

# The New Intelligence, the New Leader and the Organizational Stress

Mircea Aurel NIȚĂ<sup>1</sup>

## **Abstract**

*This paper aims a new trend in Leadership applicable to both public and private sector, and the relationship between organizational stress, types of intelligence and types of leaders. Based on the types of intelligence, the paper shows the types of leaders and their profile. Of the three known types of intelligence: logical - rational intelligence, emotional intelligence and spiritual or quantum intelligence, this work mainly aims to develop general skills specific to Spiritual intelligence, because it harmonizes and integrates the characteristics of the other two types of intelligence. It have been proposed to analyse the types of leaders and the related general competences according to the criterion of "intelligence". Therefore, the authoritarian leader's intelligence corresponds collocation - to do, for the intellectual leader it corresponds the intelligence of thinking, for the charismatic leader it corresponds the intelligence of feeling, while for the spiritual leader's intelligence the main characteristic is to give. Human resource in public administration as in private sector too, is facing more and more with organizational and occupational stress. Thus, new management is needed in order to apply the principles of the transdisciplinarity – which uses levels of reality, and the holistic education in order to prepare future quantum leaders. In addition to other types of leaders, a spiritual leader's features includes new abilities: they know how to integrate the various aspects of the surrounding reality, to harmonize the extra-psychic with the intra-psychic plans and ensure self-coherence through a new way of thinking. By intelligence characteristics provided, the spiritual leader in public administration is the leader at the service of others, having a component of compassion.*

**Keywords:** *Spiritual leader, the new intelligence, quantum intelligence, self-coherence, transdisciplinarity.*

**JEL classification:** H83, D73, O30

## **Introduction**

The last tendencies in management approach, or better yet, in leadership approach, promotes new features of the leader, starting with the most necessary and important quality – intelligence. Thus, experts in professional training recall four types of intelligence. Physical intelligence or the ability to do (PQ), which asserts the physical ability to do things, to meet tasks, to meet objectives. This requires

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<sup>1</sup> **Mircea Aurel NIȚĂ**, National School of Political and Administrative Studies,  
Faculty of Public Administration, Email: m\_a\_nita@yahoo.com

physical effort which the leader has to make through: meetings, reports, ability to work for hours, research, personal and managerial organization, answering calls. Actually, physical intelligence means a quantification of the effort made by the leader to put in practice the vision and coordinate.

**1. The profile of the leader designed by intelligence type.  
Types of leader**

Intellectual intelligence or the ability to learn and think (IQ). This type of intelligence permits the formulation of strategies, analysis, associations/dissociations, plans, solving different situations. It is preferable that a leader has a high IQ, which usually is situated above normal, in order to ensure the meeting of the organization’s objectives with efficiency, effectiveness and economicity. Emotional intelligence or the ability to communicate (EQ). Emotional intelligence is the type of intelligence which ensures the transition from traditional management to leadership, with which is often confused. With the publication of his book “Emotional intelligence” in 1995, Daniel Goleman, American psychologist, author and journalist, has made the notion of emotional intelligence very popular. Harvard Business Review published the results of Bell Labs’ research in 1993. From that moment, the business environment has become interested in the emotional intelligence field.

Spiritual intelligence or the competence to give (SQ). In Romania, there is a very well-known priest, Nicolae Steinhard (1912-1989), writer, journalist, literary critic and Romanian lawyer, PhD in constitutional law, of Hebrew origin, who converted himself to Orthodox Christianity. He is known for two works considered the reference in the spiritual – The Happiness Journal and Giving you will get. Spiritual intelligence is that type of leader answer to the effort of those who he coordinates. We should not confuse him with the religious leader. The spiritual leader does not promote religions, but tends to become himself a „religion”, as a way of living, knowing and completion through transcendence of the mind.

