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2. This dissertation is being submitted in partial fulfilment of the requirements for the degree of Master in Business Administration.

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“Those who walk with God always reach their destination.”

(Henry Ford, founder of Ford Company)

Acknowledgement

Thank you to all those who made possible this research and for writing together another magic page of my life. *"Every life is a story."*(Unknown)

My heartfelt thanks to Dr Gladius Kulothungan for this patience, wisdom, professional guidance, and outstanding support.

"A teacher only thinks of what is best for his students." (Unknown)

I am grateful to my family and friends for their unconditional love and support.

"Love is patient; love is kind; love never fails." (1 Corinthians 13:4-8)

Thank you, God, for being a part of our team and enable this paper to come to the world.

ABSTRACT

The present paper represents an invitation, to navigate through emotional intelligence and strategic leadership world, that with the baguette of wisdom transforms lives and businesses.

Our research purpose is to find out if Strategic Leadership and Emotional Intelligence, indeed influence medical entrepreneurship. Medical entrepreneurship has a major contribution to “saving lives” mission; this is the only type of business where the customers are patients.

We are going to talk about the neuroscience of strategic leadership, emotional intelligence, strategic leadership principles, brain waves and leadership, neuroleadership, balance scorecard and ethical practices importance, enlightened entrepreneurship, the importance of innovation and leadership styles determined by emotional intelligence. All these areas of interest are supplemented by the case study qualitative research where the participants are helping to find the answer to our research.

Keywords

Strategy, Leadership, Strategic leadership, Emotional Intelligence, Brain, Innovation, Entrepreneurship

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CHAPTER 1

INTRODUCTION

“A natural response to a natural phenomenon- that is the secret of success in business and management. You will always win if you rely on Common Sense.”

(Konosuke Matsushita, founder of PANASONIC Corporation)

1.A INTRODUCTION

We shall start from Konosuke Matsushita's quote, that reflects the essence of the business environment, from our point of view. The business environment is a very fast mountain stream and to navigate successfully, you have to use the compass from inside, and that is “Common Sense”.

Strategic Leadership's final station is called Wisdom reflected by the Alchemist Strategic Leader Profile and leaders of the future should have the Adaptive Strategic Leader abilities if they want to be the Light House of their companies.

Emotional Intelligence appearance on science arena as Intelligence opened a new world about a magnificent machine we have been born with, and that is the BRAIN. We are going to find out what parts of the brain we are using when we are acting as tactical leaders or strategical leaders. The discovery of electroencephalogram in 1924 (Bergland, 2015) changed completely our perception of the brain, which emits brain waves perceived by the people around us. Contemplative neuroscience will give us the tools to change our brain waves, from Beta where stress is present, into Alpha where is living the humour, calm, creation.

Entrepreneurship area is going to bring light over medical entrepreneurship contribution to medical performance, and enlightened entrepreneurship will open a new file over entrepreneurship perception.

All these are focused to bring the answer over the research purpose presented on the abstract.

1.B RESEARCH LIMITATION

Actual research is focused on medical entrepreneurship environment, so this is the major limitation.

CHAPTER 2

LITERATURE REVIEW -THEORETICAL FRAMEWORK

“The key to success for everything in business, science and technology is never to follow the others.”

(Masaru Ibuka, co-founder SONY Corporation)

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CHAPTER 2.A

STRATEGIC LEADERSHIP

“The only sure thing is that in business, there are no sure things.”

(Akio Morita, co-founder of Sony Corporation)

SUMMARY

2.A.1 The Aim of the chapter.....	p.10
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2.A.1 The Aim of the chapter

The aim of this chapter is to find out if strategic leadership indeed influence business success

2.A.2 About strategy and leadership

Strategy

"Strategy ..it`s about deliberately choosing to be different." (Michael Porter)

Before to start to talk about Strategic Leadership is appropriate to know what "strategy" and "leadership" means. About strategy, we heard since ancient times.

The naming strategy is coming from the Greek language, strategy=" Stratos"+" Egy" where "Stratos" means a large number of people or as a military term means " an army to spread out", and "Egy" means " to lead". (Adair, 2010). The first person in history, which shown strategical thinking was Moses when he moved his people from Egypt.

Table 1 is going to give us more details about how strategical thinking influenced events, which changed history and still have a major impact on our days, in the business world, especially.

Table 1 Strategic Management / Leadership brief history

Strategic Management / Leadership brief History			
<i>"Those who have torches will pass to others." Plato</i>			
Period	Historical Personality	Action	Details
1491BC	Moses	used the Hierarchical Delegation	The event was during the exodus from Egypt
500BC	General Sun Tzu	"The Art of War"	Military strategy book. Hundred years later became one of the most used books in business
430BC-354BC	Xenophon	wrote the FIRST guidelines of Strategic Management	True even in our days.
70BC	Trojan horse	Greeks used the Trojan horse as a strategical ploy	They defeated the enemy
530C	Kind Arthur, the British King	Round Table message that " nobody is above of anybody" even the king himself	
1980	John Adair	Introduce for the first time the term " Strategic Leadership".	

Source: (Edwards, 2014, Adair, 2010)

History is showing us the importance of finding solutions on situations that seems without options, the benefit of the challenge is given by always bringing something new, we are pushed to "do something no one else can do" (Porter,1996), to create something from what we already have, to see the opportunity and take it with all possibilities that come out (Ovans, 2015).

Justin Thompson`s perceive strategy as an "integration of purpose, principles and passion", in simple words strategy is the result of knowing the nucleus and values of our life, the engine that pushes us forward= our passion that is coming from our personal life vision (Thompson, 2016).

From my point of view, the strategy is referring, to live in the future by walking in the present, keeping alive the flame of your vision through our perseverance.

Leadership

“Without normal people, great people do not exist” (Japanese proverb, anonymous)

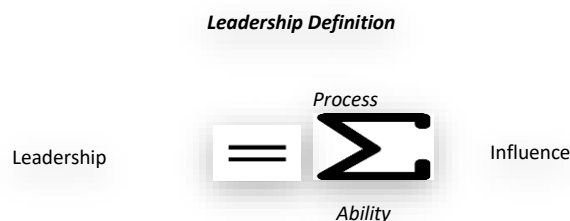
In this way, our life has a meaning, “makes a difference every day” pronouncing the uniqueness by “the way we are doing.” (Rizzo, 2017). For a leader, strategy represents the map, that it shows where we are = the present, where we should be = the future and helps us to make the connection between these two. (Thompson, 2016). To be a leader is not necessary to be a Chief Executive Officer, is important as Table 2 presents in simple words how a normal person is a leader.

Table 2 A good leader is about

To be a good leader is about	Explanations
Empowering others	Simple advice of a mother to her children when they are out of the door: "make good choices".
Listening	It is important to have active listening
Compromise	It is important to be flexible in life
Learning	Never stop educating yourself.
Communicating	Communication is a crucial element in a relationship.
Authenticity	Showing your personality, to be is a REMARKABLE thing,
Being TRUE to YOURSELF	Make yourself a priority.

Source: (Rizzo, 2017)

(Morgan, 2020) consider leader to be “someone who does more than just lead people” and (Kruse, 2013) sees “you can be a leader in your family,... without having a title.” To motivate people is not enough to make them move forward, the leader needs to be “empathic” and “connect with people to be successful” (Morgan, 2020). (Kruse, 2013) thinks leadership “is about maximizing the effort” of the team, in his acceptance the key elements that define the leadership are: social influence, others presence, a goal, not necessarily a title, managerial position. The leader is an influential person for himself but also for others. John Adair, the most prominent personality on Strategic Leadership, used to say the real leader “never ask others to do what he is not willing to do”, he is leading by example. (Adair, 2010). Justin Thompson is giving another interesting definition, presented in Figure 1, of leadership as Ability to generate Influence over the Processes.



Source: (Thompson, 2016, pp.5)

Figure 1: Leadership Formula (Thompson, 2016, pp.5)

John Adair, one of the most influential personality on leadership and strategic leadership, considers the performant leadership has “three distinct approaches”, and these are qualities, situational and functional (Adair, 2010) presented on Table 3.

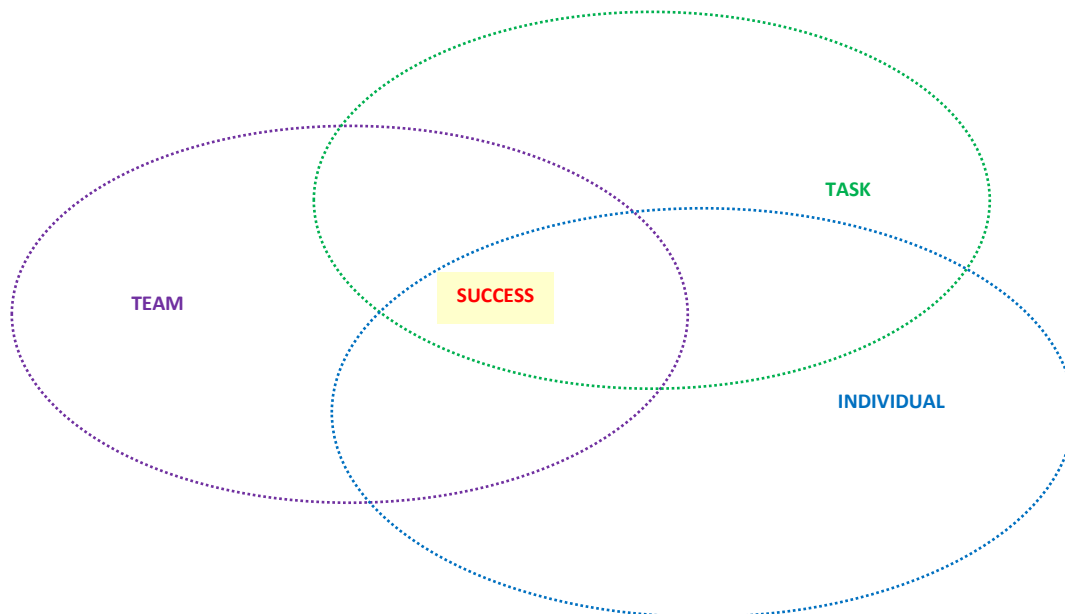
Table 3 Adair`s Leadership Approaches

John Adair Leadership Approaches		
Approach	Approach	Leadership details
Qualities	Good human relations developed based on strengths	Leadership qualities are toughness and fairness, emotional intelligence, humour is a very powerful quality, integrity and enthusiasm gain people trust
Situational	Knowing what to do in a situation	To know what to do in a situation require knowledge = professional knowledge + people knowledge.
		We need PRACTICAL WISDOM = Intelligence + Experience
Functional	Relationship between the individual, the team and the task	Business success is given by these three functions working together, see Figure 2

Source: (Adair, 2010)

In 1960, John Adair developed a practical application of functional approach introduced in the industry as “ Action Centred Leadership”, and had the inspiration to present everything in a simple way to be used, so he made the well-known drawing “The Three Circle Model, presented in Figure 2 (Adair, 2010).

The Three Circle Model



Source: (Adair, 2010)

Figure 2: The Three Circle Model (Adair, 2010)

2.A.3 Strategic Leadership versus Tactical Leadership

“Strategy without facts is the slowest route to the victory. Tactics without strategy are the noise before defeat.” (General Sun Tzu)

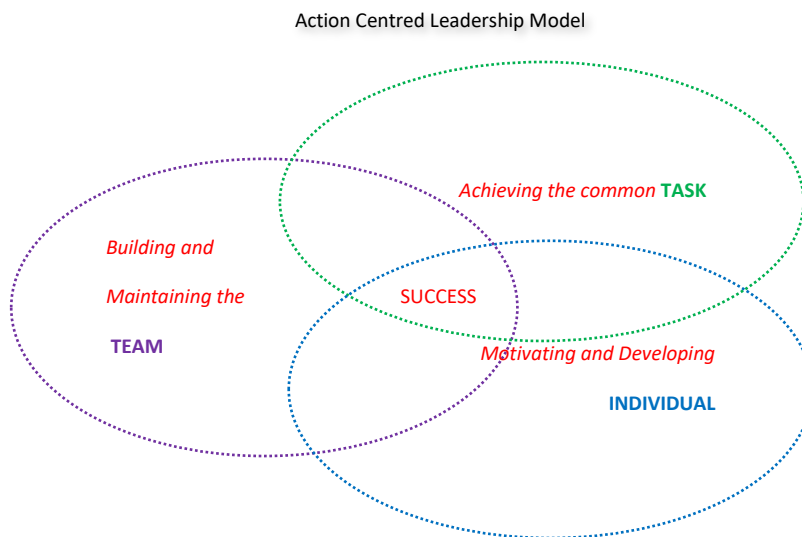
(Adair, 2010) considers in the organisation are three levels of leadership, Table 4, that are the “recipe for success” is on each level to have “effective leaders”.

Table 4 Levels of Leadership

Levels of Leadership	
Level	Details
Team	Acting at the team level and have specific objectives
Operational	Is at operations level and is called " the leader of the leaders."
Strategic	Responsible for the whole organisation. It is the lighthouse of the company.

Source: (Adair, 2010)

In time John Adair adapted The Three Circle Model to strategic leadership and defined the Action Centred Leadership (Adair, 2010) presented in Figure 3



Source: (Adair, 2010, Chapman, 2012)

Figure 3 Action Centred Leadership Model (Adair, 2010, Chapman, 2012)

(Chapman, 2012) considers Adair’s Action Centred Leadership Model as “leadership blueprint” because for the first time somebody exemplifies leadership is trainable, the skills can be developed, it is not necessary to be born strategic leader. Of course, the history has shown us the born strategic leaders like general Tzu, Moses or King Arthur but on our days, through effort, dedication, perseverance, and love for our purpose, we can become strategic leaders. The leader that is acting at a strategic level is called Strategic Leader (Adair, 2010), and at this point, we are talking about strategic leadership. The Strategic Leader has the responsibility of the WHOLE organisation and differently from other levels of leadership.

(Hoskisson et al., 2004 cited on Redmond, 2016) defined Strategic Leadership as “the ability to anticipate and empower others to create strategic change.”

The Operational leadership identified in Table 4 (Adair, 2010) is similar to Tactical Leadership (Thompson, 2018; McCullough, 2020). Tactical leadership is considered to be “the compass” that is helping the leaders to stay on course, to identify the key “landmarks along the way” and to see the possible obstacles that might show up. (Thompson, 2018).

