



**ADMINISTRATOR'S ABILITY: FOCUS ON EMOTIONAL INTELLIGENCE
APPROACH - A CASE STUDY AT ALVORADA DO OESTE CITY,
RONDÔNIA STATE, BRAZIL**

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ABSTRACT

The Administration brings variables that reflect the manager's job performance. It requires an insight into the dynamic and emotionally intelligent behavior. These are the rational and emotional styles that interact in the successful leadership learned from the Theory of Human Relations and the Behavioral Theory of Management. These approaches show that accurate identification of emotions provides appropriate measures, whereas, when misinterpreted produce a result and any inaccuracies that ranges from the impact on daily work and private individual life. In this logical perception this learning of interpersonal relationships skills which promotes comfort and ease, into the known emotional scheme, those variables observed and detected in the turbulent organizational environment, when the professional may conduct a valid strategy on consistent settings. This sphere of Applied Social Sciences, led to the present task designed through Case Study, a qualitative approach and cognitive nature, focusing on the ability of the Administrator and the Emotional Intelligence. It was executed by involving three directors and their associates in different environments, based on leadership style and the conduct of administrative action, offering players the analysis of elements for success in organizational management. Were characterized by the limbic system and its correlation with behavioral emphasis on balance the decision-making as a result, it was possible to detect how the emotionally intelligent leader leverages the organization. This task will serve as a contribution to the new managers, offering tools that can be used by the modern manager in situations correlated in expectation of better results in the interaction with people and teams.

KEYWORDS

Administration. Behavior. Emotional Intelligence. Leadership. Decision making.

INTRODUCTION

Initial studies point out that the modern market will drive the business executive to an competitive differential as a survival tool in the dispute for the success of the venture. In the advent of competitiveness it is required development of tools directed to capacity building and expert knowledge qualifications. This is the journey that the professional is faced with the challenges in regards of power, competence of the people who will equally search for prominence and status; here, the hurry for success will bring stress and the individual will seek in the emotional intelligence the point of support for his positive stability, when then will transmit the peace needed for his security and self esteem, for his comfort and satisfaction amongst those around the organization. Having these as the initial elements, the ones to raise emotional intelligence as a fundamental competence for the administration's professional in the conduction of the improvement of their impulses and self control, facilitator of the decision making; as well as creating a motivated atmosphere amongst staff, qualified teams formation, and furthermore the conduction to the entrepreneurial success. This article brings focused drawing of the emotional intelligence study as an instrumental element useful to the capacity building and knowledge generation of those involved in various situations in the professional environment. This subject is sketched with a complication, when approaching the questioning to be carried out here. Offer a justification about the approach which clarifies the reasons for the preparation of this task according to the theme's outline and the objectives of this present research. Following the rite of preparation, it brings a theory landmark with basic concepts which allow the interpretation of the context; comes a methodology, with the respective procedures to support the scientific formalization.

To enable the preparation of this work, it was considered the complication of the object having in view who in the globalized environment it become plus more competitive, this object requires from the entrepreneur an differential of leadership to achieve entrepreneurial success. If a leader is able gather qualities to enable him to optimizes the organizations, as confirmed in the literature, then it is presumed that Emotional Intelligence will ease this interorganizational relations. Certainly the administrator professional could take the same action to promote the competitive advantage in his work environment, when relating to the abilities of perception, understanding and influence upon the staff team's emotions, as well as upon his own emotions on the group, making more efficient the employees in your labor's performance. The theoretical focus entail that should be identified emotional balance in the manager, to enable to conquer and reach a more peaceful work environment and staff avid to enterprise's success. According to this proposition theoretical, the research question here is: How emotional intelligence reflects in the manager's professional performance in the enterprises surveyed?

The work brings a justification supported by the circumstances in the organizational area. The administration with professional level, bring motivators which cover the ability to involve different people seeking common interests such as to lead and drive teams to the point of wakening the opportunity of achieving the objectives. There is no denial of the influence that a manager can exercise in his professional workplace; certainly this involvement will require lack of inhibition, social and emotional balance, management of emotions and mobility of mind and body in a dual behavior standard dealt with in Chiavenato (2003) when approaching the main characteristics of human beings who participated as a contribution to the Behavioral of

Administration Theory; being this signalization the basic theory landmark supporting the present investigative work. Emotional Intelligence as a psychological attribute bringing impact in fulfilling successful results and well being of individuals and the society, having in view the ability to monitor own emotions and of others, also the ability of using the information about different emotions with objective of controlling and guiding your own thoughts and actions, this has been revealing great interest and predicted value in the professional domain, in the leadership and individual and group performance. The manager must have high ability in interpersonal relationships, practicing the perception and sensorial sharpness to detect the internal state of the individual with whom he is relating to at the moment of a determined matter's solution.

This research outlines the investigation of the manager's ability focusing on Emotional Intelligence, through Entrepreneurial Case Study in the Alvorada do Oeste City, Rondônia State, Brazil. Emotional Intelligence depends upon intellectual capacity, mental flexibility, determination, clear establishment of objectives and mainly a good emotional balance. It is clear that a manager who is more human is extremely necessary, as this must provide openness towards suggestions, know how to criticize for the best way, as well as praising must also know how dissuade prejudice and work as a team. The objectives describe the problem to be analyzed and the research's aim, therefore it was presented as the foundation for understanding the criteria assessment of the subject in question, emotional intelligence, providing fundamental traces to a balanced style, efficient in concentration, empathy and aims' orientation, guiding the subjects' sequenciation approached in this executed work. This study brought expectations of instrumentals approaches. Is presented here an proposal as general objective, to analyze the interference form of Emotional Intelligence in the success of the manager. And as specific objectives investigating the interventionist elements to the development of Emotional Intelligence of the consulted professionals, describe the importance of the Emotional Intelligence in the managerial decisions and analyze the importance of Emotional Intelligence in the organizations researched.

THEORETICAL LANDMARK

The theoretical framework helps in the systematization of information to provide elements in the investigative process. Strengthens arguments who allows formulation of conceptual and ideas crucial to the work of operation and organization in qualitative research. This research brings as a Theoretical Landmark, the Behavioral of Administration Theory, with focus in the arguments offered by Chiavenato (2003), when dealing with the human nature, considered focus to undertake the research task involving the emotional intelligence of the Administration's professional. This author brings explanation which complete the comparative reasoning with the Human Relations Theory to a task which, demands basic concepts, scientific knowledge of reality phenomenon's, analysis of conjectures and interpretation of managerial phenomenon; consistent theory launched to the state of art. This compartment is composed of five subtopics bringing the initial contribution of the Human Relations Theory and the Behavioral Theory with basis and foundation to the study which allows to understand the search for the basic theory; following is the interventionist elements study to the Emotional Intelligence development; balance between emotion and reason provides emotional abilities; here enter the approach of the concepts and importance of the study in regards of Emotional Intelligence and the quality of communication and feedback and at last, the characterization of the limbic system