**Table 1. Emotional intelligence domains and adjacent competencies, according to Daniel Goleman**

<b>Personal competencies</b> (abilities referring to the manner we take care of ourselves)	
<p><b>Self-knowledge</b>  <i>Emotional self-knowledge:</i> understanding own emotions and recognizing their impact; the use of „intuition” in decision-making;  <i>Correct self-assessment:</i> knowing your own advantage and limits;  <i>Self-trust:</i> correct assessment of own values and ability</p>	<p><b>Self-control</b>  <i>Emotional self-control:</i> controlling rebel emotions and impulses; <i>Transparency:</i> adopting a honest and righteous behavior; to show you are trustworthy;  <i>Adaptability:</i> flexible adaptation to changing or the possibility to overcome obstacles; <i>Ambition:</i> the will to improve your performances to satisfy own excellency standards; <i>Initiative:</i> availability of taking actions and profit from opportunities;  <i>Optimism:</i> seeing the good in things;</p>

<b>Social competencies</b> (abilities referring to the manner we manage our relations)	
<p><b>Social conscience</b></p> <p><i>Empathy:</i> perceiving other's emotions, understanding their perspective and actively inquire about their interests;</p> <p><i>Organizational conscience:</i> interpreting organizational level tendencies, executive decisions and policies;</p> <p><i>Solicitude:</i> observing and greeting the wishes of subordinates, clients or buyers.</p>	<p><b>Managing relations</b></p> <p><i>Inspired leadership:</i> guiding and motivating through a convincing vision;</p> <p><i>Influence:</i> using tactics of persuasion;</p> <p><i>Training others:</i> stimulating other's abilities through feedback and guidance;</p> <p><i>Catalyzing changes:</i> initiating relational management and mobilizing others in a new direction;</p> <p><i>Conflict management:</i> solving disagreements;</p> <p><i>Team spirit and collaboration:</i> cooperation and team consolidation.</p>

American physicist and philosopher, Danah Zohar is considered „one of the greatest contemporary thinkers in management” (Financial Times Prentice Hall), working with prestigious companies such as Volvo, BMW, Motorola, Philip Morris Tabaco, British Telecom, offering management consulting. According to her definition, spiritual intelligence is „what we use to develop our meaning, vision and value of wish and capacity. It allows us to dream and make efforts. It sits at the base of the things we believe in and is the sense of our beliefs and values according to which we act to give a meaning to our life”.

In this book, Danah Zohar and Ian Marshall consider that „A high level SQ (Spiritual Quotient) means to be able of using the spirituality to contextualize and value life, to enrich it, make it full of meaning, in order to gain a feeling of personal achievement, a purpose and a direction.” (Zohar and Marshall, 2011, p. 144)

Depending of the type of intelligence dominantly used by the leader, we identify 4 types of leader:

a) The leader that has a high level of physical intelligence

It's the type of leader that makes use of his physical resources at maximum level. He works a lot and is an example for the others. He's devoted and available to accept in his effort other persons even the organization as a whole. He has good intentions and is helpful at any level. He's a model through the way he executes his work tasks, but also through dedication and full commitment. Stimulates through personal example. His attitude has a major risk – physical exhaustion.

b) The leader that has a high level of logical-mathematical intelligence

Has abilities offered by his brilliant mind in which planning and organization are his main words. He's prudent and ingenious in proposals and his way of action. He's preoccupied first of all with efficiency. He constantly follows perfection courses and has solutions for every situation. He's a master of strategies, knows tactics that target performance, has vision and permanently manages risks. He's the definite professional, a specialist in his field. He permanently learns from other experts and he's an autodidact. Does not excel in understanding and managing conflicts and is not interested in inter-human relations in his team.

c) The leader that has a high level of emotional intelligence

He's very valuable to his organization. He has a high level of work capacity, and at the same time he's a professional that works permanently. He's aware that he's dealing with humans and not machines. Has a great capacity of self-knowing and knowledge of others; he recognizes his emotional states and manages them efficiently; he's a fine observer of the human being. He generates and recognizes emotions and uses them in a constructive way. Offers emotional speeches and puts soul in everything he does. The people resonate emotionally, and the inter-human relations inside the organization are permanently improved.

d) The leader that has a high level of spiritual intelligence/Quantum intelligence

He's the ideal leader. With the spiritual leader you can exceed success, because he can reach excellency. He makes constant and sustained effort, has intuition and creates strategies and communicates emotionally well. Plus, he develops! He seeks experts and supports his team in the professional and emotional self-development. He's a good guide and offers unconditional support. Passion and Sense are the key ingredients of the spiritual leader. He believes in everything he does and makes others believe, has principles from which he never deviates and shares to his team. He challenges people to involve emotionally and to believe in what they are doing. He works with values such as compassion, honesty, creativity, openness, truth, excellency. He's the one that perfectly encompasses all four forms of intelligence: physical, logical-mathematical, emotional and spiritual.