Tactical leaders are focused on the short-term objectives; they are focus on what it needs to be done. They are the one able to make things in an efficient manner; their work is very logical (McCullough, 2020). The disadvantage of tactical leaders is given by the fact they are missing the long-term objectives.

Strategic leaders are focused on long-term objectives and permanently paying attention to the effects of their actions and how these affect the long-term plans. They permanently see today’s facts through tomorrow’s state. This position gives flexibility to the leader by allowing him to change the tactics and plans as the situation is asking for, the strategic leader should have the strengths to make this drastically change for the good of the company if the actual direction is proven wrong. The disadvantage of the strategical leader is given by too much focus on the future and lose the contact with the reality, in this case for sure, needs a “compass” (Thompson, 2016) to get back on track.

“It is a kind of law of nature. The goal one aims for can rarely be reached by a direct road.”
(Konosuke Matsushita, founder of Panasonic Corporation)

We are going to see the difference between communication and behaviour between strategic and tactic leadership, presented in Table 5. Strategic and Tactical Leadership, together, pay a crucial role in organisation development and business success. (McCullough, 2020).

Table 5 Tactical vs Strategic Leadership

	Tactical Leadership	Strategic Leadership
Difference in Communication	Talk to Fred about that	Who else might you involve helping
	The first step should be to	How do the team members see their roles as contributors?
	Our results are not as expected	What should we do to obtain the results?
Difference in Behaviour	Works hard	Works differently
	How is this making us more efficient?	How is this making us more effective

Source: McCullough, 2020)

Strategical Thinking and Strategical Planning

“Creativity comes from looking for the unexpected and stepping outside your own experience.”
(Masaru Ibuka, co-founder of Sony Corporation)

Let’s see what role plays Imagination, Creativity, and Intuition on the process the determine the strategy to become alive. The strategy does not exist at the beginning of a company; it is necessary to create it, to invent it. We need to know what results we want and to identify the best way to get it; this is called Strategical Thinking (Adair, 2010). There are two major areas that are working together and make the things happen; these are Strategical Thinking and Strategic Planning, first is giving the long-term objective and the other the accomplishment of short terms objectives.

Strategical thinking involves the Cause and Effect or Means-Ends. Scientifically speaking “all times and all places Cause must precede effect.” Strategic leaders are used to analysing their way of

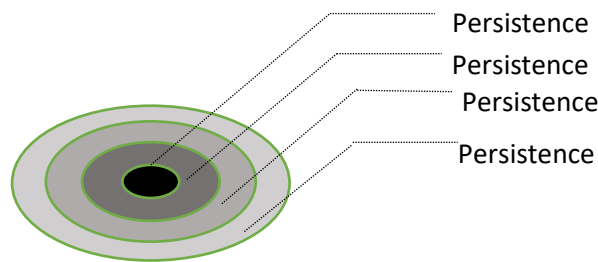
thinking about a situation, and this is known as “double-loop learning”, they do not stop only thinking about the situation which is “single-loop learning”. (Healthmanagement.org, 2016).

Panasonic CEO, Konosuke Matsushita considered the strategic leader should saw “the social end of the business”, and he considered the fulfilment of a company is “to improve lives of everyone in the society” and Henry Ford’s said, “business of making only money is a poor business”, two people that influenced the business world over time reinforce the importance of business over the society (Adair, 2010). The Strategic Leader should be aware the strategy is made at the moment in time and time changes, therefore is vital to be Flexible, to Adapt and to Change to get to the destination, and never forget about the safety net, always to have plan B, plan C.

2.A.4 Strategic Leaders Characteristics

Strategic Leader, through its position in the organization, plays a crucial role in performance and business success. Socrate was the first who underlined the importance of having knowledge about the business profile, and he considered this as being one of the major contributors to business success. Justin Thompson’s view (Figure 4) about strategic leadership, represents from my point of view, one of the most important keys for a strategic leader to be successful (Thompson, 2016).

Strategic Leadership Circle of Persistent Action



Source: (Thompson, 2016)

Figure 4 Strategic Leadership Circle of Persistent Action (Thompson, 2016, pp. 111)

On this “bulls-eye” target (Thompson, 2016) deliver an especially important message for the strategic leaders that, they need to remain focus on their vision in order to become a reality. Table 6., are few qualities that contribute among Persistence, to build the basement of a performant strategic leader able to determine business success.

Table 6 Strategic Leader Qualities

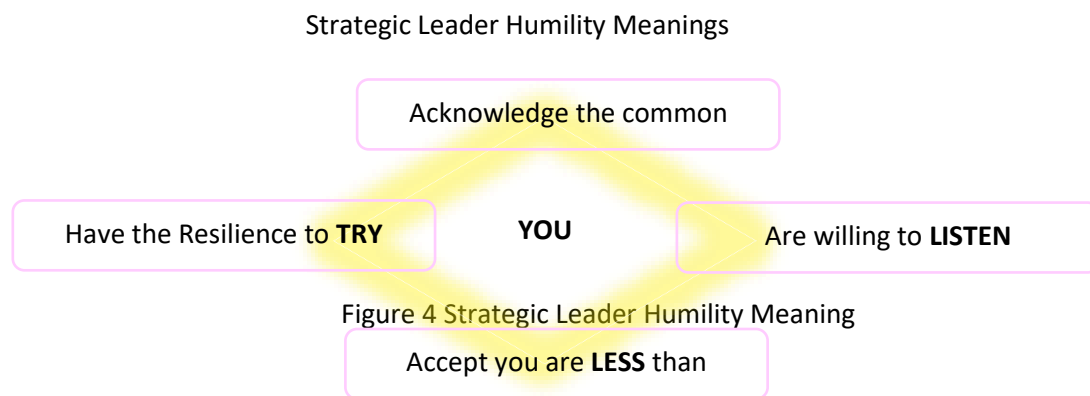
Strategic Leader Qualities	
Creativity	Humanity
Calmness	Intelligence above average
Enthusiasm	Integrity
Flexibility	Intuition
Adaptability	Imagination
Fairness	Innovation
Humour	Resilience
Humility	Strategic Thinking

Source: (Adair, 2010)

We shall develop a few of them to reinforce their major contribution to business success. It is important to have the ability to “step back” from the details, to be able to see the “wood for the trees”, to see the essence of the complex situation, Japanese call this SUNAO mind. One of remarkable Japanese business leader of the last century, Konosuke Matsushita used to say “the SUNAO mind = the unstrapped mind is Calm and Highly Adaptable” (Adair,2010). His way of thinking and acting made PANASONIC one of the most powerful brand on the market.

“*Doing precisely the right thing at the right time*” (Themistocles) this is a good introduction for strategic leader mental power to foreseen known as IMAGINATION. A strategic leader should use his INTUITION to ANTICIPATE the next step. Intuition is determined by the reality despite CREATIVITY which is “giving life” to something does not exist. Without mistake, we may call Intellectual Virtues Intuition and Creativity also a part of Practical Wisdom.

In one of his books, John Adair said, every leader he admired had a deep sense of HUMILITY. (Adair, 2010). The major contribution of humility on the strategic leader mind is the power to overcome of SELF and in this way brings clarity of the mind and accuracy of the thinking process. What does this mean? If the mind is under the shadow of SELF, we shall think like “what is good for MySelf?”, the mind without SELF will think like “ what is good for US ?”



Source: (John Blyth cited on Adair, 2010)

Figure 5 Strategic Leader Humility Meanings (John Blyth cited in Adair, 2010)

“The leader of the past knows how to tell; the leader from the future will know how to ask.” (Peter Drucker)

It seems the leaders should work to build the Anatomy of Wisdom which is a combination of Intelligence+ Experience+ Goodness (Adair, 2010). Why do we need goodness? As a strategic leader, our decisions have a huge amplitude, the produced waves have a MORAL impact, and here the effect is over time. The strategic leader should remember “*There are two days in the year that we cannot do anything, yesterday and tomorrow.*” (Mahatma Gandhi)

John Adair, through seven strategic leadership functions from Table 7., establish the strategic leadership role.

Table 7 Strategic Leadership Functions

Functions	Key Elements
Providing direction for the organization as a whole	<i>Purpose/ Vision/Values</i>
Getting strategy and policy Right	<i>Strategic thinking and planning</i>
Making it happen	<i>Operational / Administration</i>
Organizing or reorganizing	<i>Organization Fitness to Situational Requirement</i>
Releasing the corporate spirit	<i>Energy, morale, confidence, "Esprit de corps"</i>
Relating the organization to other organizations and society as a whole	<i>Allies and Partners, Stakeholders, Government</i>
Developing tomorrow's leaders	<i>Teaching and leading the learning by example</i>

Source: (Adair, 2010)

Strategic Leaders Actions (Table 8) are highly important for the organisation due to the impact on a short and long time.

Table 8 Key Strategic Leadership Actions

Key Strategic Leadership Actions	
1	Determining Strategic Leadership Direction
2	Exploiting Core Competencies
3	Developing Human Capital
4	Sustaining Organizational Culture
5	Emphasise Ethical Practices
6	Establish a Balanced Organisational Card

Source: (Redmond, 2016)

We shall focus on the last two key strategic leadership actions due to the impact on the "effectiveness of the implementation of the strategy" (Redmond, 2016).

Emphasising Ethical Practices

"The strength of a nation derives from the integrity of the home." (Confucius)

A company without a strong ethical base is not going far, and when we are talking about strategy implementation, people are the force that makes it happen and without a culture of ethical behaviour and code of ethics all the efforts are in vain. The organisation should develop and permanently communicate the code of ethics, ensure the people are trained on this matter, to be created procedures and processes that allow to the employee to respect the ethical requirements and guidelines as well as to report any abuse, Figure 6 presents the Ethical Strategic Leadership

One of the impacts of a good Ethical Practice is given by permanently increase level of motivation of the organisation human resource, the organisation due to good the image on the market can attract highly talented people.



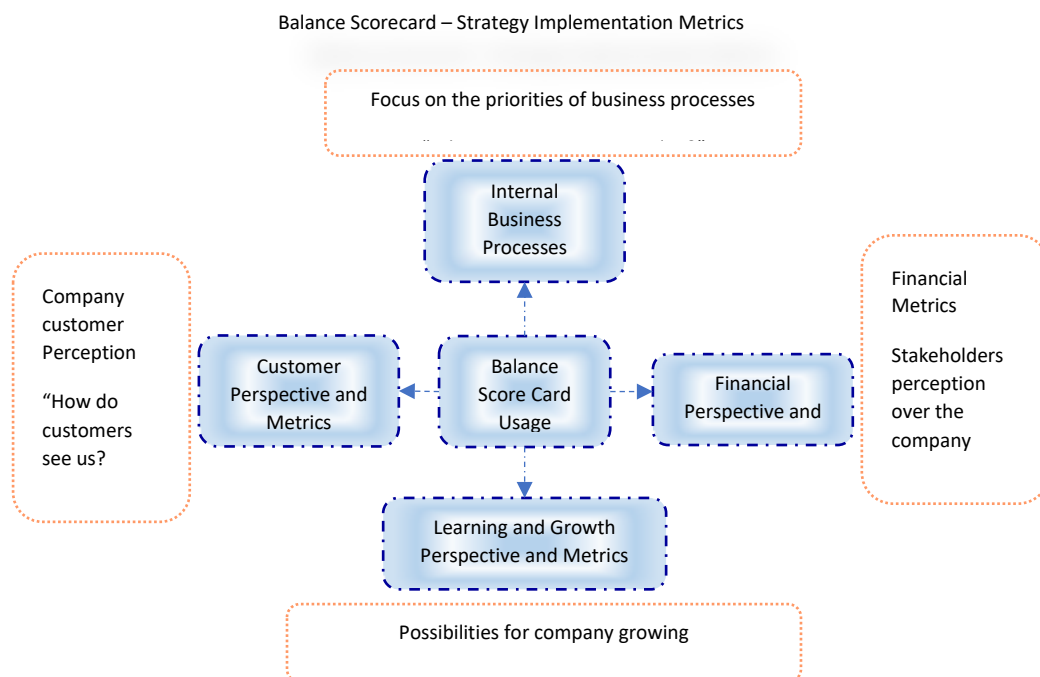
Source: (Hitt, Ireland and Hoskisson, 2009, pp.356)

Figure 6 Ethical Strategic Leadership (Hitt, Ireland and Hoskisson, 2009, pp.356)

Establishing Balanced Organisational Controls

“However beautiful the strategy, you should occasionally look at the results.” (Sir Winston Churchill, Great Britain Prime Minister)

In strategic leadership, the Balanced Scorecard, is the radar that marks our position on the strategy map, by helping the strategic leaders to do, on time, the right changes required by the situation in correlation to the organisation long-term objectives.



Source: (Hitt, Ireland and Hoskisson, 2009, pp.357, Redmond, 2016)

Figure 7 Balance Scorecard (Hitt, Ireland and Hoskisson, 2009, pp.357, Redmond, 2016)

Strategic team performance

The strategic leader is not acting alone in the organisation; he needs a team able to support and understand him. A CEO once said his role is to influence people about “How Good We Can Be and not How Good We Are”, and this makes an enormous difference. Table 9 is presented the qualities of the team whose role is to support the Strategic Leader do accomplish his objectives.

Table 9 Top Qualities of Strategic Team Leader Excellence

Top Qualities of Strategic Team Leader Excellence	
1	A Shared sense of purpose
2	Communication
3	Riding on the Storms
4	Progress Review
5	Best use of resources
6	Building on experience
7	Mutual trust and support
8	Realistic, clear and challenging observations

Source: (Adair, 2010)

We remember John Adair was the first who said leadership is trainable and he made the “50:50 rule” which is extremely helpful, and he suggests the changes to build a “successful team is giving 50% from the team and 50% from the leader” (Chapman, 2012). (Thompson, 2016) considers a successful strategic leadership is influenced by three elements: strategic leadership, tactical leadership and performance leadership.

In 2015, was made a study, by David Rooke and William Torbert, on 6,000 executives to find out the factors that influence their leadership performance. The study revealed the leadership performance is coming with age (age 45 or above), the most performant leaders were women, there were few common personality features presented on Table 10 (healthmanagement.org, 2016).

