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**Tatiana BRANITSKA**

*Doctor of Pedagogy, Professor, Head of the Department of Pedagogy, Professional and Primary Education, Communal Higher Educational Institution "Vinnytsia Academy of Continuing Education"*

*tatjanarom4@gmail.com*

**ORCID:** 0000-0003-4503-3140

**Scopus Author ID:** 57212253258

**Olena HERASIMOVA**

*PhD in Pedagogy, Associate Professor, Vice-rector of Scientific and Pedagogical Work, Communal Higher Educational Institution "Vinnytsia Academy of Continuing Education"*

*gerasimovaalena79@gmail.com*

**ORCID:** 0009-0000-2993-2723

**Nataliya LOGUTINA**

*PhD in Pedagogy, Lecturer of the Department of Philology and Humanitarian Sciences, Communal Higher Educational Institution "Vinnytsia Academy of Continuing Education"*

*natalia.logutina@gmail.com*

**ORCID:** 0000-0003-1029-5247

**Web of Science Researcher ID:** AAK-7114-2021

## THE ROLE OF EMOTIONAL INTELLIGENCE IN THE SYSTEM OF MANAGER'S MAIN COMPETENCIES

**Abstract.** *This article examines the role of emotional intelligence in the system of the manager's core competencies. The concept of emotional intelligence, its components and levels of development are considered. The relationship between emotional intelligence and effective leadership is shown. The article examines various methods of developing emotional intelligence; it has been proven that the presence of emotional intelligence is an important competence for a successful manager's career, therefore the development of emotional intelligence is an important element of the manager's self-development.*

*The article deals with the importance of having manager's emotional intelligence, and also describes the main competencies that a successful manager should have. The author analyzed: the latest scientific research in the field of emotional intelligence and its impact on success leadership in particular; analysis of the latest research that proves that a high level of emotional intelligence helps managers better understand other people, effectively manage a team and find a common language with employees.*

*The article studies the main roles of emotional intelligence in the system of key competencies of a manager, such as managing one's own emotions, empathy, social competence, and others. Various methods, trainings and courses for the development of emotional intelligence in managers are also offered. More over the article provides an interesting insight into the importance of emotional intelligence for the modern manager and his success in professional activities.*

*The conclusion is that the development of emotional intelligence is an important element of a successful manager's career, which allows him better understanding of other people, lead a team, to be more empathetic and to find a common language with different people.*

**Key words:** *emotional intelligence, system of the main competencies of the manager, social competence, decision-making process.*

**Тетяна БРАНІЦЬКА**

*доктор педагогічних наук, професор, завідувач кафедри педагогічних наук, професійної та початкової освіти, Комунальний заклад вищої освіти «Вінницька академія безперервної освіти»*

*tatjanarom4@gmail.com*

**ORCID:** 0000-0003-4503-3140

**Scopus Author ID:** 57212253258

**Олена ГЕРАСИМОВА**

кандидат педагогічних наук, доцент, проректор з науково-педагогічної роботи, Комунальний заклад вищої освіти «Вінницька академія безперервної освіти»

gerasimovaalena79@gmail.com

ORCID: 0009-0000-2993-2723

**Наталія ЛОГУТИНА**

кандидат педагогічних наук, викладач кафедри філології та гуманітарних наук, Комунальний заклад вищої освіти «Вінницька академія безперервної освіти»

natalia.logutina@gmail.com

ORCID: 0000-0003-1029-5247

Web of Science Researcher ID: AAK-7114-2021

## РОЛЬ ЕМОЦІЙНОГО ІНТЕЛЕКТУ У СИСТЕМІ ОСНОВНИХ КОМПЕТЕНЦІЙ КЕРІВНИКА

**Анотація.** У статті розглянуто роль емоційного інтелекту у системі основних компетенцій керівника. Розглянуто концепцію емоційного інтелекту, її складники та рівні розвитку. Показано взаємозв'язок між емоційним інтелектом та ефективним керівництвом. У статті досліджено різноманітні методики розвитку емоційного інтелекту; доведено, що наявність емоційного інтелекту є важливою компетенцією для успішної кар'єри керівника, тому розвиток емоційного інтелекту є важливим елементом саморозвитку керівника.