## **2. The spiritual leader or leader in the service of others**

I'll stop on the concept of leadership in service to others, that the authors considered the highest spiritual path. The gifts that are endowed their lives and personalities of these people have the opportunity to serve, heal and enlighten those they lead, but ultimately this way requires great integrity, not just moral attributes. The leader in the service of others must be able to submit the most powerful force imaginable.

A. The main goal in promoting this concept is to create and use a common language, unlimited by language or faith. Highlighting the similarities between religions through common spiritual language would help improve communication between human societies.

B. The second goal is to create a language based on skills that will assist in assessing and shaping directions for higher spiritual development. The measurement of skill level was performed by Cindy Wigglesworth, first on a group of 549 people, using the CPI (California Personality Inventor) assessment tool (Wigglesworth, 2006).

C. The third aim is that the SQ will improve language skills in the workplace conditions of each of us through the harmonization of human relationships, for a better understanding of organizational purpose leading to improved products and services offered to the public and developing responsible behavior from employees.

### 3. Organizational stress in public administration and new education

Analyzing the particularities of human resource management in public and administrative authorities of Romania, Armenia Androniceanu shows that very often it happens that public managers perceive their role and status within the organization through the prism of their legal situation, turning them into subjects of administrative decisions issued by others superiors. The management, economic, political dimension for such activity is almost completely ignored, which is not beneficial in the public sector that is developing to serve the public interest generally, for general and specific needs of society and not only to implement the law. It becomes imperative to change the fundamental orientation in public institutions in Romania, according to the general public interest. (Androniceanu, 2008, p. 201). The strictly legal approach generalized in the public sector in Romania demonstrates its limits, causing serious concern to Romanian politicians and public managers for new meanings and ways.

So that the activity of managing the public affairs to become both an art and science, we need professional management of the human resources, involving not only the recruitment and selection criteria of professional competence, but also intelligently use of professionals through the consistent accountability and motivation skills held appropriate, economically and morally. Although there are changes in the perception on human resources, public administration is still far from reaching that professionalism requires by the civil society. Professor Mihail Dumitrescu, talking about the urgent need to innovate, to create a "new" management-level in government organizations, advocates the adoption of innovative strategies aimed at promoting new for achieving efficiency in the system. "One of the main objectives of management personnel must be discovery and assimilation of new elements in all areas of activity and approach an open mind to proposals for change. This is undoubtedly the highly professional managers to identify, understand and recognize the need for change, on the one hand, and on the other hand, to press for implementation." (Dumitrescu, 2008, p. 7). It is widely recognized that public administration, as an essential part of the social system is a complex phenomenon whose research requires comprehensive knowledge, in terms of science such as legal science, sociology, psychology, cultural anthropology, management. Each one comes with only partial information from research of some aspects of the administrative phenomenon. The limits of the interdisciplinary research can be experienced in this area, making challenges to find new dimensions of knowledge, to explain the phenomenon in all its complexity and generate solutions to fulfill aspirations said. Beyond the importance of these approaches in solving problems facing public administration in Romania today, you cannot note that society is transforming, bringing the most complex challenges, that make the modern man become increasingly troubled, in a perpetual search for their place in this world. Inner peace, balance and harmony between individual and social being are deeply affected, leading to a profound internal crisis, which spreads outdoors often. This is the real problem of human

resources, the real challenge for both public manager and the entire administrative system. We must not forget the stress, in general, and organizational, in particular - the latter often being called and "employment" or "professional". They have long ceased to be phenomena with single event or just have personal significance, becoming in the meantime, especially in the current society, pervasive and pose a real social problem. In these circumstances, it is not surprising that the issue of stress was the subject of extensive research and debate in the literature. (Brate, 2004, pp. 78-132; Pitariu, 2004, pp. 21-62) The concept of stress is often confused, wrongly, to competition; the difference stands out in the manifestations of both phenomena. Thus, fair competition may stimulate or motivate employees to learn new aspects of the job, while stress factor remains the degree of de-motivating and discouraging. Second, competition is limited and stress is a state of evolution and manifestation indefinite time. Also, competition, when not used the irrational and unjustified, produces positive psychically effects, while stress has adverse effects, lowering the potential and creativity of employees.