(McCullough, 2020) has observed the most performant strategic leaders are able “to motivate towards a universal vision” but give to the team everything they need to transform the vision into reality.

Table 10 Performant leaders common features

Performant leaders common features	
1	They can act, at the same time, on the big and small picture
2	Change the course of action if the previous one proved to be wrong
3	They can be a team player as well as a leader
4	They can change the direction of the actual is proven wrong
5	They are permanently operating from a deep humility and respect for others

Source: (Healthmanagement.org, 2016)

2.A.5 The Principles of Strategic Leadership and Leadership styles

The Principles of Strategic Leadership

The research also concludes the first three principles of strategic leadership, presented in Table 11 entail effective decision making, transparency and innovation. (Healthmanagement.org, 2016, Leitch, Lancefield, and Dawson, 2016)

Table 11 Ten Principles of Strategic Leadership

Ten Principles of Strategic Leadership			
1	Distribute responsibility	6	Develop opportunities for experience-based learning
2	Be honest and open about information	7	Hire for transformation
3	Create multiple paths for raising and testing ideas	8	Bring your whole self to work
4	Make it safe to fail	9	Find time to reflect
5	Provide access to other strategists	10	Recognize leadership development as an ongoing practice

Source:(Leitch, Lancefield, and Dawson, 2016)

Seven Types of Leadership based on “action logic.”

David Rooke and William Torbert worked together with the psychologist Susanne Cook-Greuter developed the concept “ action logic”, that refers to the way leaders interpret the situations they are facing and “ how they react” when they perceive their safety or power is questioned. (Rooke and Torbert, 2005). In 25 years, they worked with thousands of executives and observed the leaders who made efforts to understand their “action logic” refined their leadership skills.

Table 12 is presented seven types of leadership developed based on “action logic” developed by (Rooke and Torbert, 2005).

Table 12 Seven Ways of Leadership

Seven Types of Leadership		
No	Leadership Profile	Characteristics
1	The Opportunist	<i>Wins anyway possible:</i> The people are treated as objects or competitors
2	The Diplomat	<i>Avoid conflicts:</i> for the Diplomat the conflicts that might occur from the initiated change represent a threat, and they do everything possible to avoid
3	The Expert	<i>Rules by logic and expertise:</i> they used to ignore other people opinion if they do not have their expertise. They do not appreciate the emotional intelligence

No	Leadership Profile	Characteristics
4	The Achiever	<i>Meet strategic objectives:</i> despite they support their teams and generate a good interdepartmental atmosphere, they do not promote the thinking out the box.
5	The Individualist	<i>Creates the structures to cover the gap between strategy and performance.</i> They are aware of the possible conflicts that might appear between their principles and their actions but do not stop. For them, this conflict is a source of tension, creativity and future development.
6	The Strategist	<i>Generates organisational changes. Determine personal transformation.</i> They are very good to handle people's instinctive resistance to change. They are acting on three social levels: personal relationships, organisational relationships and international developments
7	The Alchemist	<i>Generates social transformation:</i> They have the capacity to act on different levels with different situations. They have the capacity to reinvent themselves as well as their organisations

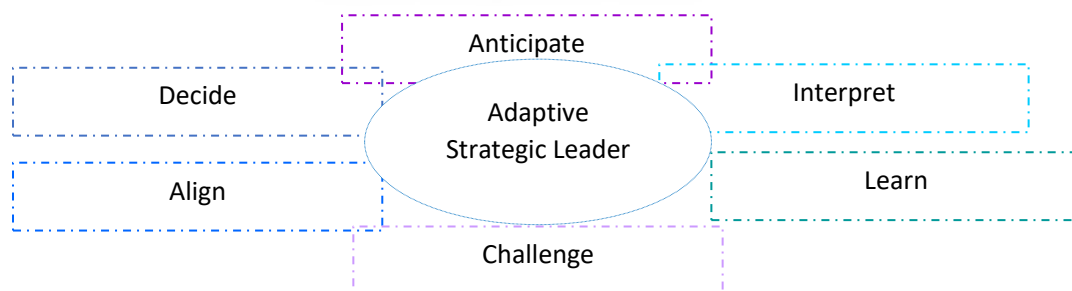
(Rooke and Torbert, 2005).

We are going to focus on the individualist, strategist and alchemist profile due to their “capacity to innovate and successfully to transform their organisations”. (Rooke and Torbert, 2005). Remarkably interesting is the Alchemist due to their high moral standards, focus on the truth. This “Rara Avis” is the exceptional strategic leader that by bringing change into himself/ herself determines the change of the whole organisation, in a very successful way.

The more unpredictable the business environment is, the greater opportunity, and to make this combination to be an exceptional success we need a skilfully leader, and this seems to be one of the keys of Rothschild financial success (Schoemaker, Krupp and Howland, 2013).

It was made a study on 20,000 executives together with Wharton School and have been figured out the main six skills used by most of them to be successful, and based on them was configured the Adaptive Strategic Leader profile presented on Figure 8

Adaptive Strategic Leader Abilities



Source: (Schoemaker, Krupp and Howland, 2013)

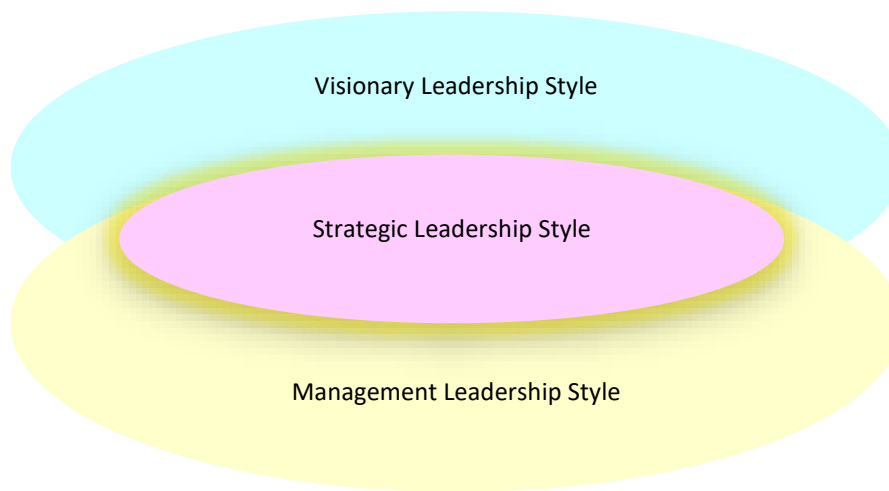
Figure The Adaptive Leader (Schoemaker, Krupp and Howland, 2013)

Our opinion the Adaptive Leader is the leader of the future capable of remaining balanced even the business environment became like a tornado. This type of strategic leadership is the vital element that makes the organisation wheels to move around him to bring business success.

Strategic Leadership Styles for Executives

The interaction of leadership and strategy define the styles of strategic leadership used by the executives (Redmond, 2016). The reason we stop over this aspect is due to the impact of the executive's styles over the organisation success. It is especially important to be a balance between long term objectives and short-term financial stability (Redmond, 2016) in order for the organisation to pursue the strategy forward without too many "earthquakes". On Figure 9 are presented the elements that determine the Strategic Leadership Style of the Senior Executives.

Strategic Leadership Styles for Senior Executives



Source: (Rowe,2001, cited in Redmond, 2016)

Figure 9 Strategic Leadership Styles for Senior Executives (Rowe, 2001, cited in Redmond, 2016)

The Visionary Leadership Style belongs to those able to use the Empathy to connect with people, they are very much focused on the long term objective, they are living more in the future, and this is the reason why they are called dreamers (Redmond, 2016). They risk losing contact with reality, and this put the strategy in danger, so they need balance.

The Managerial Leadership Style is the one who is acting daily bases, make things happen; they do not have to dream, highly focus on short term objective. The organisations ruled by Leaders with Managerial Leadership Style are much inclined on operational and financial instead of investment, creativity, and innovation (Redmond, 2016).

It is necessary a balance between these two styles, and this means a Strategic Leadership Style which combines the best of each of above-mentioned styles. Strategic Leaders create the most health organisations and keep the balance between managerial leadership and strategic leadership to ensure business success (Redmond, 2016).

2.A.6 Conclusions

“Are many paths to the top of the mountain, but the view is always the same.” (Chinese proverb)

We've navigated through the strategic leadership perceived from different angles, given by the researchers on leadership field. Interesting is all perceptions, over strategic leadership, brought us on the top of the mountain represented by business success.

This means strategic leadership has an enormous influence on organisation success, bringing balance and trust in future.

At the end of this chapter, we can conclude leadership indeed has a major influence on the success of any type of business.

Chapter 2.B

EMOTIONAL INTELLIGENCE

“The secret of success is to understand the point of view of others.”

(Henry Ford)

SUMMARY

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2.B.1 THE AIM OF THE EMOTIONAL INTELLIGENCE CHAPTER

The aim of this chapter is to present the influence of Emotional Intelligence over the Leadership and Strategic Leadership performance with direct impact on business success.

2.B.2 INTRODUCTION

“Change is never easy but always possible.” (Barack Obama, 44th President of USA)

Each person, organization that is acting on the business field, knows the unpredictable is omnipresent; one moment is not the same with the next, the decision from present moment have consequences in time, the impact of actions affect many lives.

Entrepreneurship domain is an incredibly challenging area; there “to change” is an ordinary phenomenon and ability to adapt and being flexible is one of the keys to survive and to be successful. With such a “perspective” the business sector is extremely exciting and has a terrible power of transformation over the society as well as the individual.

What is Emotional Intelligence, what is this doing and why is so important?

We are working with emotions since we’ve been born, at that time, when we had a discomfort, we started to cry; when we become adults if we have discomfort, we are getting annoyed, frustrated, so we change our emotions, the tone of our voice is changing, our body language express our feelings, our mood is changing. We are surprised when people around us, are asking if we are upset, even we had said a word. How come they know? They sense, they can perceive our emotions.

We experience emotions permanently without any effort. Who is in charge, from our body with emotions? Before to have emotions, we have thoughts, and this process is taken place in “our head”, precisely, in our brain.

The mighty BRAIN is a machine, which is helping us to think and feel, and because we are using it since we’ve been born, now is working on “auto-pilot”. We are so used to use it, that we do not pay attention to what we are thinking, we are paying attention to what we feel because emotions are real, we perceive our thoughts through emotions, they are the vehicle of the thought.

We are the one who tells to the BRAIN what to think, and we can take our emotions under control, to change our life, to be happy and to have vibrant of life, to know to smile when life is challenging us.

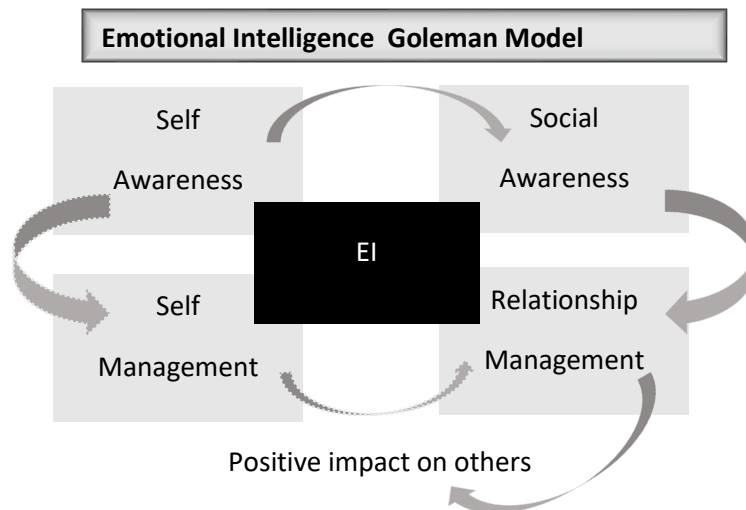
The one who is speaking, about our capability to take under control our emotions, to know ourselves, to understand other emotions and to influence around us, is Emotional Intelligence.

In a world that, is permanently changing, the leaders and the strategic leaders have a huge responsibility for themselves and for the others. They should be permanently aware of their thoughts, emotions because the body is emitting everything and we are going to talk later about the unique brain areas that govern the Emotional Intelligence (Gardner, 1983), about the scientific studies regarding the brain waves, brain functionality, the physiology of the brain during a conversation, neuroscience of strategic leadership, neuroleadership and many more.

Appendices A has presented the scientific recognition of Emotional Intelligence as Intelligence.

2.B.3 Emotional Intelligence Models

The Emotional Intelligence concept was proposed for the first time, in 1990, by Peter Salovey and John Mayer in their article “Emotional Intelligence” (Mayer and Salovey, 1990), five years later Daniel Goleman presented for the first time his Emotional Intelligence Concept in the best seller “Emotional Intelligence: Why it can matter more than IQ” (Goleman, 1997), twelve years later, Reuven Bar-On developed the Bar-On model of Emotional Intelligence (Reuven, 2007), but the most used and recognized model belongs to Daniel Goleman, presented on Figure 1.



Source: (Goleman, 2011b)

Figure 10. Emotional Intelligence Goleman Model (Goleman, 2011b)

Daniel Goleman developed a comprehensive model for Emotional Intelligence (EI), that in those four domains: self-awareness, self-management, social awareness, and relationship management summarise the elements of almost all emotional intelligence models. We are going to consider Daniel Goleman’s Emotional Intelligence model as a reference for further discussions. The initial model evolved in time, and each domain was developed and appeared the competencies, presented in Table 13.

Table 13 Emotional Intelligence Framework

Emotional Intelligence Framework			
Emotional Self-awareness	Self- Awareness	Social Awareness	Empathy
			Organizational Awareness
Emotional Self-control	Self- Management	Relationship Management	Inspiring Leadership
Adaptability			Influence
Achievement			Conflict Management
Positive Outlook			Teamwork and Collaboration

Source: (Goleman, 2011a, pp.8)

We are going to develop each of the domains and competencies due to their role in leadership performance, strategic leadership evolution and business success. It should be mention, that in time the domains become personal abilities (Goleman and Boyatzis, 2017).

We shall get back to Goleman`s Emotional Intelligence framework during our work, but first, we have to find out if indeed Emotional Intelligence is an Intelligence and if the answer is positive, then which areas from the brain are connected to Emotional Intelligence.