and the behavioral relation with the peripheric foundation in the interrelation of the individual in the professional workplace. According to the following exposed by Chiavenato (2003), Human Relations Theory has its origins in the context in moving emphasis from the structure and tasks to emphasis to people identifying the administration from a new conception of the nature of the human being, the sociable man, from the contact between people and groups, also dealing with emotional aspects administered by humanistic authors. Exposing with leadership, the Human Relations Theory affirms that the manager needs to know human nature and to know how to conduct individuals, lead them, also emphasizing the importance of communication which is the exchange of information, this constitutes one of the crucial processes of human experience and the social organization. The Behavior Theory seeks to motivate the enterprise through the people, its foundation is in the individual's behavior, and according to Chiavenato (2003), it came in the end of the 1940's decade bringing a new focus inside the administration theory as it guarantees that the manager needs to know the human needs for better understand the behavior and to use human motivation as a powerful tool to improve the quality of life inside organizations. Herzberg Theory deals with two factors being hygienic factors (intrinsic factors), located in the environment and cover the conditions in which they perform its work and motivational factors (intrinsic factors), related to the contents responsibility and nature of the tasks that the person undertakes. The behavioral Theory offers a variety of styles of management, it is conditioned by styles which the managers drive the individuals' behavior inside the organization. For example, McGregor compare two opposite and antagonizing management styles: Theory X and Theory Y. The Theory X is the traditional concept of management erroneous and incorrect in regards of human behavior, while Theory Y is based in concepts and actual premises and without prejudice from the human nature, which its management is based in a process of opportunities creation and potential liberation directed to people development. The Human Relations Theory and the Behavioral Theory were approached and both Theories emphasize the human being inside the organization; however, Behavioral Theory will be adopted as the basis of the research development in face of the styles of treatment of the object, adequately collaborating as a crucial point of the investigation, which is the manager's ability. It brings a cognitive understanding of the managerial behavior applied in various contexts and the capacity of executing activities in an effective way. The organizational behavior, human element, according to Mariane and Silva (2004), it is a differential factor of the organizations, being part of communication, organizational culture and people's management, being predominant factors for success of organizations.

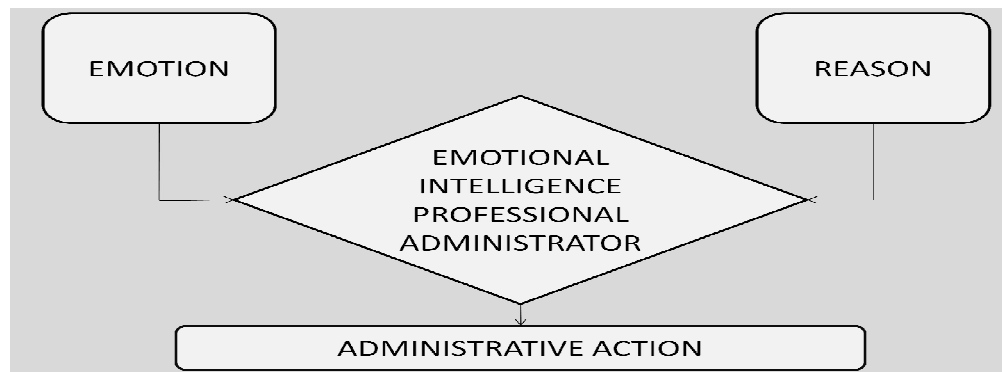
Study of the interventionist elements of the emotional intelligence development.

According to bibliographic survey from Weisinger (1997), the permanent consciousness of own feelings is essential to the sensitivity to emotions of other people. If there is no easy way to identify owns feelings, interventionist elements such as fear, love, pleasure, passion between others, there will be no basis to observe the feelings of others. To enable to qualify your own feelings gives the sensation of control, independence of the circumstance, even though being emotional and vulnerable. Emotional Intelligence development enable better dealings with positive or negative emotions, presenting more disposition and productivity.

Balance between Emotion and Reason provides Emotional Abilities.

Bibliographic Survey in Goleman (1995), indicates that the emotional system is intimately associated to behavioral factors while the cognition interprets and understands the world. The word Emotion comes from the Latin *movere* or “movig”, which denominates move away, indicating that in any emotion appear implicit the urge to act immediately; this way, the emotions are rooted impulses to act. Soto (2002), affirms that reasoning is mainly a form of organizing thoughts, being a biologic function of the brain. However, for Damásio (1996), the reason is the rational side, it is the one which distinguish the human being from the rest of the animals, now the emotion is a momentary state which, the organism is stimulated by specific motive, being present, with it, biological reactions, to the light of rational direction, emotion and reason, need to work together to create the intelligent behavior, coming out automatically to an emotionally intelligent manager, in a way of providing satisfactory result to the organization. This way is possible Picture 1 presented below:

PICTURE 1: Relation between emotion and reason



SOURCE: Damásio (1996) adapted by authors (2010)

The relation between emotion and reason reflected in the manager's actions present a significant weight to its triumph as both need to be together to come to leadership with emotional intelligence allowing balance in the decision making and the practice of satisfactory managerial action. From this balance, it comes the emotional abilities automatically, allowing Table 1 to follow exposed.

TABLE 1: Interventionist Elements of the Emotional Intelligence

Elements	Author	Characteristics
1.Reason	Damásio (1996)	1.1Capaciity to reason; 1.2 Allow to a complex of beings, the talent of construction;
2. Effect in Emotional Collection: passion, fear, pleasure, disgust, shyness, others	Soto (2002)	2.1 It is the link of importance in the chain of causes of the human behavior; 2 .Take significant role in the motivational process;

Emotional Abilities in Goleman (1995)	
<div>Empathy</div> <div>↕</div> <div>Impulses Control</div>	<div>Self motivation</div> <div>↕</div> <div>Intuition</div>

SOURCE: Damásio (1996), Soto (2002) and Goleman (1995) adapted by authors (2010)

Goleman (1995), confirms that in the emotional collection, each emotion performs a specific function as revealing distinctive biological signatures. Like this, the emotion is any agitation or perturbation of the mind, feelings such as passion, mental state, fear, pleasure, love, surprise, anger, disgust, duty and shyness. They are impulses which trigger immediate action. The emotional mind determine a specific state, from the domineering sensations. According to the author, people differ in the way they perceive, think, feel and act. These individuals differences are inevitable and bring influences to the interpersonal dynamics. The human being needs to interact to develop an interpersonal relationships power which is efficient, incorporating bonds which get emotional weight, making sense for the interpersonal communication. A big facilitator of this is Emotional Intelligence, which provides abilities such as empathy, act of feeling what others are feeling, allowing strengthening of the link with the individuals; self motivation, being the ability to motivate oneself seeking designs with determination, impulses' control, ability to identify the emotion and monitor it, utilizing it in an adequate manner; and intuition, intuitives signals which guide the impulses. If the ability to socially interact is tested by the ability to aliviate painful feelings, to control someone in the top of their anger perhaps is the last measure in the mastery. It is necessary to be at ease to deal with turbulent situations and lighten them, causing personal vision. Mira y López (1988), affirms that all the emotions that can be felt, there are those considered the four giants of the soul, allowing the construction of the Table 2 to follow:

TABLE 2: Elements: four giants of the soul in Mira y López

Elements of the Emotional Collection	Characterization of the Influence over Emotional Intelligence
1 – Fear	1.1 Nervous Inhibition , impossibilitating the control; 1.2 Behavior Alteration preventing logical reasoning;
2 – Anger	2.1 Attitudes of attack (impulsive character); 2.2 Loss of control of actions;
3 – Love	3.1 Move sentimental fiber in the human being; 3.2 Force which motivates the inclination, depending of the affection felt;
4 – Duty	4.1 Fulfillment of orders (obligations); 4.2 Need for approval of activities;

SOURCE: Mira y López (1988) adapted by authors (2010)

According to Mira y López (1988), human being through Emotional Intelligence, will be able to control these giants by controlling the temperament to sculpt with perseverance a superior personality, improvement of the emotional characteristics. Exposing with master aptitude, Goleman (1995), affirms that emotions can affect or increase our ability to think and make plans, solve problems, defining limits of our innate power of using mental abilities. According to this emphasized author, emotions can help or interfere in the ability, in function of this, it could be affirmed that the emotional intelligence is a mastery aptitude, even when facing setbacks, the person who has it, keeps obdurate, translating emotional characteristics such as motivation, persistence, enthusiasm and self consciousness.

