

Some of the possible impacts of emotional intelligence on self-managing teams



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ABSTRACT

Understand that the concept of self-managing teams goes beyond an organization, because it is necessary to analyze the characteristics of the individuals who make up the team and their relationship with emotional intelligence. It is understood that as companies evolve, it becomes paramount to retain talents who possess emotional skills that influence the work environment in a collaborative and productive space, the so-called soft skills. Thus, self-managing teams have as their main

characteristic autonomy and shared responsibility, while emotional intelligence describes the ability to recognize, understand and manage their feelings and emotions. In this path of analysis on the relationship between the self-managing team and emotional intelligence, we undertook as a methodological path, the exploratory qualitative research, using bibliographic and electronic references, by which they address guiding lines on self-managing teams in Brazilian companies and above all an intertwining with other strands articulated in this study. Thus, this study has as problematization the respective questioning: How does the relationship of soft skills and emotional intelligence occur, in the promotion of a healthy work environment for employees. To find answers to this problem, we aim to recognize the relationship between soft skills and emotional intelligence, since this relationship evidences the effectiveness in organizations for better productivity and a healthy work environment for employees. In addition, we understand that self-managing teams are better led by members who have control of emotions and express their needs and feelings in an assertive, analytical and professional way, also understanding the needs and choices of the individual towards the group.

Keywords: Emotional Intelligence, Soft skills, Self-managing team.

1 INTRODUCTION

Emotional intelligence is the ability to understand, express and regulate one's own emotions, as well as the ability to recognize and manage appropriately to external circumstances (Ferreira, 2016).

Self-managing teams are those that have a high level of autonomy in decision-making, are responsible for setting goals and objectives, and evaluating their own performance. When applied in a self-managing team it can have a great impact on the effectiveness and success of the team (Ferreira, 2016).



Emotional intelligence can help self-managing staff handle conflict effectively, make better decisions, and communicate more clearly and openly. In addition, emotional intelligence can help team members develop empathy, which is essential for understanding the needs and perspectives of other team members. (Buainain, 2021).

Author Daniel Goleman (1995) is known for popularizing the concept of emotional intelligence. Thus, the theme of the bibliographic study analyzes the impact of emotional intelligence on the performance of self-managing teams, in which it aims to investigate how the relationship of members of self-managed teams happens, understanding that *soft skills* are the main allies to demonstrate the team in achieving organizational objectives, highlighting how the professional deals with dissatisfaction, solidarity, trust, and organization with team members.

According to Costa (2023):

[...] Soft skills refer to behavioral skills related to the way a person deals with another, that is, how their interaction in groups works and, at the same time, how they deal with their own emotions. The more positively the professional can deal with these environmental and psychological situations, the greater their soft skills.

Therefore, it is important to study how emotional intelligence can directly impact the self-managing team, since this skill can affect the dynamics of the group and influence its effectiveness and success. In this way, understand how the relationship between soft skills and emotional intelligence occurs, in the promotion of a healthy work environment for employees

The main purpose of the article is to conceptualize a self-managing team, highlighting the main characteristics of a professional who is part of this management model and to raise the benefits of emotional intelligence in the workplace, specifically in self-managing teams. Thus demonstrating its relevance to today's work environment, where social and emotional skills become increasingly important for effective leadership and collaborative work.

In this path of analysis on the relationship between the self-managing team and emotional intelligence, we undertook as a methodological path, the exploratory qualitative research, using bibliographic and electronic references, by which they address guiding lines on self-managing teams in Brazilian companies and above all an intertwining with other strands articulated in this study.

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Next, we have a theoretical interweaving in the search for answers to such problematization and objective outlined, in order to better understand this theme.



2 EMOTIONAL INTELLIGENCE

Emotional intelligence is seen as a strategic tool, a competitive advantage, learned and developed throughout life, providing knowledge about feelings and emotions (Dias and Souza, 2023).

Thus, it refers to the individual's ability to identify their feelings and emotions more easily and know the best way to go. That is, it is the ability to perceive emotion, assimilate it to thought, understand and reason with it, and thus know how to regulate it. Emotional intelligence encompasses all spheres of our life and has been increasingly valued. Therefore, we are increasingly aware of the importance of emotional intelligence as success factors, not only in our personal lives, but also in our professional lives.