There is an urgent need to review and rethink the training programs and courses held in public administration. They should also include a new type of training that takes into account all dimensions of human being that helps it to adapt more quickly, and easily integrate into harmony with himself and with others. A civil servant working within a public organization must know the difference between myth and reality, the way of functioning of his own mind and of course, the dynamic ratio between individual and collective mind. (Niță, 2014, p. 315) In this case, knowing these mechanisms, the civil servant, high civil servants and not only, all the individuals will become more consciousness about their own free will and will not be so easily manipulated. Only a balanced mind who knows the means for blaming can support the resistance against manipulation, even the manipulation is either positive, either negative oriented. Here, we can speak about civil servants and high civil servants, managers and government decision makers too, who must know the dualism of the mind, the preferences for acting with the right or the left hemisphere just to feel and use correctly the free will. (Niță, 2012)

The solution stands in the development of new abilities 1 – to integrate different aspects from the surrounding reality, 2 – to harmonize at an intrapsychic level these aspects and 3 – to ensure the Self Coherence, implying a new way of thinking according to a new Superior, Integrating and Harmonizing Universal Consciousness (Niță, 2010). It is the only way the Individual can find his balance both with Nature and the Macrocosmos!

Transdisciplinary approach would have a role in establishing a new type of education, centered on: learning to know, learning to do, learning to live with others and learn to exist. These are the types of education pillars highlighted by the new Dellors Report.

The International Commission on Education for the twenty-first century belonging to UNESCO, also known as the Delors Report, focuses on four pillars of a new type of education (see Table 2): 1-to learn to know, 2 - learning to do, 3-to learn to live with others, 4-to learn to exist (Nicolescu, 1999, pp. 154-160):

**Table 2. A new kind of education**

Learning to know	Learning to do	Learning to live	Learning to be
<ul style="list-style-type: none"> <li>▪ includes learning methods that help to distinguish reality from illusion, enabling intelligent access to knowledge about our age, the scientific spirit is so essential</li> </ul>	<ul style="list-style-type: none"> <li>• involves acquiring a profession and its related knowledge and practices, which require specialized</li> </ul>	<ul style="list-style-type: none"> <li>○ complying with the rules governing relations between beings that form a community;</li> <li>○ practically apply love and compassion!</li> </ul>	<ul style="list-style-type: none"> <li>✓ requires continuous query own being and a profound self knowledge, by discovering the conditioning, harmony and disharmony of our individual and social life, the foundations of their faiths and beliefs; determines the elimination of one of the fundamental tensions of the contemporary era, <b>the one between spirit and matter</b>, by harmonizing them on another level of experience than the ordinary one, ensuring the survival of the human race</li> </ul>

We must therefore find a "true trans-politics: one based on the inalienable right of every human being in harmonious interaction between intimate life and social life" (Nicolescu, 1999, p.105) and, especially, her cosmic life. A public manager attitude should be a disciplinary, supposing and thought and inner experience, and science and conscience, and effectiveness and affectivity. (Nicolescu, 1999, p.104)

### **Conclusions**

We can conclude that the new intelligence, known as spiritual intelligence or quantic intelligence, considered the intelligence of harmony, peace and equilibrium, is built on the following coordinates: - Integration of different aspects from the surrounding reality defined using levels of reality from transdisciplinarity; - Harmonizing these aspects in the intrapsychic plan; - Assuring the self-coherence.

Public manager should not only professionally competent, a person not only open to change, but also an emotionally intelligent person and a true spiritual leader.

Leaders in government, in addition to a thorough training in the economic, legal, technical, management, psychology, sociology should demonstrate qualities such as: the ability to create professional relationships: knowing how to work together, knowing how to listen and be compassionate, to have the ability to persuade, maturity and integrity;

The concept of leadership has known changes continuously generated by the skills they need to achieve their goals and the organization he leads and represents, therefore with spiritual growth, also appears an improvement in their emotional intelligence that is a spiritual foundation support.

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