Concepts and the importance of the study about emotional intelligence.

According to Goleman (1995), emotional intelligence is the ability to create motivations for themselves and to persist in an objective regardless of the obstacles, to control impulses and to know how to wait for their desires' satisfaction to keep in good spirits and to prevent anxiety to interfere in the ability to reason, to be emphatic and self-confident. So much so that Weisinger (1997), affirms that the intelligent use of emotions, to intentionally make emotions to work in your favor, utilizing them to help to dictate your behavior, your reasoning in a manner to improve your result. According to Sobrinho (2009), emotional balance is constituted of thoughts, positive attitudes, this stage is the main one to enable all the others to come to exist. The emotional energy must be taken seriously in the organizations being an influencing factor to the professional success. Bibliographic research allows to affirm that people with emotional intelligence well developed present higher probability to feel satisfaction and success. Emotionally competent people can control and deal with their own feelings, understand the feeling of others, acting with tranquility in all aspects, controlling the mental habits which feeds the productivity; this way not only increasing own abilities, as well as contributing to the improvement of the ability of others. The manager, demonstrating personal mastery, can

establish conditions which motivates and gives incentives to employees to increase their own personal mastery, with multipliers of success. Table 3 brings important elements in the decision making:

TABLE 3: Theoric and conceptual Elements of Emotional Intelligence

Author	Focus	Theoric and conceptual elements valid in the decision making
1. Riback (1998)	Characteristic trace of Emotionally Intelligent Leadership	1.1 Emotionally able; 1.2 Transcend your personal needs at the workplace; 1.3 They are objectives aimed at organizational results;
2. Senge (1999)	Personal Mastery in the managerial decisions	2.1 Development of personal vision; 2.2 It is indispensable to the leader in the decision making; 2.1 Interfer in the procedures improving management;
3. Caruso e Salovey (2007)	Leadership with Emotional Intelligence	3.1 Take on board the various connexions – attention, thought, reasoning; 3.2 At ease to resolve problems; 3.3 Source of information and inspiration in the decision making.

SOURCE: Adapted by authors, from Riback (1998), Senge (1999), Caruso and Salovey (2007)

According to Riback (1998), emotionally intelligent leaders have flexibility to let appropriate attitude to stand out in each special situation, a characteristic trace of leadership with emotional abilities. It can be affirmed according to Senge (1999), that working with personal mastery means entering the field of emotional subjects. Developing a personal vision, exploring complexity, what will determine progress in the growth of the individual facing the rupture of the reality impregnated of limitations as if the being was obstructed under mental chains. The author exposes that the personal mastery must be sought by the leader, indispensable to the work environment, as it involves the emotive side, located in the right hemisphere of the human brain, illuminating the consciousness, which can interfere in the action, bringing deep emotions which will alter the emotive state of the employee, having abilities to interpret such reactions, through mastery, the manager can conduct improvement processes for the organizational environment. Caruso e Salovey (2007), come to confirm the importance of leadership with Emotional Intelligence when exposing the problems' resolution in an organization, it needs certain balance to enable success in the managerial decisions.

Emotional intelligence, quality in the communication and *feedback* in the organization.

Various conceptual adjustments allow confirmation of the use of the communication in the internal entrepreneurial relations; open doors to feedback which helps in the affinity relations, attributing values to the satisfaction. Communication is the exchange of understandings and nothing can be understood if words, emotions and situations are considered

in trying to form common knowledge, ideas, instructions or any type of message. The communications are like a two way street and the task of communicating is not included till there is comprehension, acceptance and action, in other words, the aim of the communication is to affect behavior. It is made necessary the process of communication in the enterprises as means of establishing interaction and teamwork. Appropriate Survey from Weisinger (1997), allows to affirm that the basis of any relationship is communication, because it establishes the bonds and these create relationships. Wrong words, inconvenient gestures or double meanings can get very unhappy endings, installing chaos. The performance of the emotional intelligence is important to the manager, as even when exercising criticism, it brings healthy results via communication – feedback. The manager must act cautiously when dealing with corrections and mainly criticism to the work of one of the employees. Criticism acceptance and improvement disposition will depend on the manner which it was expressed. It must have flexibility in the manager's part to expose the critic, and start to listen to fundamentals and justificatives, utilizing feedback in this way, what is no more than information exchange. If the enterprise wish to obtain satisfied collaborators and efficient in their work, the use of feedback must be sustained bringing transparency and easy access to the enterprise's results. Therefore it is necessary to criticize with abilities, putting into practice emotional intelligence in the day to day of the organization.

TABLE 4: Importance of Emotional Intelligence in organizations

Author	Focus	Conceptual and Theoric elements valid to the organizational field
1. Goleman (1995)	Emotional Intelligence in organizations	1.1 Better use of Human Resources; 1.2 Improvement in the interpersonal relationships amongst areas; 1.3 Team work encouragement;
2. Caruso e Salovey (2007)	Emotional Intelligence in organizations	2.1 Contribution towards the solution of turbulent cases; 2.2 Conduct ethical conflicts; 2.3 Selfconfidence promotes organizational changes;
3. Pedro Filho (2009)	Inteligência Emocional nas organizações	3.1 Better individual performance; 3.2 Essence in the decisive conduction of the human being; 3.3 Knowledge and control in the way of success;

SOURCE: Adapted by authors, from Goleman (1995), Caruso and Salovey (2007) and Pedro Filho (2009).

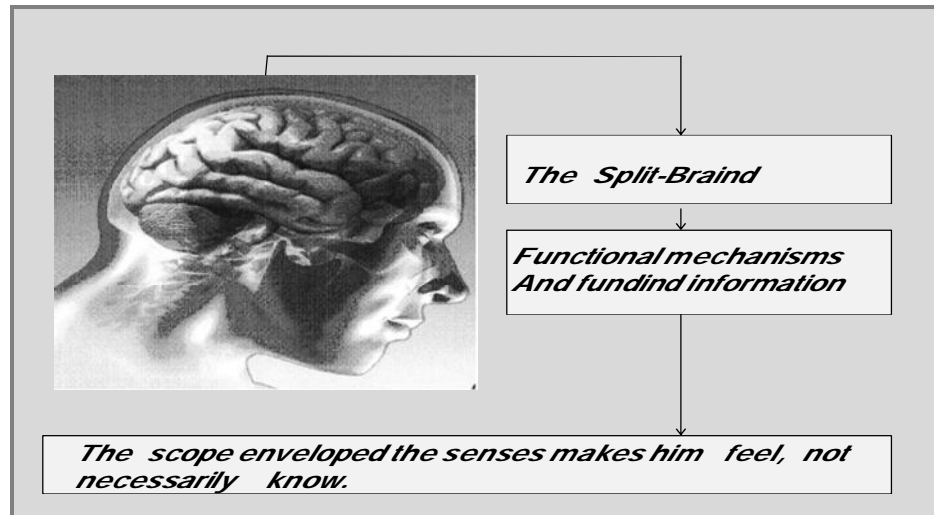
Survey from Goleman (1995), allows understanding that criticism is one of the most important tasks of a manager. However, this is also frightening and postponed. Many managers have been controlling badly the difficult art of giving feedback. The efficiency, satisfaction and productivity of the people at work depend upon how problems are transmitted; this is the reason why the manner which criticism is received says a lot in regards of the personal point of satisfaction involving work and management. According to the cited author, entrepreneurial

