

The Impact of Coaching on the Emotional Intelligence of Managers in the Organization

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ABSTRACT

As a result of the dynamic changes in business, some of the management approaches used in the recent past are no longer working effectively. Because of this modern managers face the need to continually develop their skills. An important rule for the manager these days is, "If you do not progress permanently, you will always be lagging behind." The manager's activity is stressful, with a high level of responsibility, intense interpersonal relationships, and requires effective volitional regulation of emotions. Therefore, when describing the important professional qualities of managers, many authors describe properties including emotional components. Elements of emotional intelligence are: motivation, self-awareness, social skills and empathy. Managers who can not control their feelings and emotions create an atmosphere of mistrust and frustration. In such an environment, problems, internal disagreements and conflicts are highlighted, and productivity is low. With the help of a coach, the manager is able to develop highly these "soft" skills within himself and achieve better performance of the work performance of his subordinates.

Keywords: Emotional Intelligence, Coaching, Management, Motivation To Work

INTRODUCTION

Emotional Intelligence (EI) is associated with the ability of the individual to be aware of both his/her own emotions and those of others. It helps people in management in expressing emotions so they can achieve good results and cope more successfully in difficult situations. It is about respecting others, understanding their feelings, emotions, needs and desires.

In a study conducted by Martin Seligman in Met Life, [3] it was found that employees with high emotional intelligence also had high levels of optimism. In this sense, Seligman compares optimism to the ability to succeed and deal with failures. Researchers find that Salespeople, who show high levels of optimism, sell 37% more insurance policies than pessimists in the first two years of work. The company also hired a group of new employees who did not perform well on the usual job recruitment tests, but reported high levels of optimism. They managed to sell 21% more insurance policies in their first year of work and 57% in their second year.

When the manager has not developed his EI, he is inclined to stop because of the failures. In such a case, either he cannot overcome the situation, or struggles with it for a long period of

time. He/she reacts negatively to other participants (i.e. subordinates), resulting in increased hostility and productivity difficulties. And all these situations ultimately prevent the manager from being successful at the workplace. There are many ways to determine emotional intelligence. This is the ability to be aware of both our own emotions and those of others. Using this knowledge, we can improve management and expression of emotions, so instead of causing difficulties, to achieve success.

People with high levels of emotional intelligence (EI) are able to understand the physical, mental, and social impact that negative emotions bring to their bodies, minds, relationships, and the ability to pursue and achieve their goals. Having this skill, they are able to manage their own emotions so they can maintain and improve their quality of life. Managers with highly developed EI, are proven to be more successful at work and in life, because they can understand their emotions and realize why they behave exactly the way they behave. They can use their emotions as an indicator of what the body and the mind are trying to tell them. Also, their high EI helps them to understand others and their viewpoints. They are open to perceiving not only good but

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bad news, they effectively provide support to the team and are enthusiastic about tackling new challenges. They can manage change and conflict when they arise. Their behavior serves as an example and role model for others. As leaders, they inspire their team and reward their members for their achievements. The signs of self-control of emotions are easily seen - a tendency to reflection and consideration of details, to deal with uncertainties and changes, the ability to say "no" to impulsive gusts. However, to be able to control their emotions, managers must first understand and understand them. Therefore, these two qualities of the successful manager (self-knowledge and self-government) go hand in hand. By mastering this tool, managers become able to overcome different emotional obstacles, both in personal and professional terms. They become able to understand why people in their team feel the way they feel and why they do what they do. Using this knowledge, leaders can help not only themselves, but also others to perform themselves in the best way. By mastering this skill, they can resolve conflicts and quickly recover from failures. Be good in times of crisis, strong in communication, and successful where others fail. Measuring of the EI has undergone changes over the years and several different methods are already known. In this report we will look at the model of Reuven Bar-On, shown in Figure 1, which has begun his studies in this area since 1980.

Over the past 5 years, MHS (Multi-Health Systems), in collaboration with Reuven Bar-On and other researchers in the world, has applied the EQ-i test (a tool called the Emotional Quotient Inventory) to 42,000 people in 36 countries, has built a vast database and has revealed unquestionable links between emotional intelligence and success in people's personal and professional lives.