У статті розглянуто актуальність наявності емоційного інтелекту у керівника, а також описано основні компетенції, які повинен мати успішний керівник. Авторами були проаналізовані останні наукові дослідження у галузі емоційного інтелекту та його впливу на успішність керівництва; останні дослідження, які доводять, що високий рівень емоційного інтелекту допомагає керівникам краще розуміти інших людей, ефективно керувати командою та знайти спільну мову зі співробітниками.

У статті розглядаються основні ролі емоційного інтелекту у системі ключових компетенцій керівника, такі як управління власними емоціями, емпатія, соціальна компетентність та інші. Також пропонуються різноманітні методики, тренінги та курси для розвитку емоційного інтелекту у керівників. Загалом, стаття дає цікавий інсайт про важливість емоційного інтелекту для сучасного керівника та його успіху в професійній діяльності.

Висновком є те, що розвиток емоційного інтелекту є важливим елементом успішної кар'єри керівника, що дозволяє йому краще розуміти інших людей, керувати командою, бути більш емпатичним та знаходити спільну мову з різними людьми.

**Ключові слова:** емоційний інтелект, система основних компетенцій менеджера, соціальна компетентність, процес прийняття рішень.

The events of 2020–2022 drew the special attention not only of the whole world but also to society and educational institutions in particular, to emotional intelligence in the system of the manager's core competencies, to the concept of emotional intelligence in general, its components and levels, various methods of developing emotional intelligence in the modern world.

Today's events proof the necessity not only of the emotional intelligence development as an important element of a successful manager's career, various methods of developing emotional intelligence, but also relationship between emotional intelligence and effective leadership.

**Formulation of the problem.** The problem of the development of emotional intelligence in the system of the manager's main competencies is that many competent and successful managers do not have a sufficient level of emotional intelligence

(EI), which can become an obstacle to their activities. EI includes the ability to understand and control one's own emotions, as well as the emotions of others, which allows a manager to effectively interact with his employees and achieve results. The role of EI in the system of the manager's core competencies is extremely important, so we determine what skills and abilities a manager with a high level of EI should have. We will also consider some approaches and methods for improving the manager's EI and its impact on the development of the organization of working process. This scientific research shows that the development of EI can positively affect relationships in the organization, increase work efficiency and productivity, and reduce the risk of conflict and stress. The value of EI emotional intelligence in the system of the manager's core competencies is quite important, as this component allows the manager to effectively inter-

act with his subordinates, recognize their emotions and take them into account in the decision-making process. However, some research works show that managers do not always understand the importance of EI and do not pay enough attention to the development of this competence in themselves and their subordinates. This can lead to problems in interaction with subordinates, ineffectiveness in resolving conflicts and other problems.

**Analysis of sources and recent research.** The latest research in the field of the role of EI in the system of the manager's main competencies show that this competency is an important component of successful leadership. It becomes especially important in the new conditions of a changing business environment, when managers must effectively interact with their subordinates, understand their needs and motivation. Researchers also show that EI affects various aspects of leadership, such as communication, collaboration, conflict resolution, leadership style and others. Managers with a high level of EI have a greater chance of success in their activities and achieving their goals.

A study conducted by Daniel Goleman, Peter Soloway, and Richard Boyatzis showed that leaders with a higher level of EI are more likely to lead successfully and build effective teams [3].

Therefore, EI can have a significant impact on various aspects of leadership, which can help leaders to be more successful and effective in their work.

Ukrainian researchers working in the field of EI development: Oleksandr Kryvenko, Larysa Kharchenko, Olga Shevchuk, Maryna Dragalina investigated various aspects of managers' EI and develop some methods and tools for assessing and developing emotional intelligence in the business environment. In the research of Olena Moroz the impact of EI not only on leadership and communication, but also on conflicts in organizations is considered. Larisa Kushniruk examines the impact of EI on management and organizational culture [4]. Natalia Kravets explores the relationship between EI and other leadership characteristics, such as trustworthiness and effectiveness.