conduct is turned to basic aptitudes of emotional intelligence, aiming to encourage teamwork, cooperativity and collective learning, becoming an organization which learns, with influence in the intellectual capital, while bringing efficiency and prosperity to the organization. According to Riback (1998), emotionally intelligent executives know how to deal with setbacks having in mind a final outcome, controlling the impulse of giving in the momentaneous crises and concentrating in the long term results. Making an effort to communicate in an appropriate manner, utilizing emotions to trigger the intuition while conducting the enterprise to the right direction above the quarrels in regards of the complex details and they are open to divergence of opinions. According to the mentioned author, every day that goes by, or more advance in the time, the entrepreneurial scene is changing, becoming more and more competitive, and at the same time interactive. This way the corporative leadership styles have been a target with special focus in the development of leadership skills in the higher levels of management, envisaging that this influence is to be felt in the whole organization. Study from Goleman (1995), allows to affirm that management is not only rational, but also emotion must be used, firming further the empathy and solidarity, improving the team spirit and fulfillment of organizational aims. As all the successful breaches of the peace of the thought are applied in the work environment, therefore an emotionally disturbed person, does not present good productivity, cannot keep up neither can take clear and correct decisions, possibly interrupting the good progress of the normal activities of the individual. The Emotional Intelligence comes in a categorical form to go around this situation, making emotional aptitudes priority in the plan of entrepreneurial abilities identifying the Emotional Intelligence aptitudes, allowing externalization of complains under a constructive criticism form, creating an atmosphere where diversity does not become a source of disagreement and where teamwork is effective.

Characterization of the Limbic System and the Behavioral Relation in the Organization.

The Emotional Intelligence is a description of brain and mental functions related to sensations systematized as shows in Picture 2. The neuroscience understands the mind functioning while matter and try to find scientifically, not only activated areas, but also thoughts, feelings, emotions and its intensity. To Damásio (1996), the absence of emotion and feeling can destroy rationality, the intellect cannot give its best without emotional intelligence. Taking into consideration that feelings bring impact to human being, the manager must have consciousness of the importance of emotional intelligence for his career and seek to reach this aim, as a professional in constant contact with organizational conflicts, activities related to the enterprise and to the people, making necessary the balance in his actions which is always reflected in the entrepreneurial context. The emotionally intelligent leader must present traces of perspective and flexibility in front of the elements which involve the manager's job.

PICTURE 2: A Neuroscience and Entrepreneurial Learning



SOURCE: <http://www.quia.heu.nom.br>

According to Damásio (1996) affirms, neuroscience has dedicated the majority of its efforts in the investigation of the cerebral cortex, human brain structure consistently dedicated to the thought process guided to a determined outcome. The cognitive sciences and the neuroscience will allow to find sophisticated ways to understand specific psychological aptitudes of the human being. The brain has abilities of sensorial nature found in the limbic system, which can be developed, directing, even those individuals gifted of modest intelligence quotient to a successful life. Emotional weakness can cause depression, anxiety, lack of concentration, reserve and aggression, damaging the natural development of the cognitive aptitudes. In the understanding of the state of the art, biology has fundamental part in the knowledge involving Emotional Intelligence, as in the organic human structure is where it is pointed out the condition of the emotion functionality. For example, the poorly fed individual has the tendency to have difficulty to maintain mature relationships; having in view that physical condition is outlined by the organic influence in its physical means. As shows in the Table 5, the relationship of emotional well being according Pedro Filho (2009) maximizes quality performance of the individual in the enterprise, while emotional intelligence is the point of this behavioral relation.

TABLE 5: Limbic System relation with Human Functionality.

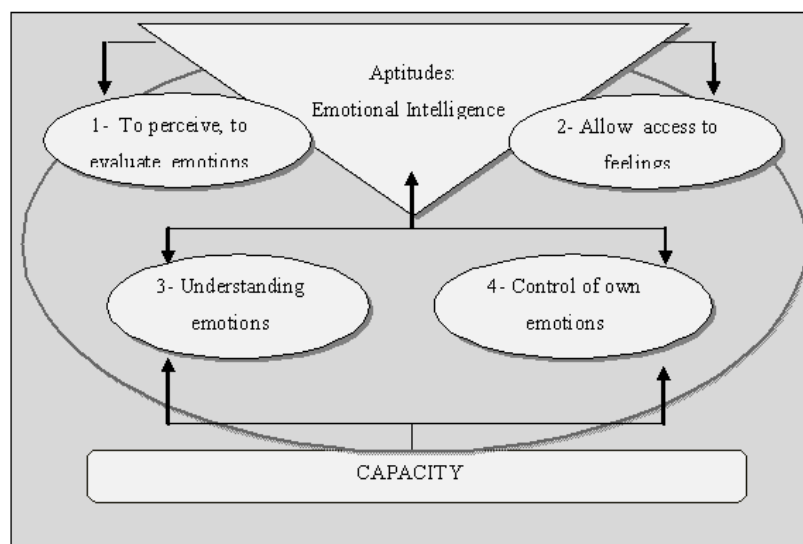
Part of Limbic System	Human Functionality	
	Function	Forecasted Human Attitude
1.Hipotalamus	1.Sensory Integration	1.1 Cordiality to the other 1.2 Affinity sensitivity to all
	2. Motor Integration	2.1 Agility at work 2.2 Movement precision for efficiency
2.Tonsil	3.Loss of Fear	3.1 Individual 's audacity 3.2 Spontaneity and Frankness
	4. Extreme Curiosity	4.1 Liberation towards learning

		4.2 Proactive attitude to innovate
	5. Quick forgetting	5.1 Difficulty to learning. 5.2 Difficulty to cognitive solution.
	6. Sexual Urge	6.1 Inappropriate libidinous behavior at work 6.2 Explain sensual attitudes
3.Hipofield and others	7. Other Behaviors	7.1 Other attitudes

SOURCE: Adapted by authors from Pedro Filho (2009)

It is fitting at this point, an explanation in regards to the response to the every day stimulus or psychic self stimulus such as ideas, memories and emotions. These elements activate the group of parts between the emotional area or limbic system and the cerebral areas, indispensable for attention. It is what denominates emotional mind, determining factor to understand human expressions, such as personality, character, temperament, conduct, decisions and others. These are the elements which form personal skill to face and resolve with success situations which are emotionally unstable. From this, it is explained how emotional intelligence is capable to turn a human being into an audacious individual, cordial, self taught and agile at work, making him an insightful and spontaneous professional according to Picture 3 to follow. Emotional Intelligence, by Weisinger (1997), provides four components, allowing specific skills development, which will form the basis of Emotional Intelligence. According to the cited author, the individual can expand his emotional intelligence by learning to control his emotions and motivate himself, being able to maximizing emotional intelligence efficiency, developing communication skills, interpersonal skills and emotional mentoring skills. From there, it is possible to learn how to dribble situations having the control of emotional involvement. In regards to the emotional intelligence development, Weisinger (1997), presents four components:

PICTURE 3: Emotional Intelligence Aptitudes



FONTE: Adaptado de Weisinger (1997) pela autora
SOURCE: Adapted by authors from Weisinger Hendrie (1997)

The diagrams above contain significant elements to the characterization of the Emotional Intelligence development bringing a correlation with activities from the entrepreneur, trying to open new horizons to the organizational universe, emphasizing the human factor.