It is known that the knowledge of a technical specialist is recognized and associated with each process in the company, however, technical knowledge is not enough, and it is also necessary to have self-knowledge and self-control, as it avoids conflicts and seeks solutions in a peaceful, balanced and rational way.

According to Ferreira (2016) until the 1990s, people thought that IQ (intelligence quotient) determined an individual's career and even personal success, so companies rely on tests to determine the IQ of leaders and employees. With the development of science and psychology, psychiatry and neuroscience today have discovered that there are different factors that determine the success of people and organizations, such as EI (emotional intelligence). There are two types of intelligence: rational and emotional.

Emotional Intelligence is the ability to perceive, evaluate and express emotions accurately; the ability to access and/or generate feelings when they facilitate thinking; the ability to understand emotions and emotional knowledge and the ability to regulate emotions to promote emotional and intellectual growth. (Mayer; Salovey, 1997, p.401 apud Valle, 2006, p.33)

People who develop emotional intelligence build their relationships better both personally and professionally. Another benefit is efficient communication, expressing yourself assertively with your bosses and colleagues, improving your professional performance and as a consequence the results within the company. And with more efficient communication and better results, they get more and more desired positions. In addition, professionals with emotional intelligence also become much more optimistic, are less afraid of taking risks, develop more empathy and are more cooperative, becoming standouts in the workforce.

Emotional intelligence is developed throughout life through self-awareness, that is, starting by analyzing feelings and thoughts to name them, trying to identify the why of a certain emotion, and then evaluating the consequences of alternative options for how to deal with it. It is also necessary to analyze the strengths and weaknesses, because with this information it is possible to work them to become a dedicated professional



In addition, develop the look from the perspective of the other, since it generates empathy and decreases the tendency of judgment, improving relationships between peers. Better known as active listening, which means not cutting off the thought of others, in which the individual concludes his moment of speech.

Thus, below we look more closely at guidelines that reflect the development of I.E.

2.1 SKILLS DISTRIBUTED IN FIVE DIMENSIONS

The knowledge demonstrated below, comprises in the intellectual property of the authors Ferreira (2016) and Goleman (1995), so that we can better understand such skills.

Self-awareness consists of the ability to perceive an emotion, that is, when it happens, identifying your feelings and performing a self-reflection. In this pillar, knowing yourself is key to making realistic assessments. Self-regulation, on the other hand, corresponds to thinking about the consequences before making decisions to avoid the impulse of aggressive actions.

In turn, motivation refers to the use of intrinsic preferences to achieve goals. Self-control becomes a key part of this ability, as frustrations can occur and emotional resilience is required. In Empathy, we can validate the other's feeling by understanding the perspective of their emotions, motivations, and desires.

In Social Skills, we equate the accurate interpretation of social situations, using them to your advantage in leadership skills, with this relate in a healthier, more pleasant and efficient way. In this way, we understand through these authors the abilities distributed in five dimensions.

3 SELF-MANAGING TEAM

As a definition, self-managing team has autonomy to perform the work, controlling the pace, tasks, goals and everything necessary to achieve the objectives of the deliveries on time and with excellence (Gomes, 2018).

With a self-managing team it is essential that all members can work together effectively and collaboratively and this is only possible with a clear understanding of how emotions can affect group dynamics. This type of performance demands a lot of trust, collaboration, responsibility, time management, synergy, balance, emotional intelligence and empowerment, a term used to demonstrate empowerment and freedom so that employees can make their own decisions and choose their means to solve problems.

For Contaifer (2022), more traditional companies may find it difficult to apply this management style in their work team, because the freedom and autonomy that is necessary would make the manager relinquish control of his team, but for this the members must have the proactivity and behaviors already mentioned above to interact in an equalized way with colleagues.