So, the latest research on the role of emotional intelligence in the system of the manager's core competencies confirms its importance for successful management of the organization.

One of the important aspects of emotional intelligence for a manager is the ability to show empathy. John Mayer writes: "Empathy is the ability

to understand the emotions and feelings of other people and feel them in the same way that they do" [9]. A manager who can put himself in the place of his employees, understand their needs and experiences, is able to build trust and support in the team. Stress management is also an important feature of managers' emotional intelligence. Peter Salovey wrote: "Stress management is the ability to control one's emotions and stress reactions in situations of pressure and uncertainty" [10]. A manager who can maintain calmness and rationality during stressful situations is able to make informed decisions and manage effectively even in difficult conditions. A necessary skill of managers' emotional intelligence is effective communication.

John Mayer states: "An emotionally intelligent manager has the ability to communicate effectively, both to listen and to express his thoughts and ideas with care and respect" [9]. In addition, a manager who has a high level of emotional intelligence is able to show empathy and understand the needs of his employees. This helps the manager to create a favorable working atmosphere and maintain a high level of trust in the team.

Among Ukrainian scientists in the field of emotional intelligence research are E. Nosenko, G. Berezyuk and O. Filatova can be singled out, who mainly consider this ability through the prism of psychology.

Psychologist Evelina Nosenko, a researcher of emotional intelligence and social psychology, conducts research on the development and improvement of emotional competence, emotional regulation and social adaptation. In the book "Development of emotional competence: theory and practice", the author examines various aspects of the development of emotional competence, its importance in human life and offers practical recommendations for its development in the educational process and beyond. "Emotional competence is a component of a person's successful adaptation to various life situations, his ability to understand his own emotions and the emotions of others, to communicate effectively, interact with others and achieve goals through the use of emotional intelligence" [6].

Research on emotional intelligence, social adaptation and psychological well-being is conducted by researcher Halyna Berezyuk. She proves that "emotional intelligence" is a key element of social adaptation and the formation of an individual concept of life, which is based on understand-

ing oneself and others, allows to be effective in relationships with people and achieve success in various spheres of activity.

One of the interesting quotes from Oksana Filatova's book "Emotional Intelligence as the Key to Success: Theory and Practice": "Emotional intelligence is the ability to manage one's own emotions, understand and empathize with the emotions of other people, communicate effectively and interact with others. It is a key competence of a modern person, which allows to achieve success in various spheres of life – in education, work, relationships with loved ones [8]. These studies contain various approaches and recommendations of emotional intelligence development in various contexts.

Many studies and research works have shown that EI (emotional intelligence) affects various aspects of leadership. Here are just some of them:

1. **Communication:** EI can affect the quality of a leader's communication with his team. A leader with a high level of EI can be more sensitive to the emotions and needs of his employees, which can increase the effectiveness of communication.

2. **Collaboration:** EI can also improve collaboration between team members. A leader with a high level of EI may be more open to the ideas and opinions of others, which promotes more effective collaboration.

3. **Conflict resolution:** A leader with a high level of EI may be more successful not only in resolving but also in preventing conflicts among team members. He can be more empathetic and able to see different points of view, which helps us to find compromise solutions.

4. **Leadership style:** EI can also influence a leader's leadership style. A leader with a high level of EI can use a more democratic style of leadership, which promotes greater participation of the team in the decision-making process.

5. **Other aspects:** Research has also shown that EI can influence other aspects of leadership, such as motivation, creativity and team development.

Scientists offer various approaches to the development of managers' EI and their subordinates, such as trainings, educational programs, psychological consultations, and others. The research works also show that the development of EI can be an important part of corporate culture, which will create a favorable atmosphere in the team and increase work efficiency.

Thus, scientific studies show that managers with a high level of emotional intelligence cope with

stress and conflicts in the work environment more successfully, ensure high motivation and employee involvement, and also achieve better results in problem solving and decision-making. Managers with a high level of EI have a more developed ability to empathize, find a common language with subordinates and know how to manage the emotions of the team.