METHODOLOGY DESIGN

Descriptive-exploratory studies and case study were utilized to carry out this research aiming to describe the phenomenon, as, for example, the case study which empiric and theory analysis are carried out. The method is derived from the methodology and according to Lakatos (2007), brings true and valid knowledge, assisting the decisions of the researcher. This article proposes a Case Study about emotional intelligence in the ability of the professional Administrator. To develop the Case Study, deductive method was utilized, coming from the general to the specific and the approach used is qualitative. This research was developed in entrepreneurial environment with organizations based in Alvorada do Oeste City, located in the Rondônia State, having in view the players in this research living in this locality. According to available data from IBGE (2007), this town has approximately 20 thousand habitants; the economy is based in the agriculture and cattle-raising, not having a industrial sector. Three enterprises were selected which operate in different fields of economy activity, where the researchers work, interacting with the public marked by different interests. The identification of the focus group was a technical measure adopted in this preparation. This is made up of people of both sexes, from the age group 20 – 40 years old. They are professionals graduated in Administration who lead in the corporation, and their direct associates who support the perspective of the business success. Other players and subjects were selected in the expectation of complementing the scenario for this task; offered the opportunity of impartiality in the treatment of the object while offering sustainability in the process. It was decided for the non identification of Administrators, choosing to codify them as Administrator A, Administrator B and Administrator C; and the establishments involved in the current research were characterized by the codes 1, 2 and 3; this measure envisages to secure impartiality and neutrality which are essential to work of this nature; remember that this investigative work involve people, facts and situations which characterize the universe of this research. It has been taken into consideration elements related to Education, religion, income, socio-economic positioning of individuals direct or indirectly bonded to the subject of research. According to Cooper (2003), ethics is the combination of norms and standards of behavior, the objective of ensuring that nobody is affected or suffers consequences due to the research's activities. For the execution of this research followed stages, applying collection of data established from the guiding techniques: Bibliographic Research, through tools such as books, magazines, academic Google and others. The observation was participative and the interviews (APPENDIX A) followed a structured line, being applied to Administration graduates accompanied with a term of free and clear consent (ATTACHMENT A) for each interviewee. Questionnaires contained closed questions, being applied to Administrators (APPENDIX B) and employees (APPENDIX C). The access to these for this practice of data collection occurred according to the disponibility of the cited in the period of September. Qualitative data was extracted from the information obtained, presented in

a narrative text, analysis of the critical elements and later codification and results' presentation according with the investigation proposal exposed blatantly in the specific objectives.

ADMINISTRATOR'S ABILITY: FOCUS ON THE EMOTIONAL INTELLIGENCE APPROACH

The topic in question presents in its composition the result of the entrepreneurial case study involving the ability of the professional in Administration. This report is a product of the theory and conceptual context with the support of the investigative procedures locked in the field research, in intermediate task through the perception of the focus group. Conceptual Summaries allow to affirm that Emotional Intelligence bring important bases for the leader as it already promotes control of the emotional impulse, the use of reasoning to control emotion. This topic will be arranged in three parts, having as a principle the description of the result of the interventionist elements of Emotional Intelligence, taking on board the consulted professionals' contribution, to follow presentation in synthesis of contexts format, which reflects in the importance of the administrative Emotional Intelligence, decisions considered by the researched professionals and at the end, the exposure of the contextual analysis of Emotional Intelligence in the organizational relations.

Interventionist elements for the development of the emotional intelligence.

The interventionist elements of the Emotional Intelligence in the individual's conduct can bring as much stability as can bring inconstancy. Research from Goleman (1995), points that depending on the mental state of the individual, there is involvement of feelings such as fear, passion, shyness, pleasure, love amongst others. Surveys carried out via interviews and questionnaire's application alongside Administrators involved in this work and who operate in distinctive areas, revealed that emotional stability is related to an ethical posture which provides to the Administrator a high spirit, contributing to a peaceful environment in the organization. So much so, that it has being well incorporated to this result to the Picture containing such positioning of those involved, followed by an analysis. The Table 6 demonstrate the reaction of the researchers, as much Administrators as employees in relation of the emotional stability and leadership of the respective leaders. A comparison was executed between the characteristics revealed by the Administrators and the ones perceived by their subordinates; staff part disagree in relation to such characteristics, what reveal the importance of tuning in the relationships of leaders and subordinates. It was observed that the behavior of employees at the moment of confrontation between what was revealed and what was perceived; the majority of the involved revealed themselves with transparency and freedom of positioning. However, at the moment of requisition to the Administrator to listen to his employees, a professional intervened in the activity of preparation of this task, when requested that he himself would indicate which employees would record the characteristics perceived by them; confrontation about such occurrence proved that he has chosen amongst his subordinates those who rise to his person, and with possibility to sustain his revelations. The fact make it unviable the propositions in Goleman (1995), when the author raise the importance of the critic which can be feared and postponed what possibly could be occurring in the relationship of this Administrator in the organization.

TABLE 6: Demonstrative of the characteristics revealed and perceived.

Emphatic Elements	Characteristics Revealed by the administrator	Characteristics Perceived by the employee
Administrator A	1.1 Feels relaxed most of the time; 2.1 Feels highly qualified in relation to behavioral relations in the organization;	1.1.1 As for stability , 1 employee affirmed great, 2 affirmed good and 1 regular; 2.1.1 As for leadership, 2 totally agree in the leadership ability, 1 Relatively agree and 1 totally disagree;
1. Stability emotional 2. Leadership		
Administrator B	1.1 Feels relaxed most of the time; 2.1 Has a lot learn in relation to the emotional in the behavioral relations;	1.1.1As for stability, 2 employees affirmed great and 3 affirmed Good; 2.1.1 As for leadership, they all totally agree that this one is able to lead the team;
1. Stability emotional 2. Leadership		
Administrator C	1.1 Feels relaxed most of the time; 2.1 Has a lot learn in relation to the emotional in the behavioral relations;	1.1.1 .As for stability, 3employees affirmed great and 1 affirmed Regular; 2.1.1 As for leadership, , they all totally agree that this one is able to lead the team;
1. Stability emotional 2. Leadership		

SOURCE: Research carried out in September 2010

From the Picture supplied, it is logical to affirm in relation of the emotional stability; the responses from Administrators A and C are in disagreement with the employees, when amongst the staff someone affirms that his emotional stability is regular, what can be questioned and the possibility of managerial improvement, having in view that the human behavior is a differentiator in the organizations and that the emotional scheme brings influence over the cognitive intervention. As for the perception of leadership revealed and perceived between Administrators and employees, it will be exposed in the topic 3.3 when portraying analysis in the organizational context. Following is the presentation of an analysis in regards of the importance of the emotional balance alongside the focus group, considering the relationship between reason and emotion in the organizational environment. It is envisaged that interviewed Administrators agree that there is a need for a balance between the rational and the emotional, as Administrator A and Administrator B revealed the importance of the balance between reason and emotion in all aspects, with the intention of right decisions and good results, while Administrator C believes that this balance must happen only in determined situations, and to others it is not necessary, can bring conflicts, reaffirmed that in certain areas of the organization it is a must to act totally rational. Observing this manifesto, it must be said that Administrator C suffers of lack of knowledge, as for the relevance of the balance between reason and emotion proposed by Emotional Intelligence, revealing dispute in adapting to the new reality, in the form interpreted by various authors. This Administrator demonstrated uncertainty as he was unstable in certain moments when dealing with the emotion in the decisions of the manager. The Emotional Intelligence is made necessary in all aspects of the organization, having in view, independent of the department, there always will be people involved in the process, such as the finance area where they work with investments, costs, however they are employees who execute the operation. The Table 7 below allows a critical analysis in regards of the balance between reason and emotion.

TABLE 7: Balance between Reason and Emotion.