As we mentioned, we become aware of our emotions due to our magnificent brain. Everything we are doing in life involves thinking, our body is working because the central unit, the BRAIN, is functioning. We are using our brain without known too much about what is really capable of doing.

Would be useful to find out how we can work with our brain, in order to develop self-mastery, to become wiser, to increase our empathy, only a few elements that, in the strategic leader`s hand bring staff loyalty and enthusiasm, high organisation performance, happy customers and pleased stakeholders. The brain is like a very performant car; if you know how to use it, driving is not only a pleasure, could become a “state of a dream” due to Gamma brain waves (American, 1997).

2.B.4 Emotional Intelligence Framework at work

Now we are going to see how Emotional Intelligence framework is working with the brain functions in order to bring balance and improvements in our lives.

Figure 11 is presented the domains called by Goleman and Boyatzis as “personal abilities” (Goleman and Boyatzis, 2017) as well as the competencies and their brain connections.

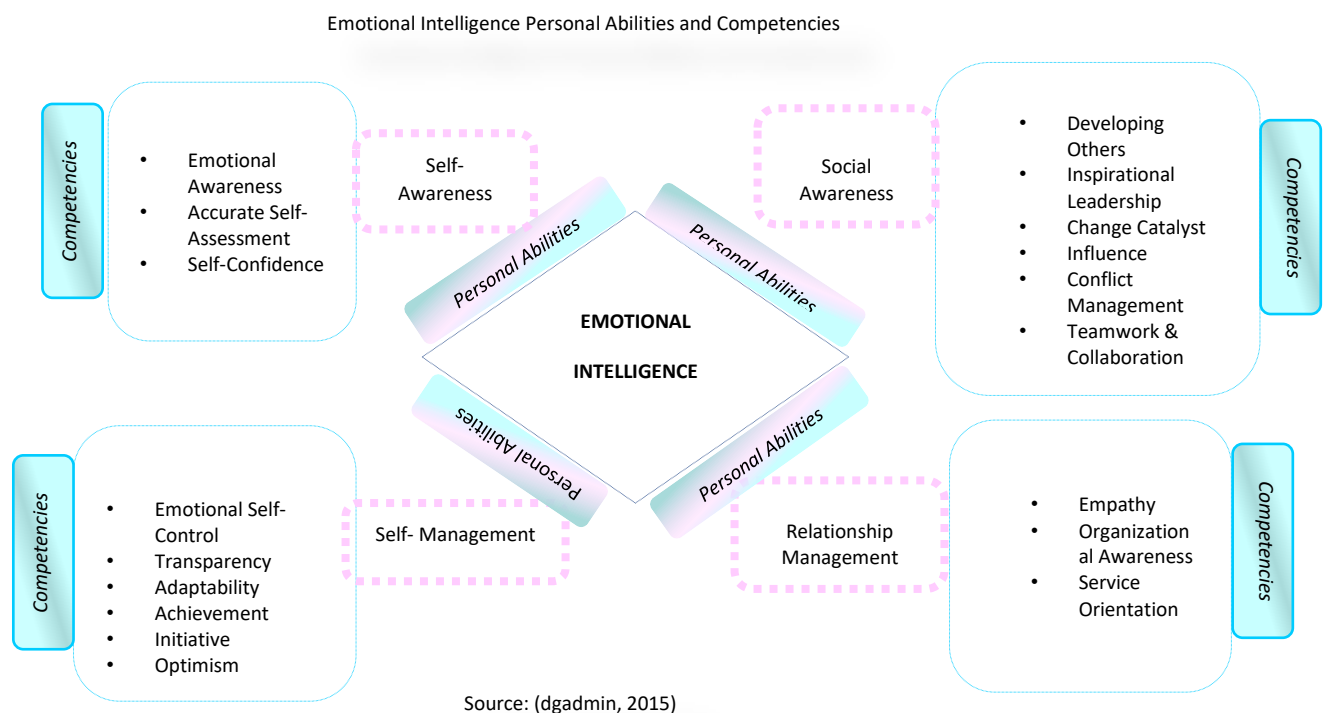


Figure 11: Emotional Intelligence Personal Abilities and Competencies (dgadmin, 2015)

If we compare the competencies presented above with the one presented on figure 13, could be easily seen that, in time Goleman's Emotional Intelligence model has been improved and for sure in years that are coming to the research in Emotional Intelligence, neuroscience, neuroleadership will bring new additions.

(McKee, Boyatzis, and Johnston, 2008) called emotional intelligence abilities (Goleman and Boyatzis, 2017) as Key Element of Emotional Intelligence. We are going to present in details the Emotional Intelligence personal abilities, competences and the brain areas that support them.

Self-awareness

"Trust yourself, do not deny who you are" (Denisa Puscasu, Founder "Denisa Puscasu Law Firm").

Self-awareness is considered by Daniel Goleman, an important part of Self-Mastery because of what is doing. Self-awareness is helping us to become aware of our emotional states, and we need "ability" matter what job we are doing.

One of the advantages of self-awareness is given by the fact is bringing emotional balance. By being aware of your strengths, limitations, emotions, we are able to work in harmony with ourselves and with others.

Self-awareness is helping us to understand our goals and values and used them for our benefit as well as for the organization.

Table 14: Self-awareness description

		Emotional Intelligence Meaning	Brain location
Ability	Self-awareness	to be aware of our inner strengths, preferences, resources	Right Amygdala /Right side of the brain
		to know, count and use our Intuition	Prefrontal cortex / Neocortex
Competences	Emotional awareness	to be aware and understand our emotions and their impact	
	Accurate Self-Assessment	to know our strengths, weaknesses	
		to be aware of our limitations	
	Self-confidence	to know our capabilities	
		have an intense sense of self-worth	

Source: (dgadmin, 2015, Goleman, 2011a)

Self-management / Self-regulation

"Success is never final. Failure is never fatal. It is courage that counts." (Sir Winston Churchill, Great Britain Prime Minister)

The remark of Shawn Hayashi, CEO of The Professional Development Group said "... fear, anger are signals that inform us about our actions" (Meinert, 2018), and this offers the best explanation about the importance of self-management. (Goleman, 2011b) used to call self-management as self-regulation and is the one who is going to help us to understand and control our emotions. Self-awareness and self-management (self-regulations) are given the Self-Mastery. If we are able to use

wisely these two “instruments”, we shall be able to be aware of each moment of our emotions and decide what we are going to manifest or not. What is the impact of self-regulation over the environment where the leaders are working? An emotionally balanced leader creates around him an environment of trust and calm, an open approach matter what and the people know they are listened and appreciated.

Table 15 Self-management description

		Emotional Intelligence Meaning	Brain location
Ability	Self-management	the ability to manage your impulses, resources and your personality	The prefrontal cortex, that behind the forehead
Competences	Emotional self-control	Permanently listen to what your body is telling you through impulses and emotions and take them under control.	Anterior Cingulate
	Transparency	Act accordingly to your internal standards and values. And respect them at matter costs	
	Adaptability	Change is life and to be alive means to be able to handle change so to be flexible	
	Achievements	the ability to improve yourself as being able to meet your own standards	
	Initiative	See the opportunity and take it, so act	
	Optimism	Even it is raining " cats and dogs" in your life, always to see the " full part of the glass" and overtake the difficulties and blockages.	

Source: (dgadmin, 2015, Goleman, 2011a, Goleman, 2014)

(Bradberry et al., 2009) made a research on 2 million of workers and only “36% people were able to identify their emotions when this happens” and concluded the importance of developing the reading the nonverbal body language that provides information about their feelings. The same study concludes Self-Management is the “instrument” that is helping us to use our emotions to create the behaviour we are looking for.

(Meinert, 2018) promote the 306-degree feedback process due to the capability to highlight the areas that require improvement. Daniel Goleman and his team developed a set of assessments called Emotional and Social Competency Inventory = ESCI 360 that at this moment is considered to offer “the best predictions of a leader’s effectiveness”. (Goleman et al., 2015).

Social Awareness

“If you do not have Empathy, you should not be in business or in medical school.” (Dr. Florin Julian Russu, Co-founder Bio-Medica International)

The most known from Social Awareness competencies is Empathy. Some Bad Bosses, see Table 16, will consider a waste of time to think about Empathy but a Good Boss which is a good leader will be 100% on using Empathy.

Empathy in leadership is bringing business developing reflected in globalization; the team performance will increase and also the involvement of the team, the team will feel free to innovate and bring a lot of improvements to the processes, new talents will be absorbed by the organization.

Beside of these effects, the most important is a boss who understands, work together with the team, take responsibility of the failure, and is there when you need without criticizing you for your mistakes but helping you to learn from them.

Table 16 Social Awareness

		Emotional Intelligence Meaning	Brain location
Ability	Social awareness	is referring to the way we manage our relations with others	Social brain (mirror neurons)
		express our ability to be aware of other emotions, concerns, needs	
Competencies	Empathy	to perceive other feelings and honestly to be interested in their needs, problems	The right side of the brain
	Organizational Awareness	ability to perceive the emotional currents from organization members	
	Service orientation	customer orientation	
		listen, understand, recognize and anticipate customer needs and orientation	

Source: (dgadmin, 2015, Goleman, 2011a, Goleman, 2014)

Relationship Management

Cary Cherniss, professor at Rutgers University, conducted research that found “the outstanding leaders continuously monitor the emotional climate” matter of the situation, location, context, relationship, organization. Leaders are focused to permanently improve themselves, find ways to help their team, emotionally to keep going, to give hope. (Meinert,2018).

Table 17 Relationship Management

		Emotional Intelligence Meaning	Brain location
Ability	Relationship Management	ability to adapt to others emotional status and needs	Left Prefrontal Cortex
		having skills to determine emotional responses in others	
Competencies	Developing others	ability to see other abilities and help them to develop them	
	Inspirational Leadership	capability to inspire and guide others through your own example	
	Change Catalyst	sense when is need for change	
		initiate and be the lighthouse of our team, organization	
	Conflict Management	ability to calm down the emotional fire of the conflicts	
		capable of negotiating and solving disputes	
	Teamwork & Collaboration	create the synergy to motivate the team	
		support and work together with the team on goals achievement	

Source: (dgadmin, 2015, Goleman, 2011a, Goleman, 2014)

2.B.5 Emotional Intelligence and Leadership

“All personal growth comes from meeting the challenge of change.” (Marta Medeksiene, Ward Manager)

Harvard Business Review considers emotional intelligence an “active ingredient in great leadership”. (dgadmin, 2015), “a key leadership skill” (Dollard, 2018). In 2013, Daniel Goleman made a study on 188 companies to find out which personal abilities determine excellent performance in those organisations. The end of the research determined three categories of competencies, and among those were leaders with increased emotional intelligence. During the same research, it was calculated the contribution of Intelligence Quotient (IQ) and Emotional Intelligence (EI) on excellent performance, and the results were shown the Emotional Intelligence to be twice important than IQ. (dgadmin, 2015). It seems the Emotional Intelligence starts to be influential in leadership,

(Dollard, 2018) considered Emotional Intelligence as “key to successful leadership” and being “necessary for good leadership.” We are going to present the Leadership competencies developed based on Emotional Intelligence and respecting Daniel Goleman’s framework presented in Figure 10.

Self-Awareness Leadership

“A leader is a Normal person capable of transmuting his / her weaknesses” (Medical Dr Florin J. Russu Co-founder Bio-Medica International)

Leaders aware of their competencies, presented in Table 18., cannot be manipulated by the moment emotional impact. What does this mean? They know themselves well enough, do not resonate to the emotions created by others and keep the “ship” in the right direction. The sense of humour that is a sign of intelligence is a prove of deep emotional intelligence. It is so important during very heavy times for the team, the leader to be able to make them laugh, and in this way, team morale is rising. It is not necessary to be in the war to feel the battle heaviness.

Table 18. Self-Awareness Leadership

Self-Awareness Leadership		
Emotional Intelligence Abilities	Emotional Intelligence Competencies	Leaders that have this competence
Self-awareness	Emotional Self-awareness	Recognize their inner signals
		Are capable of seeing the big picture in complex situations
		Can intuit the best course of action
	Accurate self-assessment	They know their limitations
		Have a sense of humour
		Open to learning where to have to improve
		Constructive criticism and feedback
		Welcome a difficult assignment
		Sense of presence, they stand out of the group

Source: (dgadmin, 2015, Goleman, 2011a, pp. 72-74, Goleman, 2014)

Self-Management Leadership

"I definitely thought about how I process FEAR. This is not scary, because this is what I DO." Alex Honnold, the greatest solo climber in history (J.B. MacKinnon, 2016)

Leaders are those who are permanently in the loop of something even we are talking about conflicts, climate challenges, strategical changes, or even working as a team player.

Leaders are read like a map on the sea; they are the emotional radar of the situation, people expect them to remain calm and balanced, to be able to control their emotions when mighty "amygdala is hijacking" everybody's heads with FEAR.

Table 19. Self- Management Leadership

Self-Management Leadership		
Emotional Intelligence Abilities	Emotional Intelligence Competencies	Leaders that have this competence
Self-management	Self-control	Are capable of controlling their emotions and impulses
		Remain calm and clear-headed under high pressure, unpredicted situations
	Transparency	Integrity
		Admit the mistakes or faults openly
		Do not turn their head in front of unethical behaviour - they confront it
	Adaptability	Are multitasking and do many actions without losing their focus
		Flexible in adapting new challenges
		Adapt to the change
	Achievement	Have personal standards
		Seek performance improvements
		Pragmatic, establish measurable, challenging goals
		Capable of calculating the risk
	Initiative	Have a sense of efficacy
		They see the opportunities or create them and not wait for them to show up
		Able to "cut through the red tape", they have to create better possibilities for the future
	Optimism	They see the "half-full" of the glass and expect the changes will be for the better
		See others positively, expecting the best of them

Source: (dgadmin, 2015, Goleman, 2011a, pp. 72-74, Goleman, 2014)

Would be interesting to see how the brain looks like when it is with and without fear. The cognitive neuroscience Jane Joseph conducted a research about the centre of FEAR, the Amygdala, by scanning the brain of famous free climber Alex Honnold, by using the functional Magnetic

Resonance Imaging (fMRI) (J.B. MacKinnon, 2016). Inside the MRI machine, Honnold was viewing images that creates fear. The results had shown his prefrontal cortex was so powerful “that it calms him down” and in the other participants to the test, the Amygdala was highly active, let’s see the fMRI images.