Therefore, the purpose of this article is to study the role of EI in the system of the main competencies of the manager and to analyze the problems associated with the insufficient development of this competency in the management of organizations. Ways to improve the development of managers' EI and their subordinates in order to increase the effectiveness of the organization and improve relationships in the team will also be considered.

**Presenting main material.** The relevance of the presence of emotional intelligence among the main managers' competencies was emphasized at the World Economic Forum in Davos, which was held in 2016. At the World Economic Forum, emotional intelligence was recognized as one of the most important success factors in today's world. As a part of the forum, a study was conducted and showed that a high level of emotional intelligence allows people to adapt to changes in the modern world better and as a result to be more successful in their professional and personal affairs.

It was also noted that emotional intelligence is particularly important for leaders and managers, as it helps them to understand their subordinates much better, create productive work teams and succeed in organization managing. In particular, during the event, a discussion was held on the topic "Emotional intelligence as a key success factor in the 21st century", where it was noted that emotional intelligence is no less important than intellectual intelligence for successful work in various spheres of life. Forum participants noted that emotional intelligence can be a key factor that makes people more adaptable and successful in working process with other people, helps to manage their own emotions and resolve conflicts more effectively. In addition, it was noted that emotional intelligence can really help managers understand their subordinates better and create a favorable working atmosphere in the team. Thus, the World Economic Forum in Davos became one more evidence of the relevance of the presence of emotional intelligence in the system of managers' core competencies.

The skills of emotional response to events, the ability to manage one's emotions, to transfer them to others are today united under the single name "emotional intelligence" (EI). It gained special popularity after published works of John Mayer and Peter Salovey [9; 10]. The following researchers showed that individuals with high levels of emotional understanding were able to recover from work and form cooperative social relationships better. However, the name of Daniel Goleman is closely associated with the use of this concept in the management field. He continued the work of his predecessor, once again questioning the significant importance of cognitive tests in determining the level of a person's potential success.

The authors claim that the most important skill for a modern manager is the ability to communicate effectively with his team. This can include skills such as listening to others, communicating effectively and building trust. In addition, another important emotional intelligence skill for a manager is the ability to manage one's own emotions and the emotions of other people. This may include skills such as controlling one's own emotions, emotional flexibility, and the ability to perceive and understand other people's emotions and respond to them. An important skill of emotional intelligence for a manager is the ability to resolve conflicts effectively and interact with employees in emotionally difficult situations. This may include skills such as managing emotional stress effectively, the ability to resolve conflicts without violence, and the ability to deal with emotionally charged situations with a sense of humor and optimism.

The terms "*emotional intelligence*" and "*emotional competence*" are often used interchangeably. However, there is a difference between these terms. *Emotional intelligence* is a concept that was first proposed by Peter Salovey and John Mayer. It is the ability to understand and manage one's own emotions, to recognize and to respond to the emotions of other people, and the ability to use emotions to achieve a goal.

*Emotional competence* is a concept that describes a person's ability to effectively interact with other people on an emotional level. It includes skills such as empathy, social competence, effective communication and collaboration, the ability to manage one's own emotions and emotional reactions, and understanding and managing the emotions of other people. It was concluded that the term

"emotional competence" is broader and includes more skills and abilities, not only the ability to recognize and manage one's own emotions, but also the understanding of other people's emotions, effective communication and the ability to cooperate in a group or team. Also, a part of emotional competence may include skills such as empathy, tolerance, interpersonal sensitivity, and others.

Therefore, *emotional intelligence* is an important component of a successful manager's career and allows to achieve better results in team managing and achieving common goals.

The role of emotional intelligence in the system of the main competencies of the manager:

***Communicative competence.*** Emotional intelligence helps a manager to effectively communicate with his colleagues, partners and clients. The ability to understand other people's emotions and express their thoughts, beliefs, and ideas clearly allows the manager to achieve better results in communication with his audience.

***Leadership competence.*** Emotional intelligence is a necessary element of a manager's leadership competence. It helps the manager to remain calm in stressful situations, manage his own emotions, inspire trust, sympathy and respect from his team, increase the effectiveness of cooperation and interaction with subordinates.

