that the organization's members to express their interest without the need to reward success.

Motivation developed by leaders, generally goes in the area's needs for personal development and career, and less in the immediate material benefits.

Empathy, as construct, aimed at the organization's ability to achieve the expectations of the transfer from the individual to the group and the leader for the organization.

Empathy with members of the organization will go not only to the emotional but also in the rational in knowledge and transferable knowledge, following the design of intellectual vision, to achieve a strong intellectual predisposition development, to arrive at a common denominator of understanding of the transformation process.

Conflict management skills will be mostly caused during the process of development of the organization, as the transformation process per se attracts permanent state of discomfort, anxiety and sometimes fears of the individual.

Uncertainties caused by adjacent context of high expectations of time will cause intra-personal and intra-organizational conflicts and the main participation in solving belongs to the leader.

III. Implementing the vision-the manifestation of emotional intelligence.

Implementation of vision is a comprehensive development strategy, followed by a comprehensive plan for its functioning.

If the strategy is a set of statements that define the expected outcomes of ways and methods used to meet expectations, and the means available to achieve them, the implementation plan will bring extra details for the use of human resources, time and space.

Implementing a vision involves a process of analysis, planning, organization, coordination and control, with the clear aim to streamline an entire transformation process.

The whole process is directly subordinate objectives prospective, quantitative and qualitative, (which covers all activities of the military organization), constituting an essential means to achieve them.

The leader is caused as a surveyor, tracing a route map mental organization and at the same time the user is called to be and the community he leads.

In relation to the size and diversity of the organization's, the leader will be challenged to achieve different degrees of accuracy for every detail of this map, and the path he chooses, will be simple at first but complicated as time passes.

When the leader develops the implementation of the vision he must fit the entire process military organization typology, because this is no profit and no one institution can determine its singular destiny.

The military institution is context-type organization and its own existence, which tries to balance the need to minimize the social risk and maximizes the results.

The solution for the development of the military organization is adopting a combination of effects of the present (training, participation in missions ongoing support of local authorities) while also developing and implementing new structural concepts or action.

Within these military organization, the center of gravity will be given by the aim of balancing between doing a good job (i.e. to keep the values of the institution, to respond to social expectations) and do what is right (a permanent connection to the transformations taking place in society but also in philosophy conflict).

It is understood that part of the organization tends to manifest conservative (cases related traditions, education, age), thus becoming an obstacle in the transformation, and another part will be in constant search of renewal (given by technological advances, education level, experience), thus becoming an element of progress and risk at the same time.

Awareness of the need for transformation will be achieved, however, in less time than other types of organizations considering the fact that the military organization has benefited from contextual adaptations fostered by military conflicts in which it has been involved or lessons learned from the institution's history.

The vision of transformation will be more easily shared and implemented, provided that the progressive items of the institution will be employed as vectors of action (to understand and transfer steps vision), making sure that the progressive side will play two roles: element of movement and mentor for the less progressive .

Knowledge of the structure, values, norms, principles and beliefs of members of the organization, the context in which it acted and acts, history successes and failures should be a core component for the analysis when the vision is created. More than anything, a leader who wants to have his vision succeed must think that the organization is in a certain frame of manifestation not because it lacks potential or that individuals are uninterested in progress, but that context was not planned and properly used and that leadership was not present at the good place and time.

In order to have a functional process, it is required to have a transformational leadership aimed at empathy with the

others, to determine the organization's members to participate subjectively, to put passion and dedication in everything we undertake, not only because it manifests a high level emotional level and a high degree of attention (good distribution thereof), but a low degree of predisposition to aggression and criticism.

Addressing a style base on being constructive, collaborative, supportive and engaging, transformational leadership will manage to gather energies cognitive and emotional in a real team, committed consciously in a joint effort towards a target level, provided that subordinates to reach a high situational awareness / context and requirements of effort and commitment.