For this modality of work to work it is necessary that the leader understands that his role must consist of trusting his team without exercising control, leaving them to plan and execute autonomously their activities in order to achieve the common goal. The manager must be a mentor for his team, being available to understand their difficulties and support their strategies, motivating and positioning their team in an assertive way, so that the skills are aligned with the activities, since it enables the leader to direct his efforts to more strategic decisions aimed at the growth of the organization. Thus, according to Gomes (2006, p. 19):

The goal is to transfer decision-making power to groups whenever possible. Quantity and quality results are collected periodically and the quality problems found during the running test - carried out on a track located in the vicinity of the plant (by the final quality sector) - are the responsibility of the group of assemblers who generated them. They must give the proper treatment in order to solve them.

There are obstacles that cause this model to be rethought before its applicability, such as the conflicts generated by the team itself, in which members may disagree on a certain issue that is part of the project to be executed. Gomes points out that there is also a lack of integration, in which one member may be more compromised than the other, causing an estrangement in the team with an erroneous interpretation of the freedom and autonomy attributed. Therefore, communication is the key point for everyone to be on the same page, understanding their individual deadlines and as part of a team. Communication and documentation tools can be a means of remedying this problem (Contaifer, 2022.)

3.1 THE RELATIONSHIP BETWEEN SELF-MANAGING TEAM AND EMOTIONAL INTELLIGENCE

Among the competencies that IE understands, are the so-called *soft skills*. The interest in emotional intelligence in the workplace comes from the widespread recognition that these skills differentiate more successful professionals and leaders. There *are the hard* skills, which are the specific technical knowledge, that are important to securing a job, but the intangible skills such as communication and critical thinking are just as important. All can be learned in life, as long as you put in the time, effort, and perseverance through the process.

It is understood that self-managing work teams are a strategic piece within an organization, because employees of an organization that has direct involvement with the work, knowing the details and particularities, know better how to perform and where to improve their functions. On the other hand, when employees assume power and have a sense of belonging over their work, with the possibility of self-management, they become actively involved in the process of continuous improvement. The participation of employees in decision-making is an increasingly constant practice within organizations. The democratization in social relations, the development of a perception of working class, the elevation in the educational level, the complexity of modern companies, the speed with which changes occur and the intense growth in communications are some of the reasons that justify the choice of a greater degree of employee involvement in organizations. (Mayer, Philip.; Silvina, Luani B. 2023).



The *soft skills* are important not only for the team, but also for the manager, keeping in mind that the five pillars of EI should be part of the leader's behaviors, understanding and managing his relationship with his team will be simpler and will enable the accelerated achievement of objectives. Assimilating that all influence exerted has an impact on the development of employees, this action will be directed so that the systemic vision is stimulated.

We understand that the validation of the impact of emotional intelligence on the day to day of a self-managing team makes *soft skills* be evidenced as the main ally to demonstrate the operationalization of managers in the achievement of organizational objectives, evidencing how the professional deals with dissatisfaction, solidarity, trust, organization and planning. Because self-managing teams demand greater autonomy in decision making, goal setting and performance evaluation. Thus, the key to conflict resolution and effective collaboration is emotional intelligence. (Buainain, 2021).

Employees who are part of a self-managing team in addition to the necessary competencies, skills and attitudes, also need to acquire emotional control, acting with caution and balance, because when EI is developed, the pressure, conflicts and challenges of everyday life, are not driven by negative emotions such as stress and anxiety (Buainain, 2021).

The situations in which there are conflicts, emotional intelligence is an ally in reducing problems, bringing solutions that avoid the indisposition, unproductivity and dissatisfaction of those involved.

4 FINAL CONSIDERATIONS

The way people played their roles in an organization individually has completely changed in the current times. It is evident that emotional skills are fundamental for better team communication, both for conflict resolution and for maintaining synergy.

Self-managing teams are best led by members who have control of emotions and express their needs and feelings in an assertive, analytical and professional way, also understanding the needs and choices of the individual towards the group.

Awareness and training strategies on the part of companies direct, facilitate and provide the development of *soft skills* in their employees to maintain the balance that is crucial in this work model.

Thus, it disseminated responses to the established problem, as well as achieved the proposed objective, recognizing the relationship of soft skills and emotional intelligence, since this relationship evidences the effectiveness in organizations for better productivity and a healthy work environment for employees.



In addition, we emphasize that this study did not contemplate the exhaustion of the theme, but rather unfolded in new ways for other deeper and more detailed studies to occur in the face of the theme.



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