***Conflictological competence.*** The development of emotional intelligence allows the manager to reduce the number of conflict situations in the organization, as well as skillfully solve those that do arise. An emotionally intelligent leader can contribute to the constructive resolution of conflicts by establishing a dialogue, finding compromises and maintaining mutual understanding between the parties. Emotional intelligence helps the manager to resolve conflict situations in the organization by understanding and managing the emotions of the parties. A leader with emotional intelligence can find compromise solutions, recognize the rights and interests of each party, maintain a constructive dialogue and prevent conflict escalation.

***Competence in managing the emotional climate.*** Emotional intelligence helps the manager to influence the emotional climate in the organization, which in turn can positively affect the effectiveness of the team. A manager with emotional intelligence can create a favorable atmosphere in the team, increase employee motivation and reduce the risk of conflicts. It is important to know

what emotions and mood prevail in the team, what factors influence their appearance, and how they can be influenced. Emotional intelligence helps the manager develop stress resistance and maintain emotional stability in situations of increased tension and adverse conditions. A manager with emotional intelligence can be more effective in making decisions in conditions of uncertainty and adverse external environment.

**Social competence:** emotional intelligence helps leaders develop their social competence, which includes the ability to communicate effectively with others, listen and understand the views and needs of interlocutors, and develop partnerships. Emotional intelligence helps a manager establish contact with colleagues and subordinates, communicate with them effectively and influence their behavior and mood.

**Problem solving:** an emotionally intelligent manager can effectively solve conflicts and problems by using his empathy, the ability to perceive the attitude and emotions of the interlocutor and find compromise solutions. An emotionally intelligent manager can manage his emotional state and use emotions to motivate employees and achieve set goals. He can also provide support and sympathy to his subordinates and guide them to success. An emotionally intelligent leader can adapt to changes in the organization and changes in the external environment, manage his emotions and attitudes to new situations, and find effective ways to adapt for himself and his team.

**Employee development:** an emotionally intelligent manager can promote the development of his subordinates, create a comfortable environment, and help develop their emotional intelligence.

**Research results** confirm that the development of emotional intelligence really and practically helps managers to be more successful in their work. Thus, it is possible to recommend companies to conduct trainings and courses on the development of emotional competence for their managers. In addition, it is worth including an assessment of the level of emotional intelligence in the process of selection and training of management personnel, which will allow the company to increase the level of professional competence of its employees and ensure successful business development.

At the same time, the development of emotional intelligence requires systematic work on oneself, constant improvement of one's skills and abilities.

To do this, you can use various methods, trainings, courses and self-education as well.

However, it is important to note that emotional intelligence is not a panacea and cannot replace professional skills and knowledge. It only complements them and allows the manager to interact more effectively with people and achieve success in his work.

The development of emotional intelligence can be carried out with the help of various methods, trainings, courses and self-education. Here there are some of them:

- Trainings on the development of emotional competence. These can be special courses that help people understand and manage their emotions, as well as understand the emotions of others.

- Trainings on communication skills. Well-developed communication skills help the manager to communicate effectively with his subordinates and other people, reduce the risk of conflicts and improve the working atmosphere.

- Self-analysis. Understanding one's own emotions and their impact on decisions and behavior allows a manager to work more effectively with subordinates and colleagues.

- Stress management practices. Stress is an integral part of the manager's work. Stress management courses help reduce its impact on the psychological state and preserve energy.

- Leadership development trainings. Leadership skills are important for a manager. They help the manager develop leadership qualities and learn about new team management techniques.

- Trainings on the development and formation of personality, help the manager to develop as a person, increase self-confidence and improve the ability to self-realize.

Thus, the development of emotional intelligence is an important factor in the manager's successful career, which allows him to be more effective in interacting with employees and achieve common goals.

For example, emotional intelligence training can include a variety of techniques, such as role-playing, meditation training, group discussions, and self-discovery exercises. This combination of techniques can help a manager to develop many different competencies, such as emotional awareness, empathy, social competence, and others, which are necessary for effective team management.

The choice of a specific technique or combination of techniques should depend on the needs of

the manager and the organization. It is also important to consider that the development of emotional intelligence is a process that requires time and perseverance, so it is important to be ready for constant self-improvement and learning.