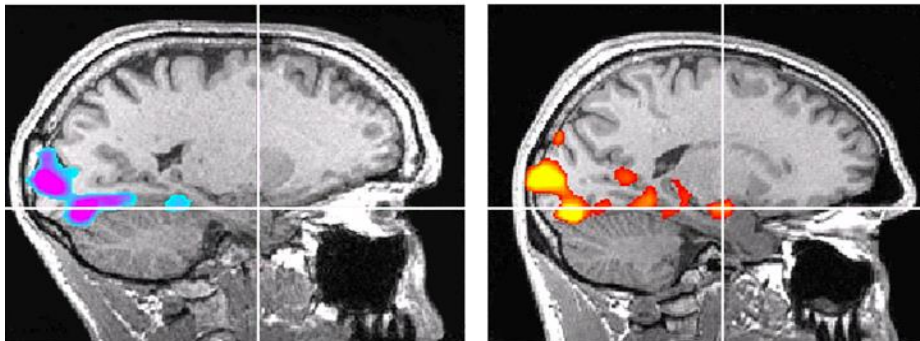


Figure 12: Brain scan Non-Fear vs Fear (J.B. MacKinnon, 2016)

On Figure 12, the left image, with blue and pink belongs to Honnold and is showing calm and No FEAR, the right image, with red and yellow, belongs to the other participants to the study and is showing “Amygdala Hijacking” which means a lot of FEAR. The leader has to purge his fear in order for his scan to be the left one where the Prefrontal Cortex is in charge.

Social Awareness Leadership

“Relationships are based on four principles: respect, understanding, acceptance and appreciation.”
(Mahatma Gandhi)

Science and studies have told us, leadership can be developed, but the new leaders should be perfectly aware, the reality not always is matching with theory, they have to adapt what they learnt and mostly to learn day by day from each situation, this one the keys of the performant leader.

Table 20. Social Awareness Leadership

Social Awareness Leadership		
Emotional Intelligence Abilities	Emotional Intelligence Competencies	Leaders that have this competence
Social awareness	Empathy	Can perceive unspoken of emotions from the group, but unspoken
		Have active listening
		Are able to adapt to people with different backgrounds and cultures
	Organizational awareness	Can read the key power relationships
		Understand the political forces in the organization
	Service	They monitor the customer or client satisfaction carefully to be sure they are getting what they need
		They make themselves available when need

Source: (dgadmin, 2015, Goleman, 2011a, pp. 72-74, Goleman, 2014)

Relationship Management Leadership

“The most important single ingredient in the formula of success is knowing how to get along with people.” (Theodore Roosevelt, 26th U.S. President)

Relationship management is about relations with others based on Emotional Intelligence. It was made a study about the physiology of the brain during the communication between two people. The experiment had two people meeting. The brain physiological map of each person was done before the meeting and after. The results are shown after 15min of pleasant conversation the map of both brains was the same, taking into account at the beginning of the meeting they were completely different. (Goleman, 2011a).

Table 21. Relationship Management Leadership

Relationship Management Leadership		
Emotional Intelligence Abilities	Emotional Intelligence Competencies	Leaders that have this competence
Relationship Management	Inspiration	Create the resonance and move people on the shared mission
		They offer a sense of common purpose beyond the daily routine
	Influence	They know how to buy-in from key people for the initiative
		Persuasive and engaging when they address a group
	Developing others	They show interest in those they are helping along, understand their weaknesses, goals, strengths
		They always give positive feedback
		They are mentors or coaches
	Change catalyst	They can recognize the need for change
		Challenge the situation
	Conflict Management	Understand different perspectives
		They bring to the surface the conflict, view all sides
	Teamwork and collaboration	Are models of respect, helpfulness and cooperation
		They build spirit and identity and team effort
		They can generate a friendly atmosphere

Source: (dgadmin, 2015, Goleman, 2011a, pp. 72-74, Goleman, 2014)

Before the Emotional Intelligence concept to appear, leadership development knows what might need to do better, but the problems were how to do it. Only a high IQ is not enough for good management nor leadership. The Leadership Competencies developed based on Emotional Intelligence changed the leadership forever and provided very performant tools for future strategic leader's development. We've seen on Strategic Leadership chapter, the strategic leader of the future is the adaptive strategic leader capable of facing the unpredictable and keeping the ship stable and the team emotionally balanced. From our point of view, such a strategic leader can be developed only with Emotional Intelligence help, and the Leadership competencies presented above represent an efficient instrument in evaluation, training, and improvement.

Good vs Bad BOSS

“Executives of the company must have the necessary qualities to direct the personnel by showing them the way to do things.” (Akio Morita, co-founder of Sony Corporation)

Strategic leaders in the organizations have power, and as CEO`s they have a lot of power. It was made a study on distinct groups, and it had been developed the profile of the Good / Bad Boss based on the Emotional Intelligence and is presented in Table 22 (Goleman, 2011a).

It has been unanimous voted as best bosses those who are calm, empathic, balances, inspired and sense of humour.

The worst is arrogant, difficult, secretive, and the mood is permanently thundering. A CEO who decided to remain anonymous said " when my mind is full of anger, other people catch it like the flu", it seems the mood is passing rapidly from leader to those around him.

Table 22 Good vs Bad BOSS Portrait

GOOD VS BAD BOSS PORTRAIT	
GOOD BOSS	BAD BOSS
Great Listener	Blank Wall
Encourager	Doubter
Communicator	Secretive
Courageous	Intimidating
Sense of Humour	Bad Temper
Shows Empathy	Self-Centred
Decisive	Indecisive
Takes Responsibility	Blames
Humble	Arrogant
Shares Authority	Mistrusts

Source: (Goleman, 2011a, pp. 64)

Leadership styles developed based on Emotional Intelligence

“Before we are making things, we are making people”(Dr Koichi Nishimura President, Chairman, CEO of Solelectron Corporation, CEO of the year 1999)

Hay / McBer consulting company conducted research on 20,000 executives world-wide, and from these were selected 3,871 that proven excellence in “effective leadership.” (Goleman, 2011a).

The research results are presented in Table 23, were identified as six leadership styles. The executives said they are not using only one leadership style all the time; they are using distinctive styles accordingly to the situation.

Table 23 Leadership styles developed based on Emotional Intelligence

Leadership Style developed based on Emotional Intelligence			
Leadership Style	How it Builds Resonance	Impact on climate	When Appropriate
VISIONARY(AUTHORITATIVE)	Moves people toward shared dreams / used to say “ Come with me.”	Most strongly positive	When change requires a new vision, or when a clear direction is a need
COACHING	Connects what a person wants with the team`s goals	Highly positive	To help a person contribute more effectively to the team
AFFILIATE	Creates harmony by connecting people to each other / used to say “People first.”	Positive	To heal rifts in a team, motivate during successful times, or strengthen connections
DEMOCRATIC	Values people`s input/gets commitment through participation	POSITIVE	To build buy-in or consensus, or to get valuable input from team members
PACESETTING	Sets challenging and exciting goals	Often highly negative because poorly executed	To get high-quality results from a motivated and competent team
COMMANDING (or COERCIVE)	Soothes fears by giving clear direction in an emergency	Often highly negative because misused	In a crisis, to kick start a turnaround

Source: (Goleman, 2011a, p.40)

A good example in this direction is Dr Koichi Nishimura, the President, the Chairman of the board and the CEO Solelectron Corporation, awarded by Electronic Business` CEO of the Year in 1999. (Roberts, 1999).

Dr Ko Nishimura combined the Japanese and American styles successfully, his Visionary styles developed Solelectron on four continents about this the executives used to say “ Under Ko`s leadership Solelectron is going a great job of globalization”, and his Affiliate Leadership made Solelectron Corporation be the first manufacturer that won twice the prestigious “ Malcolm Baldrige National Quality Award”, also under his leadership, the revenue increased from \$300 million in 1989 to \$8 billion at the end of 1999, the company had 39,000 employees on four continents. (Roberts, 1999).

Solelectron CEO used to call the employees -associates, giving them the opportunity to grow financially and develop their skills, here we identify the Democratic Leadership Style.

I was one of Solectron`s employees at that time, and Dr Koichi Nishimura favoured motto it was “ before we are making things we are making people”, at that time Solectron University offered 2,600 free training for all 39,000 employees located on four continents. His Coaching style is reflected in his own words “Solectron people are ordinary people who do extraordinary things, it`s our job to create the environment for them. Are we perfect? Hell no.” (Roberts,1999)

Dr Koichi Nishimura Solectron CEO is the perfect example that performant CEO`s with emotional intelligence abilities are using only more than one leadership style.

(Schneider, 1985) defined organizational climate as “employees` perceptions of organizational policies.... pattern of interactions and behaviours.” Climate is very much orientated on employees` behaviour.

(McClelland, 1998) defined the six key factors that influence the organizational climate and they are presented in Table 24

Table 24 Organizational Climate Factors

Organizational Climate Factors	
Flexibility	How free employees feel to Innovate without any impediment
Responsibility	Employees sense of responsibility to the organization
Standards	The level of standards that people set
Accuracy	The sense of accuracy about performance feedback and aptness of rewards
Clarity	The clarity people have about mission and values
Commitment	The level of commitment to a common purpose

Source:(Goleman, 2011a, pp 27)

We get back to Solectron CEO, Dr Koichi Nishimura, that through his Democratic Leadership style created a climate where the employees had a strong sense of responsibility and flexibility.

Climate is the one who`s giving the executives the pulse of the organization, from here is also coming the feedback of their decision, of their tactics and strategy.

Feedback is a powerful “instrument “of progress. Not all the time, the feedback is good; the bad feedback is the trigger for improvement.

When we are talking about people, it is critical the way bad feedback is given. It is an old quote that is coming from antiquity “words are like stones; once you throw them, they never come back”. Executives should pay attention to the art of critique and remember “*Success represents the 1% of your work which results from the 99% that is called failure.*” (Soichiro Honda, founder of Honda Motor Corporation)

The critique should build people and not destroy them emotionally. Table 25 are presented a few advice regarding the art of critique.

Table 25 The Artful Critique Advice

The Artful Critique Advice	
Advice	Content
Be Specific	Choose the relevant situation, that contains the element that needs change
	Always wrap the mistakes in a positive manner, as the need for improvement comes naturally and is well come.
Offer a solution	The critique, like positive feedback, should point to away to fix a problem
	Should contain suggestions about how to take care of these problems
Be present	Critiques, like praise, are most effective face-to-face and in private
Be sensitive	Call for empathy.
	You need to be attuned to the impact of what you say and how you say it on the person at the receiving end
	Is important to see the criticism as valuable information about how to do better, not as a personal attack

Source: (Goleman, 2011a, pp.14-15)

Managing with heart

“Treat people you do business with as if they were a part of your family.” (Konosuke Matsushita, founder of Panasonic Corporation)

I am sure, the executives who used to intimidate the people will turn their head in front of the concept “Managing with Heart” that remind “leadership is not domination” (Goleman, 2011a). A study made in the 1970s on 250 executives concludes in order to do work they need “their head but not their hearts”.

The big crash of rigid hierarchies from 1980, the airline industry a substantial number of crashes at that period of time, determined a huge change on the way the people were working. Aviation industry resources proved 80% of the airline crashes were determined by lack teamwork, miscommunication, poor listening, no open speaking, lack of collaboration.

Aviation industry realised the importance of emotional intelligence, the crucial role of “managing with heart”, and they developed training of emotional intelligence that is vital for the pilots.

2.B.6 Neuroscience and Leadership

“Real happiness lies in the completion of work using your brains and skills” (Soichiro Honda, founder of Honda Motors)

Neuroscience of strategic leadership

We`ve spoken until now about leadership and how important it is. Organizations need somebody to look forward and build a strategy to bring them in the future, and these are strategic leaders. At this

moment, the neuroscience has one of the focuses to understand what is happening in the brain (the physical organ that process information) and mind (where is taken place the mental activity). (Schwartz, Thompson, and Kleiner, 2016).

We can define leadership by putting together mind and brain as being a combination of a clear mind that is coming from mindfulness and being alert to others, and this is coming from mentalizing.

Their research makes the connection between tactical leaders and strategical leaders way of thinking. They called the way of thinking of the tactical leaders as Low Road (Table 26) and the strategical leaders` High Road (Table 27).

Table 26 Tactical Road / Low Road

Low Road which is the Tactical Road			
No	Function	Brain location	Activated when
1	Reactive Self-Referencing Centre	Ventral Medial Prefrontal Cortex	Your inner monologue is orientated to your self
			"What`s in this deal for me?"
			"How much is it worth?"
			"How might close the deal?"
2	Warning Center =Emotions Center	Amygdala, Insula and Orbital Frontal Cortex	It is generated FEAR
			GUT response
			Is feeling there is something that needs to be avoided
			"amygdala hijack" is happening
3	Habit Center	Basal Glia and Reptilian Brain	Automatic thoughts like close the door, have a shower
			Here we found the narcissistic and charismatic leaders
			"No one will notice if we manipulate these numbers."
			"What my boss wants now?"
			How much will the customer pay for this?

Source: (Schwartz, Thompson and Kleiner, 2016)

The low road is giving the tactical leadership road and from my point of view represents the beginnings of a strategic leader. Everything in life is learning if you want. Strategic leadership is about permanent learning about yourself and others; it is a continuous process of personal evolution. In strategic leadership the responsibility is huge and to do your job with responsibility and professionalism, it is necessary to understand this is an honour given by others and you are the most humble and the wisest of all.