Transformational leader must be aware that he should appeal to vein common professional knowledge, but that at the same time, knowing that it is necessary to work and reframing emotions and cognition, raising them to the level of present and real to the ideal virtual necessarily materialize. He must be both inspirational elements that are required to instill feelings of pride among individuals, using dialogue and motivational speeches to develop the morale of the organization and using their own behavior as to become an example of employment.

It is thus the need for a portrait that combines intellect with emotion and knowledge with empathy.

Psychologist Jack Block conducted a survey to identify the psychological profile, reflected in how people with high intelligence and low emotional intelligence behave and vice versa, emphasizing on what brings them closer or isolates them from society.

The psychological profile for a man of high intellectual quotient and emotional quotient less can be described as ambitious and productive, persistent, calm, unruffled about what concerns him because he thinks is right and not be vulnerable. This is predictable, you can see how it will behave referred to the situation, how will react in

different occupational and social contexts. He tends to be critical and without condescension, fastidious, difficult and inhibited, uneasy and embarrassed sexual and sensual experience, expressionless and detached, emotionally being stupid and unfriendly [7].

We see this typology has beheld a constructive part in the sense of rational predictability and employment, but, in the same time, it will bring the organization a climate of mistrust and suspicion, it will create an unfriendly atmosphere based on the low level of empathy.

This type of leader, even if necessary qualities imagining, designing a rational vision, will have difficulties in sharing and implementing the vision. These obstacles will be fostered by the poor capacity to foresee the environment in which the strategy will be implemented.

The psychological profile marked by a low degree of communion (friendship), inhibition and embarrassment (determinants of organizational communication) and high dose of criticism, might lead us to believe that such a leader is useless.

Recitals state that leaders educate us to think about ways to develop the skills of empathy and organizational communication.

Predictability of behavior energetic, ambitious, productive and persevering is what the organization wants the process of transformation, and empathy with the organization's staff and with the other institutions will be an unattainable goal more difficult, but not impossible.

The psychological profile of a man with skill or high coefficient of emotional intelligence (QE) is one that denotes possession social balance in relationships, a remarkable capacity to engage in problem solving other people can devote to good causes, is responsible in terms of social and moral side considers the circumstances in which it is involved. This guy is lovable and caring interpersonal relationships, has a rich emotional life,

nuanced about their own people, is comfortable with him and with others in the social world in which he lives. [8]

Here, then, that Goldman speaks about the degree of emotional intelligence, without giving more data on IQ, pointing out qualities like empathizing with the environment, which become the perfect environment for the implementation of a vision.

Thus, we see that the psychological profile of the man with high emotional intelligence quotient is expected in the implementation of a strategy to streamline its organization.

The psychological profile of a woman with a high emotional quotient (QE) presents traits of a person who tends to be positive, expressing direct, natural feelings, feeling good in her skin, thoughts about yourself positive. For her life has meaning and worth living to the fullest, it is a social being who expresses appropriate feelings and adapts well to stress, socially balanced, makes it easy meet new people, feel comfortable with him being facetious, playful, spontaneous, natural and sexually rarely feels anxious [9].

We note that there are significant gender differences, and if we follow the same route analytics, we find that this profile fits perfectly in the organizational transformations.

Instead of conclusions.

Without taking into consideration any risks of manipulation, we should reflect on what degree of balance is there needed between qualities of empathy and good communication and planning, organization, management and control of the business.

The social responsibility assumed by the leader does not question his character and even less his desire to build and implement a strategy to streamline its organization.

Intellectual capacity, the will, the desire, especially cognitive and emotional involvement, will be a core component of success.

Yet in a world seeking more excitement than cognition, they are looking for more post-truth and less in expressing the objective facts, there is a risk of losing track towards an emotional abuse more than allowed.

In this regard, I consider it a duty of honor for the leaders, and the leaders of the leaders and their teachers, to explain the role of emotional intelligence in the act of management and leadership and even more

to supervise as the ratio of the challenges of intellectual and emotional to be kept in equilibrium.

Moreover, I consider necessarily that military educational institutions put higher value on the education process having in mind that intellectual development is the skeleton of the construction while developing emotional intelligence can be seen as its muscles.

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