Figure 1. Model of the EI, according to Reuven Bar-On

The model of Reuven Bar-On form ensuring the emotional intelligence includes 15 skills, united in 5 key areas [7]:

- **Self-perception, Self-regard**

To respect and accept our strengths and weaknesses, self-esteem

Self-actualization – the desire to grow and improve, to engage in meaningful goals that will lead to a richer and more fulfilling life. Emotional self-awareness – understanding his/her own emotions and their impact on is/her own thoughts and actions and those of others.

- **Self-expression, Emotional Expression**

Open expression of emotions - verbal and non-verbal. Assertiveness - expressing feelings, beliefs and thoughts openly, defending personal rights and values in a socially acceptable and non-destructive way, without offending others

Independence–autonomy, without emotional dependence on others. Decision-making, planning and everyday tasks are done autonomously

- **Interpersonal**

Interpersonal relationships - the ability to develop and maintain mutually satisfying relationships that are characterized by trust and compassion.

Empathy–includes the ability to express our understanding of the perspective of others and behave in a way that respects the feelings of others.

Social responsibility–voluntary contributions to society, to their own social groups, and, in general - the concerns of the larger community

- **Decision Making**

Problem solving- the ability to find solutions to problems in situations where emotions are involved

Reality testing - the ability to stay objective by taking things as they are or when emotions or personal biases can cause less objectivity

Impulse control - the ability to resist or delay an impulse, desire or temptation to act. Includes avoiding hasty behaviour and impulsive decisions.

- **Stress Management**

Flexibility - adaptation of emotions, thoughts and behavior to strangers, unpredictable and dynamic circumstances or ideas. Stress

tolerance—dealing with stressful or difficult situations and the belief that we can manage them in a positive way. Optimism- an indicator of your own positive attitude and vision for life. To stay hopeful and to be resilient, despite some failures.

Judging from the five components listed above, each organization could develop itself if it is managed by people who are open to self-knowledge, and have the attitude that every change begins with them. These are people who accept that the causes of success or failures are in their sphere of influence; they have internal motivation and have the opportunity to practice a people-centered management. People that can control their feelings and emotions create an atmosphere of trust and honesty. In such an environment, problems, internal misunderstandings and conflicts are greatly reduced, and productivity is high. Self-regulation is important for competitiveness. The business is full of ambiguities and changes. People that can control their emotions are able to move along with the changes. The signs of self-control of emotions are easily seen - a tendency to reflection and consideration of details, to deal with uncertainties and changes, the ability to say "no" to impulsive gusts. However, to be able to control your emotions, you must first understand and understand them. Therefore, these two qualities of the successful leader (self-knowledge and self-government) go hand in hand.

In order to master these skills, managers are helped by coaching practices, which can influence the emotional intelligence of managers in the business organization. Coaching is a way to support managers in the process of self-observation and taking awareness of their own competence and behavior. It is a creative process that inspires to find new opportunities and prospects in the team and the market as a whole, to increase the personal and professional presentation capacity, to develop the full power and potential of the leader, of the person. Coaching helps managers clarify their values and intentions, creates a vision for the future, and develops a practical action plan to achieve the goals. Coaching does not work with the past. It is aimed at the future. The coacher interacts with the manager in order to identify and clarify his/her objectives and to develop an action plan to achieve these goals together with the client.

This collaboration gives an understanding of what is really important to the client in his life,

and as a result he/she will be able to take his/her life in his/her own hands, to plan and act according to his/her plans, which in turn will help him/her realize his/her priorities. Coaching helps to achieve business goals and supports managers directly in decision-making. It is an intensive dialogue between equal partners (the coacher and the client) on how the client to reach from point A where he/she is at the moment to point B chosen by him - the goal he/she wants to achieve.

Goals are at the basis of coaching. They could be divided into two major types [4]:

- Ultimate goal – the state we strive for;
- Operative goal – the journey itself and how we will get there.