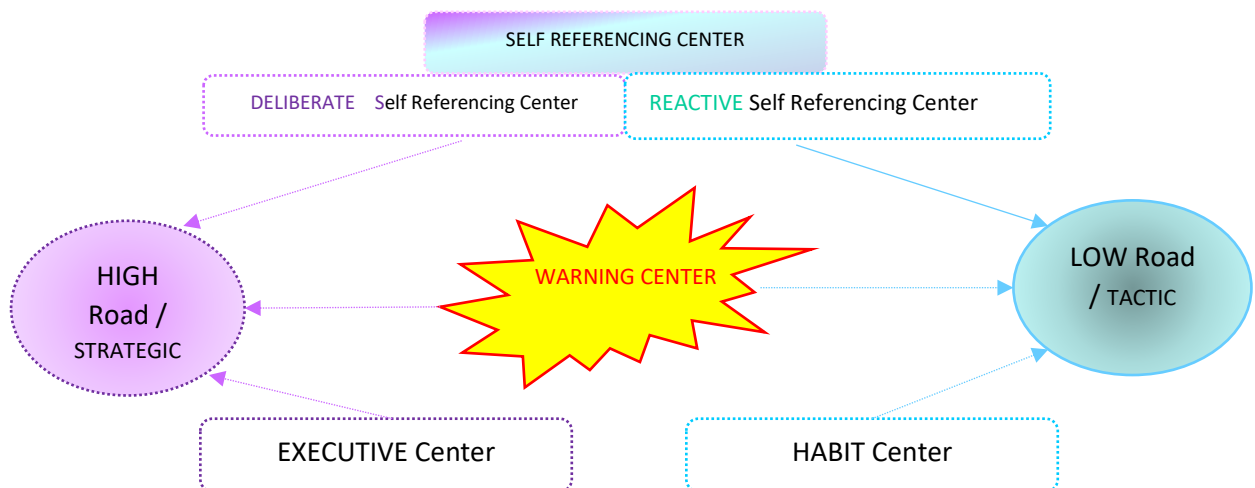
Table 27 Strategical Road / High Road

High Road which is The Strategical Road = Wise Advocate			
Item	Centres	Brain Location	Activated when
1	Warning Center =Emotions Base	Amygdala, Insula, Orbital Frontal Cortex	Feelings of warning, alert, emergency, danger
2	Deliberate Self- Referencing Center	Upper Medial Prefrontal Cortex	What will they do next? Here is taken place the self-processing and other processing
3	Executive Center	Lateral Prefrontal Cortex	It is associated with Cognitive Flexibility Is given the ability to see a situation from multiple angles Here is the locus of self-regulation: here the impulses, habits are taken under control

Source: (Schwartz, Thompson and Kleiner, 2016)

The strategic road is the key to a performant strategic leadership and a successful business. Strategic road map presented in Table 27 is the compass of strategic leaders' permanent development and acknowledgement. When strategic leaders analyse their actions, behaviours, attitude, thoughts, the reference "point" is the High / Strategic Road.

To change yourself from Low Road to High Road is necessary to see how you can do that. On Figure 6, we present the common elements of both roads as well as the differentiation. Having a clear view of what is happening in the Brain, we will push the right buttons for change.



Source: (Schwartz et al., 2016)

Figure 13 High Road vs Low Road Brain Center

In strategic leadership the responsibility is huge and to do your job with a high level of professionalism, it is necessary to understand this is an honour given by others because you are the most humble and the wisest of all.

We have two “instruments” to change from Low Road to the High Road, and these are presented in Table 28.

Table 28 Mentalize & Mindfulness

	Meaning	Brain connections
Mentalize	Great attention to the conversation	
	After the conversation, they can tell with high accuracy, what other people think	
Mindfulness	You know what is moving into your mind	Appears when Executive Center and Warning Center -
	To obtain this, you need to take in control your "monkey" mind and make it quite and be in peace.	The emotional centre that we can compare with " monkey mind" is taken under control by the Frontal Cortex
	If we are doing this, we are doing " self-directed neuroplasticity" which is a change of your brain.	Mindfulness can switch from Low Road (Tactical) to the High Road (Strategical)

Source: (Schwartz, Thompson and Kleiner, 2016)

Contemplative Neuroscience is interested in how meditation is engaging the brain, what centres are activated, and this is taking us to another interesting area that involves Emotional Intelligence, brain waves. If the leaders are determined and perseverant to change their way of thinking from Tactical to Strategic, then “where is your focus, there is your reality” became real, taken in account Hebb’s law “ neurons that fire together, wire together” is functioning matter what. So the strategic leaders mainly have to pay attention to their thoughts if they want their strategy, vision to be followed.

Meditation and Leadership

“The mind is everything. What you think you become.” (Buddha)

Table 29 Meditation advantages

Mentalize + Mindfulness results mean	
	We start to pay attention to ourselves
	The questions about ourselves become like: " Why am I thinking is this way?
	As leaders, we start to ask: " How can we fix the problem?" so from Tactical thinking we get Strategical Thinking

Source: (Schwartz et al., 2016)

Table 29 presents the advantages of meditation, and at this moment, the new branch of Neuroscience called **Contemplative Neuroscience** is interested in how meditation is engaging the

brain, what centres are activated. The research made by Medical Center from the University of California on meditation topic found out “ regularly meditation discipline the amygdala (FEAR centre from the brain) and a group of Chinese students found 20 min/ daily of meditation in only five days lowered down the stress of hormone, the cortisol (Markham, 2013). Until now, we have proven in the way of another in order to be performant in leadership you need Emotional Intelligence and manifest this properly; we need to know how to drive this fascinating machine called BRAIN. And because to understand how the brain works the scientists thought to make an ECG (Electroencefalophilography) of the brains of the people during the meditation have shown the people moved from Alpha wave state to Gamma wave state that belongs to Creative Visualisation (Markham, 2013).

Leadership and Brain Waves

“Live purposefully, live authentically, be your highest potential.” (Maria Martinez, founder and CEO of 360Prosperity)

The brain is an “electrochemical organ”, that contains billions of neurons that communicate between them by using electricity. That electrical activity had been called brainwaves. (American, 1997). Brainwaves respect the physics description and have frequency and amplitude. In 1924 Hans Berger invented the electroencephalogram, the first device able to record the human brain waves (Bergland, 2015) Since then, science proved the connections between neurons determine our thoughts, emotions and behaviour. In a time were identified five types of brain waves, and these are presented in Table 30.

Table 30 Brain Waves

Brain waves		
Brain wave name	Frequency (how many brainwaves are per second) (Hz)	Description
Delta	0.3 to 5	Deep sleep
Theta	3 to 8	Sleep and during the meditation
Alpha	8 to 12	Calm. They are created during meditation or aerobic exercises.
Beta	12 to 30	Decision making, problem-solving, alert, focused, agitation
Gama	25 to 100	Around 40HZ, are the fastest brain wave.
		They allow being processed, at the same time, the information from different brain areas.
		It is related to the highest state of consciousness.

Source: (Bergland, 2015)

You will say what the connection between leadership and brain waves is?

(Henley, 2019) who's working with CEO's for a long period of time, observed most of the leaders are in Beta waves most of the time, so she recommended them to relax for 5 min, to enter on Alpha waves, before to go into the meetings. The effect, they have an increased sense of humour, and they are more relaxed, which is a benefit for everybody.

The management consultant had a very wise remark about mighty stress: “Stress makes people stupid”, and he was very much right. Stressed people are on Beta waves, so they are agitated inside even their body language show “calm”, but that inside stress is visible through the decisions they made. It is especially important, for the leaders to remain calm and relaxed as much as possible to keep his brain waves on Alpha. We shall come back to the connection between creativity and innovation and brain waves. At the beginning of this chapter, we spoke about brain hemispheres role in emotional intelligence. Creativity brain process represented high interest for the neuroscientists and had been observed during the creative process the branches from the right hemisphere of the brain are making many connections between them, and that determine new circuits to appear (Goleman, 2011b) Those new circuits determine spikes of Gamma Brain Waves, and these make the possible the new idea to enter into the consciousness.

Daniel Goleman in his book “The Brain and Emotional Intelligence: New Insights” suggests the best way to determine the brain to be creative is: “the first concentrate on the problem and then relax and then LET GO”, so in the end, we get back to relaxation, mindfulness. (Goleman, 2011b).

It was a quote of a CEO, which portraits the performant strategic leader as “...is coming to the office put his feet on the desk and dream for one hour and after that goes to do something” if we translate this on Brain waves, that CEO knew intuitively he needs to be on Gamma states in order to have the vision and after that lower down to Alpha waves to act efficiently. It is a way to self-regulate our brain waves. (Oh and Song, 2016) considers the neurofeedback training to be useful to self-regulate brain waves, reduce the stress, increase the concentration and relaxation.

Neuroleadership

Leaders performance is directly linked to the team performance, and for a CEO, this means the whole organization. Neuroscientists tried to find a connection between brain and interconnections between leaders and employees. In 2006, David Rock defined the Neuroleadership whose focus is to understand how the brain, and they're especially the neuronal processes are involved in the relations between employees and leaders. (Argang Ghadiri et al., 2015).

Neuroleadership is important because the business environment in the context of the study, and we have the possibility to find out how the brain is working, reacting during the impact with the business world. Business world is facing a lot of change and challenges that determine the brain to react differently from person to person, from managerial position to another, from leadership to strategic leadership which involve various levels of responsibilities. Neuromanagement is a new branch of neuroscience developed to help the understanding of the brain processes that determine the management processes. (Argang Ghadiri et al., 2015).

2.B.7 Conclusions

During our journey through Emotional Intelligence world, we find strategic leadership performance is directly influenced by this amazing intelligence. Emotional Intelligence belongs to each of us, is the intelligence we have been born with, the only difference between us, normal people, and performant strategic leaders, the Alchemist strategic leader, Adaptive Strategic Leader, is given by wish to change and perseverance. We found out how to drive the magnificent machine which the Brain, an extraordinary ally on our quest called life. Neuroscience is giving us the tools to improve ourselves, to overcome tricky situations with calm, to have humour on crisis situations and to be happy with ourselves.

We consider the aim presented at the beginning of the chapter has been achieved.

Chapter 2.C

Innovation and Entrepreneurship

“The secret of success is to focus on purpose” (Thomas A. Edison)

Summary

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2.C.2 Innovation.....p.46

2.C.3 Medical Entrepreneurship.....p.46

2.C.4 Enlightened Entrepreneurship.....p.47

2.C.5 Conclusion.....p.47

2.C.1. The Aim of the Chapter

The aim of the chapter is to understand how innovation is contributing to business success and to find out if what individualised medical entrepreneurship.

2.C.2 Innovation

“Creativity is thinking up new things. Innovation is doing new things.” (Theodore Levitt)

For strategic Leaders unknown is a way of living so *“the most reliable way to predict the future is to create it” (Abraham Lincoln)*. They know one of the keys to remain and be successful on the market is to permanently come with something new.

Many companies developed new services and new products only looking around and see the problems on the market and then looked for solutions, (Keely et al., 2013) calls this “Find a problem and fix it!” and it proved over time to be the nucleus of many innovations that changed the business face and our lives.

On our days everything is moving so fast that sometimes we are losing track and in business is vital to keep up, to reinvent ourselves as a leader as well as the company. We have to find out how we can do things differently, to think how will be our business if all known business types will fall apart (Keely et al., 2013) so Albert Einstein was right when said *“Don’t listen to the person who has the answers; listen to the person who has the questions.”*

Researchers generally observed innovation is focused on three major centres “business model, platform or customer experience” (Kelly et al., 2013, p.166), for example, Amazon by changing their platform to sell e-books become one of the most powerful companies on the market.

“Small opportunities are often the beginning of great enterprises.” (Demosthenes)

2.C.3 Medical Entrepreneurship

“To practice medicine successfully today, a doctor must be equally as verser in the art of business as he/she is in the art of medicine.” (Hacker, MD, 2015)

Medical business domain has a lot of potentials and despite start-up risks, the rewards could be without price taken into account the contribution to improving people’s lives.

Medical Entrepreneurship is facing a lot of difficulties as a start-up, sometimes require market research and not too many potential medical entrepreneurs can afford it. The second solution that requires “open eyes” to the needs of the market from the area they are as well as to the requirement for specific medical specializations. (Entrepreneur, 2016).

On the second solution are not costs with market research and the medical business may start faster and easier, of course, we should not forget the legal and fiscal environment from each country, that some time can be like an Amazonian forest.

(Tjan, 2010) considers medical entrepreneurship as “very best hope for accelerated to find medical cures” and he is right. A private company is moving faster than a governmental organisation when is about making changes, adapt to the market requirements, attract talented people and give them the freedom to create, innovate and this is bringing new on the market.

Jonathan Bush co-founder and CEO of Watertown started his company in 1997 and in 2014 revenue was \$752.6 million, has a very interesting remark about medical entrepreneurship “for me to get excited, the business has to show a market path toward some social good.” (Becker’s Hospital Review, n.d).

Medical innovation, a part of medical entrepreneurship, is “the key to any successful entrepreneurial “business. (Entrepreneur, 2016). Very important in this domain is all involved have besides making a profit, one clear purpose, and that is saving lives, patient safety. (Simihaian, 2019) sustain our point of view and underline the “requires a much deeper level of empathy.”

A good example is Michael Milken leadership that through his Prostate Cancer Foundation influenced the death rate due to prostate cancer with 25%; he used efficiently the inefficiency of medical research models, that rely on grants. (Tjan, 2010).

Dr.Cosgrove president and CEO of \$6.5 billion clinics contribute to company success as an innovator as a surgent as well as technology development together with NASA. He was decorated by president Barak Obama for his contribution to medicine and medical business success. (Becker’s Hospital Review, n.d).

2.C.4 Enlightened Entrepreneurship

You`ll wonder what is doing “enlightened” on a paper about entrepreneurship. (Marsh, 2015) makes the link between Emotional Intelligence, Enlightened and business through self-awareness.

It seems there are few reasons to become enlightened if you want to be a successful entrepreneur.

One of the reasons is related to control your fear and with the importance to remain calm and for this, learn to relax and let go. Remain focus even sometimes the results are not as expected “the enlightened entrepreneur “that it’s just a matter of learning curve and her/he knows can overcome” the obstacles. (Marsh,2015).

(Bulger,2001) considers it very important for the business is to “conceptualize your new business or run the existing one with clarity”.

MarBeth Dunn, President of the Greater Miami Holistic Chamber of Commerce, defines the Enlightened Entrepreneur as “a hybrid of hear centred spiritually and business knowhow” in this way the entrepreneurs are able to put the wisdom and intelligence in harmony. (Ramaswamy,2014).

2.C.5. Conclusions

Innovation represents one of the main engines that make the business moving forward, and entrepreneurs are focused on the next move determine of change.

Medical entrepreneurship differentiate from others through the fact their customer is not only a customer, is a patient and the relationship is different. Another thing is besides making profit their main focus is to save lives, patient safety, contribute to death rate reduction on different medical segments, innovation in the medical domain is bringing progress and in this way new medical solutions to save lives. It is important to pay attention to the attributes the Enlightened Entrepreneur is bringing.