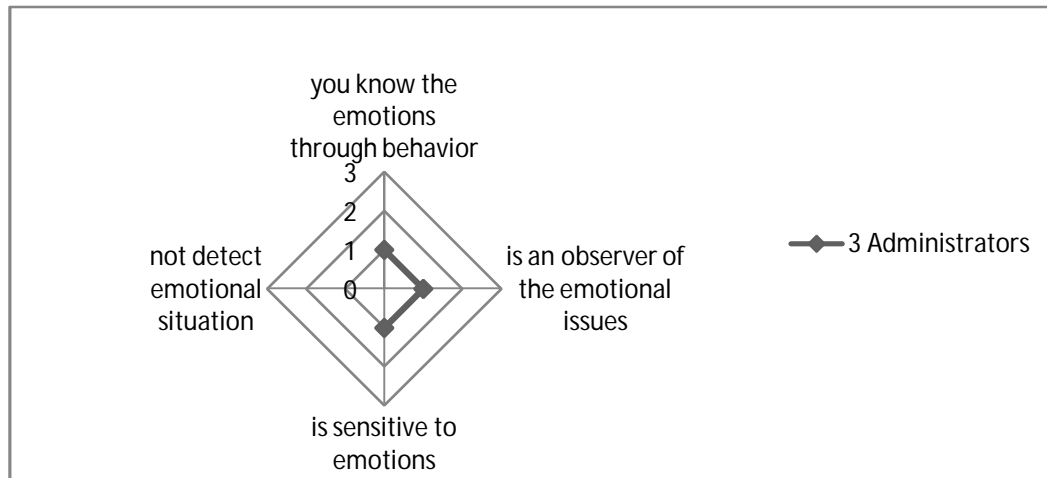
Question	As an administrator, in the performance of the functions, it is thought necessary to appreciate in a balanced way, reason and emotion?		
Answer	Yes	No	Justification
Administrator A	1	0	Emotions must be interpreted and appropriate in order that in balance with the reason bring good results and agreements with the leader's decision
Administrator B	1	0	All aspects are important, in order to promote self control.
Administrator C	1	0	However, the balanced way of the reason and the emotion can bring conflict with themselves.

SOURCE: Research carried out in September 2010.

The three researched professionals were questioned in regards of appreciation of the balance between reason and emotion; they all revealed that they were in concordance, each putting in their logic: one appeal to results with focus in the agreement of the decision, bringing to mind self control and the last considers that can generate conflicts between reason and emotion. Precisely for this, it should be implemented the balance in this relationship. Emotional Intelligence is a necessary factor of great importance as for whom promotes the mastery aptitude according to study from Goleman (1995), in function to present emotional characteristics such as motivation, persistence, enthusiasm and self consciousness, particular practices which trigger the development organizational. In order to achieve these objectives it is necessary emotional ability to maintain a good behavioral relationship and all the vicissitudes which is involved.

The research demonstrates emotional ability of the Administrators in relation to their subordinates. It was locked a confrontation theory and conceptual with fatic elements obtained from the interview and observation. Intensifying the analysis, according to Graphic 1, Administrator A affirmed being an observer of the emotions of his employees, while Administrator B revealed knowing the emotions of the subordinates through their behavior, while Administrator C believes to be sensitive to the emotions and feelings of employees. They all demonstrated certain intimacy in relation to the emotional, because they could detect a delicate situation, involving the team or individually each employee. The capacity of behavioral balance demonstrates emotional ability to observe what happens around the organization, mainly when dealing with subordinates. It is important to be sensitive, lively perception as employees who are there to perform an activity are beings moved by the impetuosity of biological functions, reacting to each situation according to impulses, therefore the importance of empathy towards others, allowing ability to describe emotions and behaviors and this way, be able to interpret better the reactions occurred in his team. The exposed above is summarized through the following Graphic 1.

GRAPHIC 1: Administrators' Emotional Ability in relation to subordinates.



SOURCE: Research carried out in September 2010

According to what is dealt with in Goleman (1995), fear, shyness bring, many times, the inability, as the thought goes negative, attracting uncertainty and the blockage in relation to the possibility of ease in determined activity or function and for something positive to occur. Passion, pleasure at work qualify the behavioral relations in the organization, bringing a good relationship in order that individuals perform activities with satisfaction, dedicating time and application, this is the importance of sharpness and sensitivity to staff's behavior in the organization.

Contexts which reflect in the importance of administrative emotional intelligence.

The administrative context covers in its scenario needs to face with tranquility this scenario, knowing conditions with ability in the way to provide acceptability, coordinating each aspect of the organization, taking into consideration that you must lead with style and ability in the administrative action, bringing a cognitive understanding of the administrative behavior and the ability to execute activities, according to Chiavenato (2003). It cannot be denied that the attitude and reflex of the individual contained by the Emotional Intelligence are of great value, mainly when the cases' analysis which reflect in the administrative action. The decision making needs to be in a way, checked and appropriate in a way of providing leadership, disallowing sequels in the management. There are bottlenecks which can corrupt the good Administration bringing consequences, sometimes, drastic, ruining what would bring excellence in the future. In the sense of checking the sensitivity of researched Administrators, according to employees who perform functions under his coordination, it was applied questions which made possible later analysis put into a context, in the decision making and its degree of importance. By questioning the Administrator, whose attitude taken in a situation where a meeting schedule with a member of staff and where the circumstances were not favorable due to the tiredness and bad mood, emotional instability, demonstrated by him and the member of the staff. The Table 8 demonstrates researched Administrators' reaction:

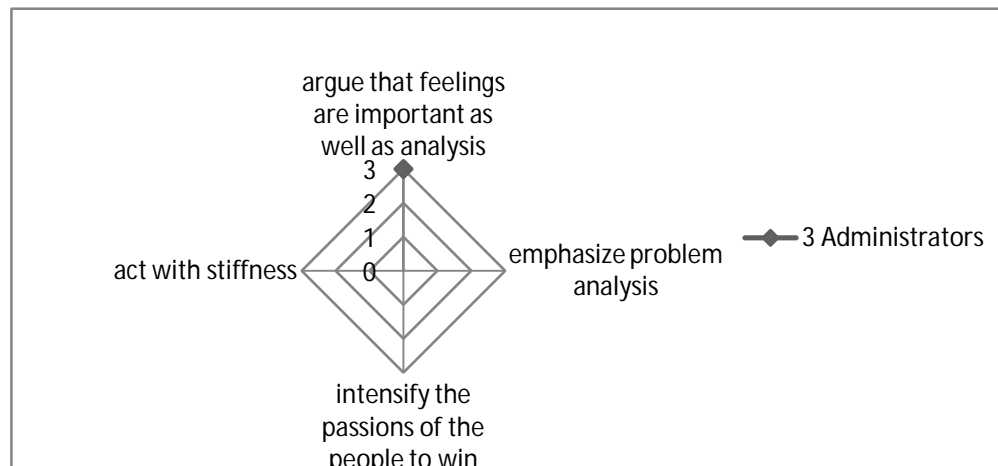
TABLE 8: Data adjustment of the the importance of Emotional Intelligence.

Affirmative focused in the decision making	Administrator A	Administrator B	Administrator C
Would detach facts from feelings and would take the meeting	0	0	0
Would generate positive humour before the meeting	0	0	0
Would reschedule the meeting for a moment in which he felt better	1	1	1
Would be totally rational as at this moment emotional does not matter	0	0	0

SOURCE: Research undertaken in September 2010

An analysis about Administrators was made possible faced with what was identified and having in view the theory and conceptual summary. When questioned in relation of the importance of Emotional Intelligence, professionals declared similar answers, giving an example of situation *quo*. An occasion came about involving a meeting between leaders and staff, where it would be gathered all the elements, which could possibly involve reflexes of Emotional Intelligence. Professionals were unanimous in asserting that they would reschedule the meeting to another more adequately favorable moment, instead of following the process without the valid variables in the Emotional Intelligence context. They alleged to perceive the sensitivity of the moment, understanding that due to tiredness and humour involving the environment, there would not be good results from this meeting, having then coherence to see the setbacks, as they could take another decision, such as acting totally rational and not bothering with the facts and feelings present. The advent reinforces the thesis of compassion and diligence to collaborators. Then the questioning comes in regards of a possible situation related to attempting to have influence over the team alongside a determined course of action. This would be an essential emotional approach faced with the application of personal feelings. Now was consulted to the Administrator how he would proceed in face of these circumstances. This assertion is revealed in Graphic 2:

GRAPHIC 2: Reflexes of Emotional Intelligence int the decision making.