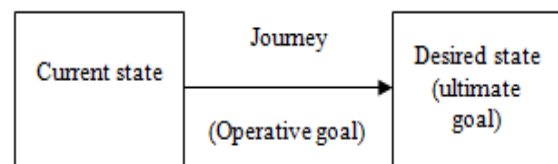


Figure2. Types of coaching goals

On the basis of the studies and analyzes conducted in 2014, 2015 and 2016 by the International Coaching Federation [5], several main conclusions and regularities have been drawn regarding the introduction of coaching culture in organizations:

- There is a serious business reason for introducing coaching culture in organizations:
 - In organizations with a strong coaching culture, there is a higher level of employee commitment (65% of employees feel strongly committed to the company and goal achievement, against 52% in organizations without a coaching culture)
 - Higher financial performance - 60% of organizations with a strong coaching culture are above the Index of Average Earnings for 2013.
 - 80% of organizations with a strong coaching culture say that they have greatly expanded the extent of use of the skills of their managers through their training and development as internal coaches.
- Coaching is a means of employee development at all levels:
 - The motivation to use all forms of coaching in organizations is constantly growing. Coaching is used as a strategy

for leadership development, increasing employee commitment, improving communication and teamwork and increasing productivity.

- Coaching is mainly used for high-level managers (80%), for high-potential employees and for development of talented employees (89%) and for introducing employees into the organization (63%).
- The frequency of coaching depends on the strength of coaching culture and the form of coaching (external coach, internal coach or coaching approach of leaders)
 - In organizations with a strong coaching culture, 58% of leaders / managers use coaching on a daily basis, 39% of internal coaches hold coaching sessions each day and use external coaching at 2-3 weeks or on a monthly basis.
 - Coaching is the most modern global form of human and organizational development. By coaching the key managers are provided with:
 - Maximum match between business goals and individual goals;
 - Concrete results achieved through maximum autonomy and high commitment;
 - Sustainable development and affirmation of effective behaviour;
 - Minimum time investment for a maximally accelerated learning process—things that normally can not be achieved for 3 years, now can be learned and implemented in practice for 3 months.

A specific feature of the manager is that through his/her knowledge, skills and experience he/she applies the principles, methods and rules of the scientific management and achieves goals and results through the efforts and actions of the managed by him/her people. Emotional intelligence is undoubtedly a prerequisite for meaningful communication and mutual understanding between managers and members of their teams.

The identity of everyone as a combination of potential and motivation makes people unique. [1] In a large-scale study on the relationship between professional realization and emotional intelligence, the authors of the bestseller “Emotional Intelligence 2.0” Bradberry and Greaves [6] come to the following conclusions:

- "The high level of emotional intelligence is the strongest factor for good performance

and explains 58% of success in all professions;

- 90% of the most successful people (among those participated in the study) in the performance of their duties appeared to be people with a high level of emotional intelligence;
- 20% of the worst-performing employees have a high level of emotional intelligence. The conclusion is that you can be very successful in your work and have a low EI at the same time, but the likelihood of being successful with high EI is significantly greater;
- The study also examines the relationship between annual income level and the level of EI, and found that people with higher EI coefficient have significantly higher annual incomes. "

CONCLUSION

Emotional intelligence is the ability to manage your own behavior and have an adequate response in complex social situations. Emotions often determine the decisions we make to achieve desired results with a high level of self-understanding, self-esteem and self-control. The emotional intelligence of managers and the resulting skills are of particular importance in terms of dynamic changes in business organizations. Successful implementation of necessary and meaningful changes in organizations is largely predetermined by the creation of a climate of change based on the capabilities and skills of managers of emotional nature. Knowledge of one's own EI and that of others can significantly improve coping abilities, communication skills in a professional or personal social environment, especially in complex situations where controlling emotions under stress and behavior under time constraints substantially impacts performance.

Emotional intelligence is not an innate gift and it can be developed. Each manager can achieve an increase in his/her emotional intelligence by developing his/her skills within the scope of EI. One of the most appropriate tools for this is individual coaching sessions. They can be complemented by various trainings, individual supervision, feedback and support for change.

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