Chapter 3

Methodology

“Historical methodology, as I see it, is a product of common sense applied to circumstances.”
(Samuel Elliot Morison)

Summary

3.A Research presentation.....p.49

3.B Analysis.....p.50

3.C. Conclusions.....p.60

3.D Recommendations..... p.60

3.A Research presentation

Research methodology role is to “define” the objectives of the research, activities, establish the ways of analysis, and application areas (Vargas-Hernandez, 2012).

Case study methodology

Our research is addressing the real-life context given by the activity field of the participants to the research. Due to this case study methodology has the most relevance for what we want to do.

Qualitative research

We are going to do qualitative research which is best suitable for our situation, by helping us to make a thorough analysis of attitudes, motivation, values-based on data collected by using questionnaires and interviews.

Validity and reliability of the research

The quantitative research to prove validity and reliability is relatively simple, taking into account the statistics that is offering a lot of possibilities to process the data. Qualitative research does not have such precise tools; we are going to use a few “methodological strategies” (Noble and Smith, 2015).

We have invited two entrepreneurs from two completely different business areas, as been able to make a comparison, that is going to give us the similarities and differences. We are going to see how the medical business environment influence versus legal business environment influence over the Strategic Leadership, Emotional Intelligence and Innovation profiles of the entrepreneurs.

We are going to present the participants to the research, but due to The General Data Protection Regulation Law, we are not going to provide any personal data.

During the analysis, the process is going to be provided information regarding the indicators, that are the subject of the analysis.

Personal, I am accountable to biases that could influence the research taken into account, I am working on the medical field. I selected the participant to the research.

Participants to the research

Medical Domain

On this area have been chosen two types of participants:

Participant called in the research: MDE is a **Medical Entrepreneur**, and it is qualified as a **Medical Doctor**. MDE is co-founder of a company, which is a model for many companies and is acting successfully, on the market for more than 27 years.

Participant called in the research: I am working, as employed in the medical field. I am a successful **Ward Manager**, and it is qualified as a nurse.

Legal Domain

The participant called in the research: LE is a **Lawyer Entrepreneur** and is qualified as **Lawyer**. LE's firm is successfully active on the market for more than nine years

Research framework

Research Framework for Strategic Leadership

We are going to focus on the following areas described in the present chapter:

The leaders profile presented on Seven Ways of Leading, Table 12, page 21. The reason we made this election is that we consider, the concept of “action logic” described by (Rooke and Torbert, 2005), to be relevant for an entrepreneur or an acting manager, that might participate to the research.

Another area of interest is the first three principles of Strategic Leadership, presented in Table 11, page 21. The reason we stopped over these three principles is that in our opinion, they represent the spine of Strategic Leadership principles, they help us to have an image of the entrepreneur or acting manager.

We are interested in finding out if our participants to the research have any of the features found on performant strategic leaders and presented on Table10, page 20.

Entrepreneurs mainly when they have a small business have moments when they are acting as Strategic Leaders other times as Tactic Leaders, and we would like to know which of them is major. In case we have as a participant an acting manager, we want to know how developed the Strategic Leader profile into a controlled environment is. We are going to refer to Tactic versus Strategic Leadership developed by (McCullough, 2020) and presented in Table 5, page 15.

A research framework for Emotional Intelligence

We want to identify how the participants to the research use Emotional Intelligence Framework detailed on Table 14, page 29; Table 15, page 30; Table 16, page 31; Table 17, page 31.

We want to see how the participants are using Emotional Intelligence at work, and for this, we are looking over the Boss type (Table 22, page 36), and Leadership styles developed based on Emotional Intelligence (Table 23, page 37).

A research framework for Innovation and Medical Entrepreneurship

Innovation centres contribution to the business success presented on 2.C.2

Medical Entrepreneurship specificity presented on 2.C.3

Main Research question

Does Strategic Leadership and Emotional Intelligence influence medical entrepreneurship?

3.B Analysis

Areas of analysis are strategic leadership, emotional intelligence and innovation.

Strategic Leadership Area

Table 31 is presented cumulated the results of the questionnaires developed respecting the research framework for Strategic Leadership.

Table 31 Strategic Leadership Questionnaire

Strategic Leadership Questionnaire		MDE	LE	ME
No	Question	Answer	Answer	Answer
1	Are you treating other people as objects or as competitors?	No	no	No
2	Do the conflicts represent a threat for you?	No	no	No
3	Do you usually disconsider other people opinion because they are less expert than you?	No	no	No
4	Do you like to think outside the box?	Yes	yes	Yes
5	Are you supporting the team and have a good relationship with other departments?	Yes	yes	Yes
6	It does not matter the conflict created; what matter you are doing what you want and this is the most important thing for you.	No	no	No
7	Do you have the ability to manage communication with people with different opinions than yours?	Yes	yes	Yes
8	Can you feel and manage in a positive manner people's instinctive resistance to change?	Yes	Yes	Yes
9	Are you able to develop personal and organizational relations in harmony?	Yes	yes	Yes
10	Is important for you the organisation to be developed at the national and international level?	Yes	yes	Yes
11	Do you have the capability to deal simultaneously with many situations at multiple levels?	Yes	yes	No
12	Are you distributing responsibility?	Yes	yes	No
13	Is it important for you to be honest and open about information in relation to others?	Yes	Yes	Yes
14	Do you create multiple paths for raising and testing ideas?	Yes	Yes	Yes
15	Do you have the strength to change your direction, in case the chosen one proves to be wrong?	Yes	Yes	Yes
16	Can you be a team player as well as the manager?	Yes	Yes	Yes
17	Can you be humble and treat with respect all the people you interact with?	Yes	Yes	Yes

Source: (Rooke and Torbert, 2005, Healthmanagement.org, 2016)

We are going to analyse the answers from Table 31 by using Chart 1.



Chart 1 Strategic Leadership Answers

We shall focus on the NO answers:

Questions 1,3, and 6

All participants answered with NO to these questions, matter what business domain they are acting, if they are employed or entrepreneurs.

Answers meaning:

All of them show respect to all the people they interact with; they are using active listening by giving each person's message importance,

They do not afraid of conflicts, but always they are looking for win-win solution taken into account for the very important is to achieve their objectives, by working in harmony with others.

Questions 11 and 12

Only Medical Employed answered NO to these questions.

Answers meaning:

Medical Employed is acting only one single level, with clear boundaries, limited responsibility and decision, he is a tactical leader, actioning on functional organisational structure (Molis,2019).

The Medical Employed is responsible for the whole ward, matter what, and cannot delegate this responsibility. Ward responsibility involves patients and staff and to pay attention to each staff member to do the job, and the patients are safe. At this level of management and this environment, delegation should be used carefully.

Interviews

QUESTION 1

Table 32 Alchemist Strategic Leadership Interview

Interview Questions	MDE	LE	ME
Q1: How important is for you the ability to change yourself with impact on organisation change?	Very important. Changing myself, I am able to help better my patients that are my customers. Automatically my company is changing.	Very important. First of all, I analyse myself if it is necessary to change in a good way and then I'll change my company.	Change is important in organizations to allow employees to learn new skills, explore new opportunities.

(Rooke and Torbert, 2005)

Answer meaning:

The question makes reference to the Alchemist Leadership profile, and it seems all participants demonstrate to apply widely.

Personally consider those who are working, collaborating with our research participants, are on good hands, due to their special ingredient for success, called WISDOM.

QUESTION 2

Table33 Strategic Leadership Interview

Strategic Leadership Interview Questions	MDE		LE		ME
	Answer	%	Answer	%	Answer
Which of these two approaches you prefer and why and how often (%)? The approaches are:					
a) Our results are not as expected; therefore, we must do this					50%
b) What should we do to obtain the results? Do we know the showstoppers to remove them?	I use this approach often as a businessperson as well as a medical doctor	100%	This approach identifies the causes, generate the possibilities that determine an accurate perspective over the problem in order for the results to show up	100%	50%

(McCullough, 2020)

Answers meaning:

We know most of the entrepreneurs are the Strategic Leaders of their companies and our entrepreneurs' participants (MDE and LE) through their answers confirmed this theoretical hypothesis mentioned in the literature review chapter.

The Medical Employed who is acting as Tactical Leader is using, accordingly to the situation, also the Strategic Leadership abilities in order to bring balance on the decisional process.

QUESTION 3

Table 34 Tactic vs Strategic Leadership

Strategic Leadership Interview Question	MDE	LE	ME
Which of these two remarks represent you, and why:			
a) "Works hard."			I am organised, focused on delivering systematic and continuous care, and I can delegate duties to the other members of the team effectively. Even in the hardest situations of cooperation, where a patient is confused or hallucinating, or restless and agitated, my cool and collected demeanour often bounce the situation in my, and by proxy, the patient's favour.
b) "Works differently."	Because I am flexible and patient	Because help to find an alternative solution with a minimum of effort	

(McCullough, 2020)

Answers meaning

Both entrepreneurs (MDE and ME) considered the Strategic Leader approach as representing them.

The Medical Employed reinforced the Tactical Leader position.

Each of the research participants answered accordingly to their living role, proven the literature is right regarding Strategic vs Tactical Leadership.

Question 4

Table 35 Profession influence

Strategic Leadership Interview Questions	MDE	LE
	Answer	Answer
How important is to be professionally specialised on your business profile?	Crucial, credibility and loyalty is built on your professionalism	Vital, you need to have strong professional knowledge, to accept practice not always follow the theory and to combine theory with practice in harmony

Answer meaning:

One of the common keys of marketing on both business domains that our entrepreneurs are acting is “mouth to mouth”, this means one happy customer is bringing another customer. Both entrepreneurs told me this during our conversation and one of the recognised entrepreneurs, that is acting on healthcare domain, Judy Faulkner said she is focused on writing a good medical software “, and then, fortunately, word of mouth did the rest.” (Becker’s Hospital Review, n.d).

The answers plus the above comments take us only one conclusion: on the medical domain as well as the legal domain, it is a must to be qualified professional.

From our point of view, this element is the one that makes all the other business ingredients of success to gravitate.

QUESTION 5

Table 36 Business innovation influence

Strategic Leadership Interview Questions	MDE	LE
	Answer	Answer
How are bringing Innovation on your business	1. Our customers, which are our patients, asked for more specialized medical services	1. Give a personal interpretation of the legislation to bring balance
	2 The market shows us the need for a private ambulance, and we are the first on the field	2. To work with the client for the client. This is a different approach that gives flexibility and TRUST.

The answers provided by Medical Doctor Entrepreneur reflect innovation business model centre; they adapt the medical business model to the necessities. The patients need asking for change, and MDE grabbed the opportunity and changed the business model, determining business development and success

The Lawyer Entrepreneur has different business development approach given by the rigidity of the legal private acting area. She realised the uniqueness is given by the innovation customer satisfaction centre. LE is permanently on customer's shoes and considers justice can be done and always is vital to find the truth even some time means years of debate with the authorities. LE is the client's voice; this is one of the company principles.

Both entrepreneurs are successful business people, but the ways of success are different and very much affected by the business domain.

Emotional Intelligence Questionnaire

QUESTION 1

Table 37 BOSS Style

No	BOSS Questions	MDE	LE	ME
1	Are you listening to others?	Yes	YES	YES
2	Do you encourage your team?	Yes	YES	YES
3	Do you keep the information for you?	NO	YES	NO
4	Do you intimidate others?	No	YES	NO
5	Is it important to have a sense of humour as a leader?	Yes	YES	YES
6	Do you care and pay attention to the other situation	Yes	YES	YES
7	Do you blame others if something is going wrong?	No	NO	NO

(Goleman, 2011a, pp64)

We are going to analyse Chart 2

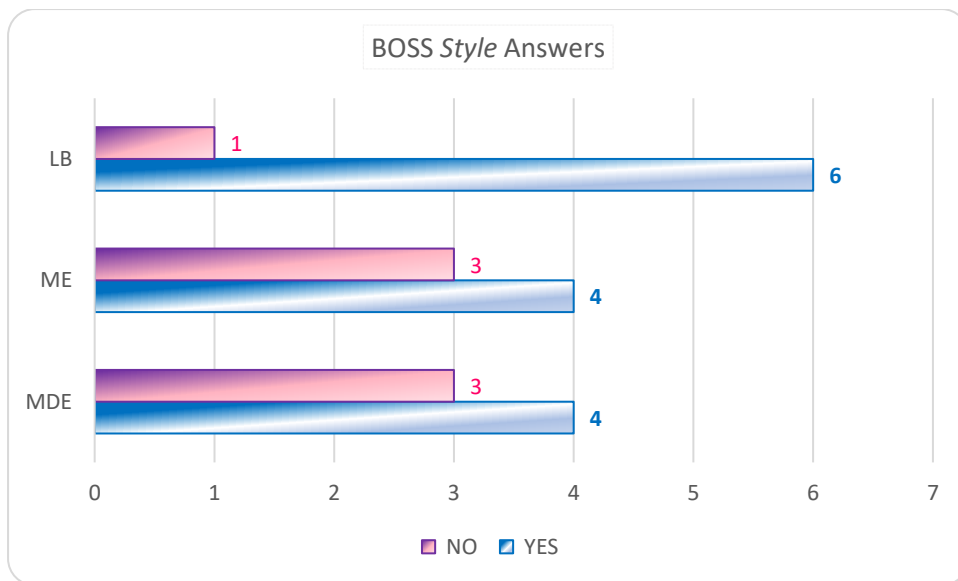


Chart 2 Boss Style Answers

Answers meaning:

We shall analyse the NO answers:

Questions 3 and 4

In the medical domain, teamwork and respect are few of the crucial elements of success, and here the meaning is “saving lives”. Both medical domain participants (ME and MDE) confirmed this truth and also the literature review.

We are going to look now over YES answers given by the Legal Entrepreneur

Question 3

When I answer Legal Entrepreneur why is important to keep the information out of others, the answer as they are working with confidential information some time highly sensitive information, so there are levels of information access.

Question 4

I asked why is necessary to intimidate others? Legal Entrepreneur said the given answer reflects that fact that in this business you need to be firm and categoric sometime, this is the meaning of YES to this question.

