

REVIEW ARTICLE

Tools for quality management: balance and emotional intelligence

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Abstract: This article is a reflection, based on observations and readings of studies on quality management.

Keywords: quality management, emotional intelligence, balance

Resumen: Este artículo es una reflexión, sobre la base de las observaciones y las lecturas de los estudios sobre gestión de la calidad

Palabras clave: Gestión de la Calidad, la inteligencia emocional, el equilibrio

Introduction

The study of emotional intelligence advanced from works by such theorists as Gardner (1983), as well as Williams and Sternberg (1988), who proposed broader approaches to understanding intelligence per se. It was Salovey and Mayer (1990) who created the term "emotional intelligence" and included Gardner's Intrapersonal and interpersonal components in the concept. Goleman (1998) increased interest in emotional intelligence in the business arena by describing its importance as a requirement for successful business careers as well as a vital aspect for effective group performance. Emotional intelligence (EI) is the ability of a manager or employee to understand and manage both your own emotions, and those of the people you work with. People with a high degree of emotional intelligence usually know what they are feeling, essentially what this means, and how their emotions can affect other people with whom they interact.

For leaders, having emotional intelligence is vital for success.

Emotional intelligence is required for all managers, especially for professionals in executive positions responsible for major decisions, learning to listen and understand your employees, because it comes to management tools daily. It's like people leverage for better productivity (Coach). The interest of the employee (coachee) in the process of growth becomes a successful partnership.

In this context, they live in a society strained entrepreneurs live in seeking satisfactory results, and in most cases, there are conflicts backstage both individual and collective. These conflicts emerge in different situations depending on the combinations, but really what matters is the restoration of equilibrium relationships between people, as you can adjust what you want, what is allowed and what is done.

So what is believed and what we think is right, is that social values are accumulated during life in the family, in

society and what is perceived is not the reality.

Thus an entrepreneurial society does not come by chance, and will depend on the creation of an ecosystem, including the factors leading highly qualified people and businesses to create the best, most innovative and most efficient operation and survive and thrive ¹.

It is known that some managers have large capacity, and have good knowledge, but from the viewpoint of emotional intelligence, they generally are completely uncontrolled² and do as they wish, harming employees on the way, by either mistrusting them, micro-managing them or other aspects that are negative.

With this reasoning, emotional intelligence reflects the ability to reason about emotions, and use them in the thought process. It is understood and then it becomes a smart reflection on their behaviours, attitudes, mood swings and especially leads them not to act impulsively at the time of decision-making and decision taking, because this intelligence that emerges, and that is flawed, does so in especially difficult times.

In this situation, the manager should be the one who exercises his office wisely, seeking interaction and creating strategies to minimize clashes. It is also an and pressing and immediate need in completing tasks often due to the modalities of contracts undertaken. It seems that in the age of globalization man only lives by the levels of productivity or outputs that he delivers.

There are five main fundamentals of emotional intelligence including:

1. Self-awareness.
2. Self-regulation.
3. Motivation.
4. Empathy.
5. Social skills.

The more leaders' manage each of these areas, the higher their level of emotional intelligence.

Managers who have high levels of emotional intelligence are more able to understand the physical, mental, and social impact that negative emotions have on their bodies, minds, relationships with staff and other stakeholders, and ability to pursue and achieve their sought after goals. They are able to keep their own emotions in check so that their emotions support their activities and enhance their quality of life rather than break them down.

Continuing, we are satisfied with minimal when we know we can do as much if we think clearly and define goals to be achieved. We are also satisfied with any purchase, we want to be bigger than the other and most often are the worst, and we hear from time to time, rather than never before, bad or even worse with her without her.

Importantly, this thought and act, does not confer a quality management, because the competence and efficiency, not part of everyday life for everyone. The employee motivation, appreciation of their work, their self-esteem should be high, so there are no daily clashes.

We can say that the study of Emotional Intelligence allows us to extend the concept of what is traditionally regarded as intelligent, including the spectrum of intelligences and aspects related to emotions and feelings. Authors state that this area of research has contributed to critical reflections on the influence of emotions in clinical scenarios, educational, occupational and social ³⁻⁴.

It is necessary to emphasize that in speaking of the authors mentioned in this article, the competence of managers has been showing a discrepancy and not a consensus among the management of each,

according to the same vision. Other authors agree that there is scant evidence to suggest that models of management skills or provide any incremental predictive validity of existing measures to predict or indicate improvements in overall performance. They add that their misuse leads to great disorder about their real purposes^{5,6,7}.

With this understanding, the concept of competence is also contributing to the enhancement of human being, that now is not just another employee within the company, but someone able to develop and become a key partner within the organizational activities. Someone in which managers must invest and, especially, give more power to participate in decisions and strategies undertaken.

Since people are key to organizational growth, developing and enhancing their skills means leveraging the growth potential of the organization to the benefit of all stakeholders.

In this context constantly growing companies must invest in employee education, because these are comfortable and safe practices in people management and promote required knowledge, rationality and confidence in their work. If the managers themselves do not believe in what they are doing, the employee may mistrust them and forever live in anticipation of what may happen in reaction to an issue, because the management model can be severely compromised and authority exceeded without engagement and without leadership⁸.

To monitor and evaluate the establishment of a common concept characterized by its consistency with the various organizational actors show up and there is the conquest of content validity and saving of face. This concept, along with consistent practice, needs to be publicized and

disseminated in the environment that sustains organizational competency models in favor of a second charge of evidence, indicates the range of criterion validity is presented: the assimilation of these discussions by key individuals involved, and processes which depend on the model analyzed⁹.

Conclusion:

A good "boss" is one that offers members of the work team, opportunity to voice their concerns and enough time to do so. Explain, discuss the obligations and commitments of the company, demonstrating openness to his official can look it up whenever you need to become available. We can not forget that the manager, is the company's identity. Besides competent and loyal, seeks to employees who have commitment to work. Praise your employees, even if their production is not expected.

In each of the many challenges and opportunities that arise when working with others, leaders must have a solid understanding of how their emotions and actions affect the people they work with. The more effectively the leader relates to and works with others, the more successful he or she will be. Managers must thus spend time to work on self-awareness, self-regulation, motivation, empathy, and the social skills required in the workplace and beyond.

A good manager needs to think and act with responsibility and balance, and not allow stubbornness, vanity or other interests to prevail in the face of feeling and interests of the company alone. It is for example, essential to understand the dynamics of the production process in their company.

It has been assessed that not only are people with a high level of EI more successful in their jobs, but they also tend to be much healthier, happier, and

inevitably enjoy better relationships with others with whom they interact.

Managers must consider their approach to their employees, and especially not confuse authority with authoritarianism. Remember always that the processes of internal engagement are always very desirable and that these are primarily responsible for high rates of productivity and an enhanced triple bottom-line. Managers should learn how to listen to their emotions and manage them effectively.

The Emotionally Intelligent Organisation i.e. an organisation with a larger number of emotionally intelligent leaders who understand their roles and how to fulfil them, managers and other employees, stands to be at the forefront of organisational practice and performance, and is the most likely to be an employer of choice.

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