Yes, these methods can be used separately or in combination with each other. For example, emotional intelligence training can be combined with other trainings related to leadership, communication, conflict management and others. In addition, self-education can be supplemented by reading literature, attending conferences and seminars, as well as practical exercises.

It is also important to take into account the individual needs and characteristics of each manager and choose the methods that will be most effective for him. For example, if a manager has problems with managing emotions during stressful situations, meditation and relaxation training can be useful. If the manager faces problems in establishing long-term relationships with employees, then communication and interaction training can be useful.

Because of the fact that emotional intelligence is a complex process, it can take time and patience to develop. Therefore, it is important to focus on a gradual, systematic approach to the development of emotional competence and trust professionals who can provide quality support in this process.

For example, one of the methods can be the use of assertive training, which helps to manage one's own emotions and communicate with other people, and another – emotional intelligence training, which promotes the development of the ability to perceive and understand other people's emotions and show empathy.

However, methods of developing emotional competence can be used both separately and in combination with each other. For example, you can start with a self-assessment of the level of your emotional competence using tests or questionnaires. Then you can choose the techniques that are most suitable for improving the skills you need to achieve your goals. Therefore, the choice of methods of developing emotional competence should be based on the individual needs of the manager and on what skills are necessary to achieve his professional goals.

**A manager's emotional competence** is an important aspect of his professional activity, as it affects his work efficiency and relationships with

colleagues, subordinates and clients. Developing emotional competence can include the following steps:

**Self-analysis.** A manager should start with his own introspection to understand his emotional reactions to different situations and determine where he needs to improve his emotional regulation skills.

**Teaching emotional regulation.** A manager can learn to control his emotions and respond to situations with consideration and understanding. This may include learning meditation techniques, yoga, stress-reduction techniques, and other practices.

**Establishing an emotional connection with colleagues and subordinates.** A manager must be able to understand the emotional needs of his colleagues and subordinates, and establish an emotional connection with them in order to create effective relationships.

**Development of social intelligence.** A manager can develop his social intelligence to increase his ability to read and understand the emotions of his colleagues and subordinates. This may include learning to communicate, listen and understand other points of view.

**Self-analysis and self-awareness.** A leader must be able to understand and regulate his emotions, express his feelings and be sensitive to his own needs. For this, you can use the techniques of meditation and self-awareness.

**Development of empathy.** The manager must be sensitive to the emotions and needs of his employees, be able to understand and support them. To do this, you can use training in the perception of other people's emotions and support.

**Development of communication skills.** A manager must be able to communicate effectively with his employees, using not only words, but also body, gestures and other elements of non-verbal communication. For this, you can use communication training and psychological training.

**Development of managerial skills.** A leader must be able to effectively manage his team, taking into account its needs and capabilities. To do this, you can use the various tools mentioned above, which will help the manager to effectively manage his team, create favorable conditions for development and achievement of common goals.

**Conclusions** from this research and prospects for further research. Thus, based on the analysis of scientific literature and research works, it is pos-

sible to conclude about the importance of emotional intelligence in the system of the managers' main competencies. Emotional intelligence allows a manager to better understand his subordinates, manage a team more effectively, maintain healthy relationships with colleagues and clients, resolve conflicts and achieve common goals. A variety of methods, trainings, courses, and self-education can be used to develop a manager's emotional intelligence. For a better result, such techniques can be used separately or in combination with each other.

However, it should be noted that the issue of developing emotional intelligence in the context of management is quite new and requires further research. In the future, research can be conducted on the impact of emotional intelligence on the

effectiveness of the manager, as well as on the development of the organization as a whole. In addition, the use of emotional intelligence to manage the emotions of others can help create a positive atmosphere in the team, reduce conflicts and increase the effectiveness of communication. In addition, research could be conducted to examine how emotional intelligence affects leadership qualities and leadership style. Therefore, a high level of emotional intelligence development allows not only to better understand and manage one's own emotions, but also to effectively influence the emotions of other people and change group dynamics in the team. This is an important aspect for successful work in any field, so the development of emotional intelligence can be useful for every person.

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