QUESTION 2

Table 38 Emotional Intelligence Competencies

No	Emotional Intelligence Competencies Questions	MB	LB	ME
1	Do you speak to people in an open manner?	YES	YES	YES
2	Do you know your strengths and limits	YES	YES	YES
3	Are you able to keep under control your emotions and impulses?	YES	YES	YES
4	Are flexible in front of change?	YES	YES	YES
5	Do you permanently improve yourself?	YES	YES	YES
6	Are you follow your objective matter what obstacles you are facing?	YES	YES	YES
7	Do you sense others feelings and you are interested in their concerns?	YES	YES	YES
8	Do you manage changes with patience?	YES	YES	YES

(Goleman, 2011a)

We are going to analyse the answers based on data from Table 38 and Chart 3

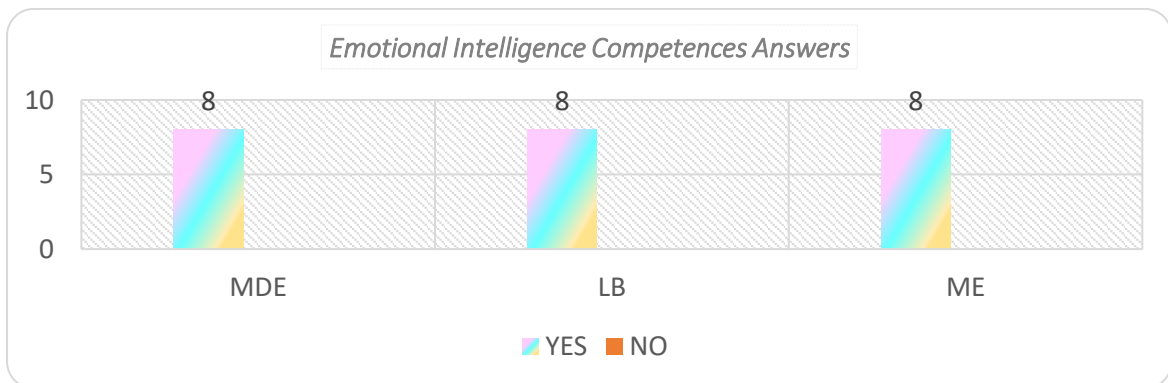


Chart 3 Emotional Intelligence Competencies Answers

Answers meaning:

YES answers

All participants to the research, confirmed they are using Emotional Intelligence in what they are doing matter what leadership they are acting, Tactic or Strategic Leadership.

Taken in account, all three participants are successful entrepreneurs and managers, means they are masters in using Emotional Intelligence in the day by day activity. The theory is once again confirmed.

QUESTION 3

Table 39 Emotional Intelligence Leadership Styles

No	The leadership style description	Leadership styles / the answer	MDE	LB	ME
1	motivate the team toward the company vision, long-term objectives. Used to say " Come with me."	Visionary	YES		
2	is the one able to put together what a person wants to the team`s goals?	Coaching	YES		
3	creates harmony by connecting people to each other. Used to say " People come first".	Affiliate	YES		YES
4	values people`s input, build consensus	Democratic	YES	YES	YES
5	sets challenging goals	Pacesetting	YES		YES
6	demand immediate compliance	Commanding	YES		

(Goleman, 2011a)

The answers from Table 39 and reflected in Chart 4 are very relevant for each of the leadership style.

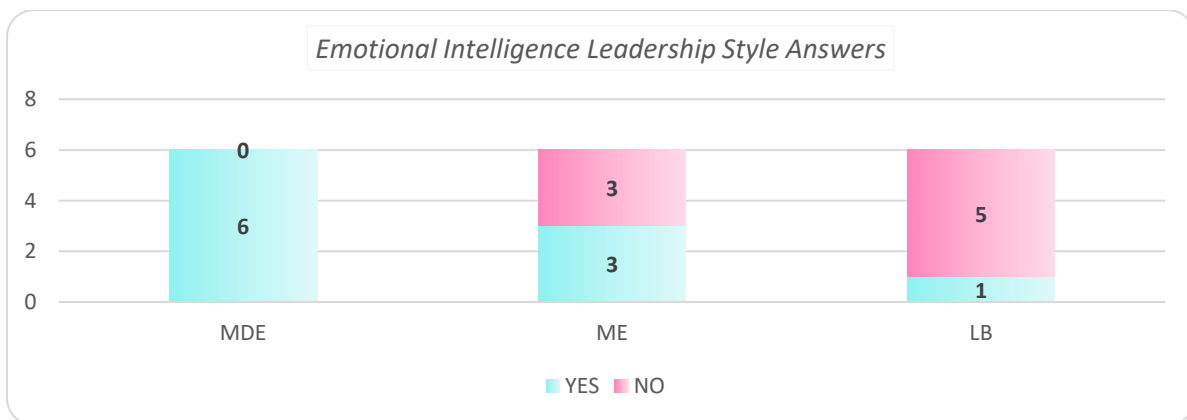


Chart 4 Emotional Intelligence Leadership Style Answers

This question from my point of view is helping us to have such a clear view of the domain and role influence on performance success.

This time we are going to analyse each participant answers and not each type of answer YES/NO

MDE -The Medical Doctor Entrepreneur is using all of them when needed. Medical domain variety is enormous; there are no two cases identical. If you, as entrepreneur remain stuck on one type of leadership, it is highly possible to affect a lot of patients, huge personal turnover which is not recommended on the medical domain. Our entrepreneur is acting wisely by using balanced each leadership style, and the result is the company success for more than 20 years on the market. This case is confirmed on literature review by Solectron CEO Dr. "Ko." Nishimura.

ME – the Medical Employed is using only three leadership styles, and all of them are helping ME to manage in harmony, motivate the team, setting objectives. If we put these answers in the context described above, the Tactical Leadership, these three styles indeed help him to be a successful tactical leader.

LE – the Legal Entrepreneur is using only one leadership style, Democratic that is helping to be balanced in his actions near the team and clients, accordingly to the legal domain strictness.

3.C. Conclusions

In regarding Strategic Leadership and Emotional Intelligence influence we can conclude as follow: entrepreneurs and employed successful performance is highly influenced by both of them; medical entrepreneurship success is directly depended on the way is applied and used Strategic Leadership and Emotional Intelligence.

The research has brought another important contribution of both of them, and this comes from the Medical Employed participant that is using in harmony Strategic Leadership and Emotional Intelligence daily bases to take care of patients and staff. This makes ME be loved by the staff, the patients respect ME for professionalism and fairness, and they know they are on good hands.

The Medical Doctor Entrepreneur helped us to understand the success of the medical business is coming from flexibility, professionalism, adaptability, compassion and love for patients.

The medical entrepreneurship seems to give more business flexibility, encourage innovation and the most important aspect is the patients =customers are telling the entrepreneur were to take the ship and this wonderful in business.

The Lawyer Entrepreneur told us, even a very rigid business domain, can be successful only by using Strategic Leadership, Emotional Intelligence, Innovation in harmony.

Final conclusion:

YES, Strategic Leadership and Emotional Intelligence influence the medical entrepreneurship success, and this is confirmed by theory from chapter 2 as well as by the research from chapter 3.

3.D Recommendations

It is very hard to make recommendations on fields, that permanently reinvent themselves; this is the charm of the business environment, never get bored.

We have to be aware the area of our research is vast and deserve to be investigated widely.

Our suggestion to all entrepreneurs, leaders, managers and all of us, is to be our own Light House, to pay attention to our brain vibrations to be mainly in Alpha, to use our Emotional Intelligence permanently in our life, to be a wise strategic leaders and never forget where is the direction of our life and check from time to time our professional ship compass.

We are going to end this paper with the Romanian doctor George E. Palade, Nobel Prize Laureate in Physiology or Medicine, words *“for the works of fate-which we do not control- and which made our achievements possible.”* (Odelberg,1974).

Past, Future, Present is NOW, this means in each moment, each of us has the power to transmute impossible is possible, creating a better world for future generations.

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APPENDICES A

Emotional Intelligence Scientifically accepted as INTELLIGENCE

We are at the beginning of our journey on the Emotional Intelligence world, and at this moment, we do not know if Emotional Intelligence is really, scientifically an intelligence. (Gardner, 1983) into his book mentioned for intelligence to be recognized is necessary to be active on the same parts of the brain and to be controlled by those parts.

(Reuven, Travel and Bechare, 2003) was able to identify few areas in the brain with strong influence over some of the emotional intelligence domains and competences as well as for social intelligence. The study showed the brain centres in charge with emotional intelligence are different from those for Intelligent Quotient reflected by the cognitive skills as spatial, math. (Goleman, 2011a)

Bar-On Reuven and the team study from 2003 opened a new research area that is going to reinforce the importance of Emotional Intelligence not only for strategic leaders but also for each person interested to evolve.

Emotions Hub – The Amygdala

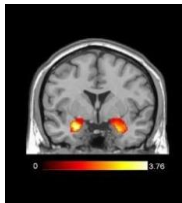


Figure 11: The activated amygdala MRI scan (West, 2014)

The technological improvements on radiography helped us to have images from different areas from the brain. By using the Magnetic Resonance Imaging (MRI) the scientists have been able to obtain the image from Figure 11, that presents the “almond-shaped group of neurons” (West, 2014) activated, those red/ yellow areas. These neurons are known as Amygdala called the “brain’s radar for threat” (Goleman, 2011b), is in charge with survival, decision-making process, memory but most of all, is FEAR centre. Amygdala is the charge with survival and computing exactly as animals’ brain; all received information is analysed based on FEAR and the attack to survival. If stress continues a long period of time is perceived by the amygdala as a life-threatening. We know animals have a strong sense of survival, and this is given by the Amygdala, the guardian. The same Amygdala from our brain, in case, detect any threats, takes the complete control of the brain, Daniel Goleman calls this process “amygdala hijack”.

This is the moment of panic, the moment when a person is out of personal control. During the Amygdala command, the right side of the brain is “blocked”, so no creativity, no innovation, no flexibility, no clear thinking.

This is one of the reasons that for the strategic leaders is a MUST to redirect the brain decisional process from the reptilian brain where is the amygdala to the Neocortex. It has been proven scientifically Amygdala perceive STRESS as a threat and when is taken too long is affecting the brain and the body.

Area of Emotions – The Reptilian Brain

It is also known as the “reptilian brain” because of the similarity with the reptiles’ brain. This brain is the oldest from those four brains that we have, and most of the time is under control of the whole brain.

Depends on the person to switch from decisional process made on FEAR to the one made based on knowledge given by the cognition centres from Neocortex (Goleman, 2011b), also called the human brain, which is based on logic.

The Insula

It is in charge of our feelings. This helps us to perceive our body. Empathy is linked with insula (Goleman, 2011b).

Anterior Cingulate Cortex

It is helping us to experiment with strong feelings, to control our emotions. This small area is the one in charge of Impulse Control Management (Goleman, 2011b). This is another trigger that leaders should be aware and find out who can manage to be calm matter what.

Basal Glia and Gastro-intestinal tract

It is on this connection is the mighty GUT that sometimes any of us is feeling. Many businesspeople declined businesses that looked very well on paper, but their GUT feeling was telling them something is wrong, so they stopped. And the GUT showed to be right, in time. The study made on successful businesspeople from California showed “all of them tested their rational against their gut feeling” (Goleman, D., 2011b).

Brain Hemispheres

The Right hemisphere of the brain – is in charge of Creativity and coordinate the left side of the body. The structure of this hemisphere is different from the left hemisphere. Here are more connections inside of the hemisphere as well as with other parts of the brain. This hemisphere, the right brain contains the whole right side of the brain, left-right, top-to-bottom.

So, when we are creative, we are using the whole right side of the brain. This hemisphere has other functions related to Emotional Intelligence like self-awareness, empathy. This part of the brain allows us to be intuitive and to have imagination.

A strategic leader needs intuition and imagination; he is the one who has the vision and believe in that vision; this part of the brain gives the main support.

The strategic leader needs the ability to see the bigger picture, the “helicopter view”, and for this, he/she need holistic thinking that is taken place on this hemisphere.

The Left hemisphere of the brain has fewer connections with itself as well as with other parts of the brain. Many parts are clearly separated, and each of them has a distinct mental function. It is not too much flexibility on this part and not too many connections.

Prefrontal Cortex – Brain Executive

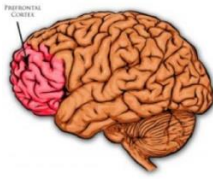


Figure 12: Prefrontal Cortex (Credit: Medium.com cited in (ucdneuropsychologylab, 2018))

Prefrontal Cortex – located behind the forehead and is in charge with executive functions being called “the Chief’s Executive Officer” and is taken care of our short memory, attention, flexibility, planning, problems solving, decisions making, time management, self-monitoring (ucdneuropsychologylab, 2018).

You’ll find out on next pages the crucial role Prefrontal Cortex is playing in self-improvement due to abilities like self-monitoring, flexibility, attention and not only. The CEO Master Brain is behaving like an executive by being in charge of decisions making, time management, planning.

This “Good Boss” also called “Brain’s executive” is helping us to remain calm, to take under control our emotions, to have cognitive control, the decision-making process is not under the FEAR control, is help us to have better attention and flexibility in our thinking (Goleman, D., 2011b).

The prefrontal cortex is the one able to take the Amygdala under control and reinstate the emotional balance.

Left side / Right side of the Prefrontal Cortex, each of them, has different functions. The left prefrontal lobe through its structure allows manifesting the enthusiasm, energy, engagement, positive mood, positive emotions.

When we are in a good mood, full of energy, this part of the brain is full of lights because the circuits are active.

Surprisingly, the brain has moods called by Richard Davidson “emotional styles” (Davidson and Irwin, 1999) by the research made together with his team from the University of Wisconsin.

It has proven when the amygdala is in charge we are upset, frustrated, anxious; we see the “empty side of the glass”.

The problem is this “amygdala hijacks” (Goleman, 2011b) continue creating a loop, making things extremely hard in the recovery.

The researchers from the University of North Carolina under Barbara Frederickson’s coordination found out when the left side of the prefrontal brain is getting in action and re-establish the balance when we are relaxed (Frederickson, 2009).

All the above reinforce that Emotional Intelligence is an Intelligence by respecting the criteria mentioned by Harry Gardner (Gardner, 1983).

APPENDICES B

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