SOURCE: Research carried out in September de 2010

The research demonstrates, through Graphic 2, significant data, reflex of Emotional Intelligence in the decision making, involving emotional attitude. Administrators were unanimous in declaring feelings which people have are more important than the objective analysis, showing clearly an emotional apparition. The appreciation of the facts allows assuring that leaders, emotionally intelligent, take seriously the propelling energy of the human being in the organizations, being the behavioral relations dependent of the emotional scheme and it is one of the foundations for entrepreneurial success once it is the people who carry out the functionality in the organization.

Contextual analysis of emotional intelligence in the organizational relation.

In general, organizations are improving in the social field, while their managers are turning towards the behavioral relation. It would not be another, the direction if we consider that it is constituted of people who work. This research allows assertion that if there would be a motivated and enthusiastic team, success is guaranteed. To this end, it is necessary a more humane manager who allocates day-to-day dynamics of the organization for the productivity of the individuals to be high. In the previous topic, cases are exposed showing reflexes of emotional balance in the decision making of the researched Administrators, with the intention of observing, to detect situations and later analysis as for the emotional intelligence. When analyzing questionnaires' responses, it can be perceived that all three have a tendency concerned to emotional ability, however, it can be declared that there is a need to improve in regards of Emotional Intelligence in all three, as it has been possible to notice certain lack in some aspects, such as firmness in dealing with emotional matters in the Administrative action. When questioned in regards of leadership style, managers manifested according to observation exposed in Table 9.

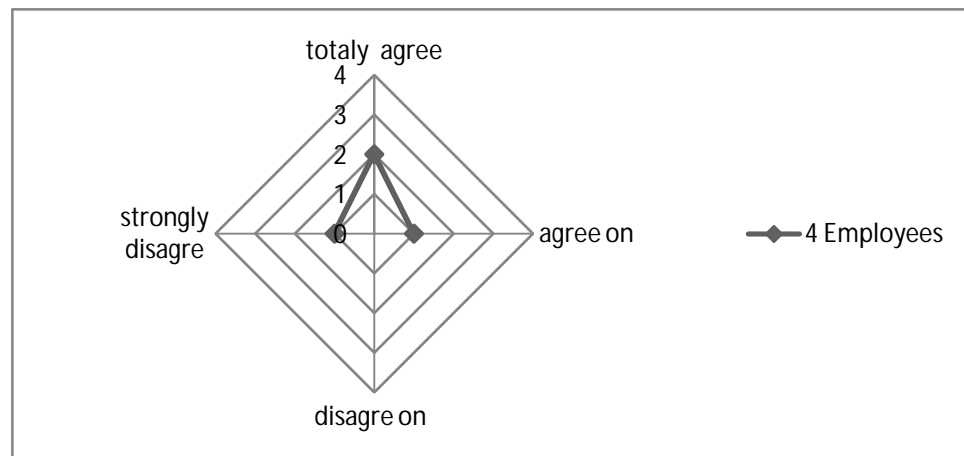
TABLE 9: Data adjustment of Administrators' leadership styles.

Questioned Administrators' self analysis declarations: (Consider yourself a leader)	Administrator A	Administrator B	Administrator C
Able enough to lead teams in function of his own presumption	0	0	0
Totally rational, as the emotional muddle decisions	0	0	0
Who has a lot learn in relation to the emotional	0	1	1
Highly qualified in the behavioral relation in the organization	1	0	0

SOURCE: Research carried out in September 2010

The Table 9 demonstrates a manifest from researched leaders when asked in regards of leadership. Administrator A consider himself highly qualified in the behavioral relation, while Administrators B and C declare that they have a lot to learn in regards of the emotional, being these two, the most sensible ones when declaring that they still need to find out of many points related to the emotional, behavioral relation in the organization, as it is intrepid to declare being highly qualified when there is always room for improvement and situations where you are dealing with people, more over, for the fact of being a sensitive area requiring sharpness and insight, indispensable abilities to a leader. The following graphics ratify the perceived characteristic by respective employees in relation to Administrator's A, B and C leadership skills.

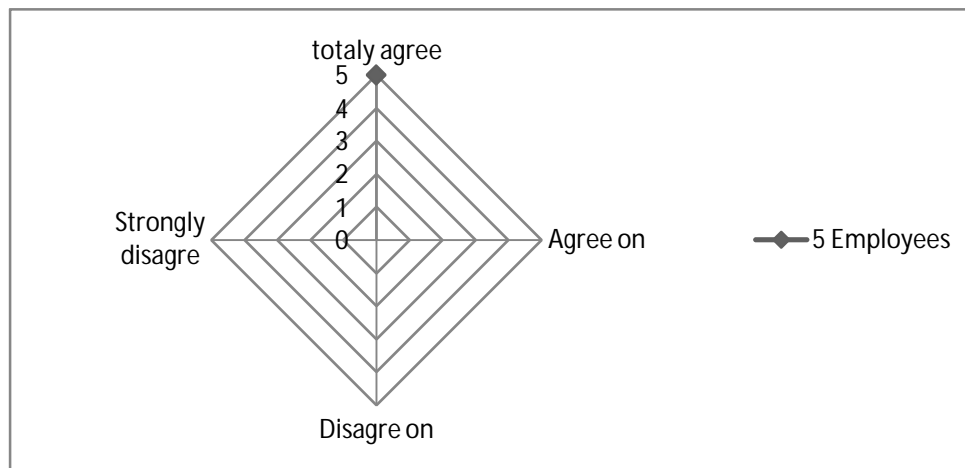
GRAPHIC 3: Leadership skills perceived by employees in relation to Administrator A.



SOURCE: Research carried out in September 2010

Employees concerning Administrator A, in response to questioning, manifested in relation to their superior's leadership skills in a divergent way, being that two employees declared that they believed in the superior's qualification, in the leadership of the organization, one guaranteed to relatively agree in the leader's skills and one declared to totally disagree, not believing that his superior has possibilities in administrating and leading teams, therefore staff diverged in relation to the form of leadership from his Administrator. Through the observation technique in the enterprise it can be perceived that employees do not work totally motivated, presenting inferior stimulus while that employees concerning Administrators B and C demonstrate motivation and spontaneity at work. This fact takes us to the assertion that even when the Administrator consider himself highly qualified in the team's leadership, some employees disagree with his assertion demonstrating unbalance in the behavioral relation, making unviable Emotional Intelligence which is indispensable to the leader for the good staff performance, being a differential factor of organizations and predominant to the organizational success according to Mariane and Silva (2004). Now in Graphic 4, it demonstrates that employees concerning Administrator B were unanimous in declaring that they are in agreement in relation to the superior's leadership skills.

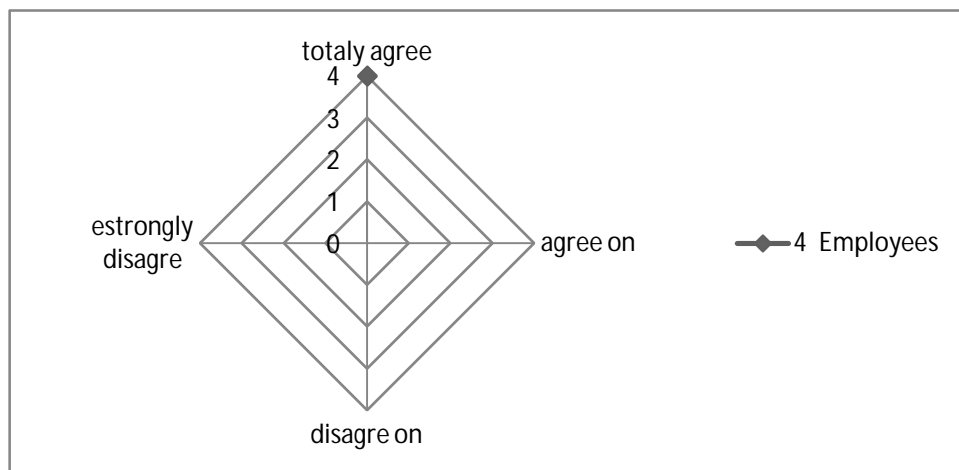
GRAPHIC 4: Leadership skills perceived by employees in relation to Administrator B.



SOURCE: Research carried out in September 2010

Through Graphic 4, you can perceive that Administrator B has total agreement from his employees to assert that he is sufficient in leading teams, having unanimity in relation to his leadership skills and management. Following Graphic 5, it is demonstrated the leadership skills perceived by staff corresponding to Administrator C.

GRAPHIC 5: Leadership skills perceived by employees in relation to Administrator C.

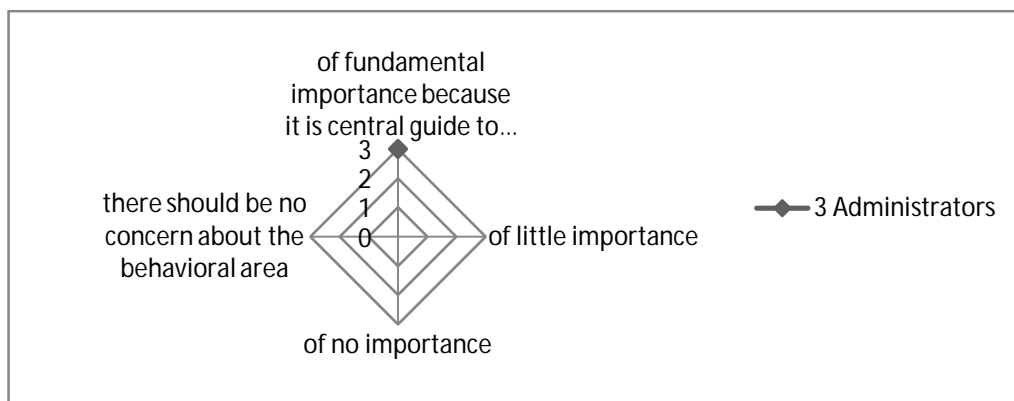


SOURCE: Research carried out in September 2010

Research allows assertion that Administrator C has acceptance of his staff in regards of the ability to lead and conduct people in the organization, being that all declared totally agreeing with his form of leadership, having agreement of his subordinates. The observation and analysis of the Graphics get us to question determined matters such as, for example, the situation of

Administrator A, in relation to the motives which has made one employee to assure that he does not present the leadership skills, opening a range of questions. When carrying out one inference between the Administrator's revealed characteristics and the staff perceived characteristics of the Administrator, conflicting observations were noted, however, researched Administrators admit the importance of the human being in the organization. These professionals recognize that every enterprise to be well, needs a foundation and one of the most influential is, without a doubt, behavioral relation whilst providing stability for the information, communication, feedback, being crucial factors to the growth of the organization. Graphic 6 shows the recognition of the researched Administrators, concerning the importance of the human being in the organizational success and the basis is behavioral relation.

GRAPHIC 6: Importance of Behavioral Relation in the organization.



SOURCE: Research carried out in September 2010

Analysis of the behavioral relation in the researched establishments 1, 2 and 3 point out his specific context. Administrators A, B and C are young people with certain time operating in the market, in the other side, enterprises where they operate are looking for management improvement and organizational development. Administrators' present characteristics of situational leadership, engaged in the business and because of this, they look for the improvement and learning since the research from Senge (1999). As for the entrepreneurial environment of this context, all the organization's departments involve people emotionally, generating spontaneous adhesion of staff in a way to allow advances and professional rehabilitation. Nevertheless, it is not represented total presence of the efficient leadership performance of Caruso and Salovey (2007), due to the actual lack of construction of a behavioral scheme based in the Emotional Intelligence tools.

FINAL CONSIDERATIONS

After the realization of the proposed research by this article, it can be declared that the performance of Emotional Intelligence is indispensable to the Administrator in the use of his attributes, as it interferes in the management ability, providing positive results and satisfactory to the organization, better perception of the facts, since the behavioral organizational is a competitive differential, important factor to the organization's success. This professional is

responsible for an intrepid and dignified task, a break through in how to conduct and guide people; determining function; following and evaluating performance and, in all of this, act, in a way of best providing understanding of the questions, good interpersonal relationship and humanizing management, able to visualize and understand the emotional impulses of his team, helping them to go around the weather and to overcome barriers. It is registered here that the objective of this task that has been longed for is reached, when it can be proved through research that Emotional Intelligence is not a synonym of professional failure, which can increase the ability of entrepreneurial success since one of the central functions of this professional is behavioral relation. This case study about Administrator's ability with focus on Emotional Intelligence contributed to the amplitude of knowledge about the matter which every day it is confirmed in the organizations, the human brain and thinking, responsible for the largest part of the working order and success of the organization. The emotional energy is an influential factor, balancing reason and emotion it can arouse an Administrator emotionally intelligent, able to resolve complex matters in the rational use of the mind, consideration and with emotional direction; be emphatic; self confident; to control impulses; promoting means to motivate the team to the realization and success organizational. The responsibility here is to give some recommendations, coming from the understanding that critical involvement of the emotions putting on an impressive journey into practice of the leader and himself in turn must seek for improvements in the creation of a skilful approach with planning and skilful decisions. In the Table 10 presents suggestion:

TABLE 10: Suggestion for Efficient Leadership coming from Caruso and Salovey (2007).

General Function from Caruso and Salovey (2007), with focus in research	Proposed Functional Details in the investigated universe
1. Create efficient teams	1.1 Create and lead a team 1.2 Make team efficient 1.3 Model of journey
2. Plan and decide with efficiency	2.1 Schedule projects 2.2 Plan budgets and resources 2.3 Logistic
3. Motivate people	3.1 Generate enthusiasm 3.2 Motivate team 3.3 Allow others to act
4. Communicate vision	4.1 Create organizational identity 4.2 Develop collective aims 4.3 Inspire shared vision
5. Promote changes	5.1 Promote flexible and decisive thoughts 5.2 Facilitate creative thinking 5.3 Challenge the process
6. Generate effective interpersonal relationships	6.1 Conflict resolution between subordinates 6.2 Deal with someone's demission

	6.3 Encourage emotions
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SOURCE: Adapted by the author from Caruso and Salovey (2007).

The recommendations are those contained in Picture 11, suggestion here presented, considered proficient in the integration of rational and emotional styles useful to events which involve leadership of success, such as the one sustained from Caruso and Salovey (2007). Another recommendation refers to the requirement of Emotional Intelligence, in the behavioral modeling of managers and employees; Emotional Balance, which improves and encourages growth of the individual and the group, once that managerial decisions demand such abilities.

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