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SCIENTIFIC WORK

on the topic: «Emotional intelligence and neuroleadership as elements of improving the socio-economic efficiency of airline management»

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Introduction

Actuality of theme. The development of emotional intelligence of aviation personnel has become one of the most pressing problems of our time, which is why there is a need to consider this issue. All over the world, representatives of the aviation industry are beginning to pay more and more attention to the workforce, ensuring its growth and development within the organization, because it will be the key to successful and efficient operation of the aviation company.

The urgency of the topic is due to the fact that in Ukraine the emotional components of human resources are greatly underestimated, and as a result there is a massive outflow of highly qualified aviation specialists abroad, the collapse of many teams and, finally, weakening the competitive position of Ukraine in the world labor market. Today is the time of the neuro-intellectual economy, where the main source of income is not natural resources, but the social intelligence of society, including emotional.

Ukrainian and foreign scientists: R. Bar-On, D. Goleman, D. Goleman, J. Meyer, P. Selovey, D. Caruso, I. Sobchenko, V. Zarytska made a significant contribution to the development of the theory and methodology of development of emotional intelligence of the staff. , D. Lusin, I. Andreeva, J. Everil, M. Hall, N. Schutte, Emin D. Lusinaz, E. Nosenko and others.

However, the study of emotional intelligence as a basis for the formation of neuroleader qualities of the management of aviation enterprises, are sporadic, and as a holistic study is not presented, respectively, this problem is relevant and needs more in-depth study. Despite numerous studies, there is no single approach to the methodology of assessment and formation of emotional intelligence and neuroleader qualities of the management of the aviation company, which is an additional problem for the effective implementation of business.

Given the challenge of practice, in order to practically identify problems in the formation and implementation of neuroleadership by domestic enterprises in the aviation industry, a scientific study was conducted on the basis of the International Joint Stock Aviation Company "URGA", which is presented in the following sections. The aviation company was chosen not by chance, because the aspects of the development of emotional intelligence and the introduction of neuroleadership by companies in the civil aviation industry to improve management are almost not studied.

The purpose and tasks of work. The main purpose of the study is to develop theoretical and practical recommendations for improving the use of emotional intelligence as a basis for neuroleadership in the management of enterprises in the field of civil aviation.

To achieve this goal, the following **tasks** were set:

- to reveal the concepts and directions of development of emotional intelligence as a basis of neuroleadership in increase of social and economic efficiency of management of the aviation enterprise;

- to systematize methodical approaches to assessment of emotional intelligence of leaders of the aviation enterprise;

- to analyze the effectiveness of the use of neuro-emotional intelligence in the management of Joint Stock Aviation Company "URGA".

- identify ways to increase the socio-economic efficiency of the use of emotional intelligence as a basis for neuroleadership in the management of Joint Stock Aviation Company "URGA".

The object of the study is Joint Stock Aviation Company "URGA" (Korolenko Street, Kropyvnytskyi, Kirovohrad region, 25000, [www.https://urga.com.ua/](https://urga.com.ua/)) - a Ukrainian aviation company that is actively developing, has won recognition in the international market of aviation services, which today continues the constant search for new forms and methods of work to serve passengers and customers. The airline provides charter air transportation of passengers, cargo and mail, as well as has flight and training centers for the training of aviation security personnel.

The subject of the study is a set of theoretical, scientific-methodological, methodological and applied aspects of the development of emotional intelligence as a basis for the formation of neuroleader qualities of the management of an aviation enterprise.

Research methods. To achieve the goal and solve the tasks, a system of research methods was used, namely: using the method of analysis and observation, theoretical and methodological approaches to determining the emotional intelligence of staff, its impact on the activities of aviation employees. Thanks to the methods of comparison and formalization, information about emotional intelligence was considered and structured as the basis for the formation of neuroleader qualities of the management of IAA "URGA". M. Hall's methods, SREIT and MSCEIT methods, V2.0 were used to assess the level of emotional intelligence and neuroleader qualities of managers of different levels of management of IAA "URGA"; statistical methods (to substantiate the results of the study); logical generalization (in drawing conclusions).

The theoretical and methodological basis of the study are scientific-theoretical and practical works of domestic and foreign scientists in economics and business psychology, management, planning, statistics, management, economic analysis, psychology of personality and team.

The scientific novelty of the research results is as follows:

the structure of the airline's management levels is *determined*: administrative, managerial and operational and the management staff is *systematized* in accordance with the management level, in order to determine the state of emotional intelligence of employees and neuroleader qualities;

formed and adapted to the specifics of the civil aviation industry a set of indicators for assessing the state of emotional intelligence and the level of neuroleadership of airline management personnel according to a structured system of management levels of management and administration;

substantiated the program to increase the effectiveness of emotional intelligence as a basis for neuroleadership of the administrative and management staff of the airline, which includes 3 separate modules for managers of different levels: training on emotional intelligence for top management at the strategic level; for leaders of the tactical level of the online video course "School EQ"; for operational managers mobile application "Leader's Psychology";

the interrelation of implementation of the program of increase of efficiency of use of emotional intelligence as a basis of neuroleadership of administrative and managerial structure of airline and increase of results of financial and economic and social indicators of its activity is presented.

The practical significance of the results of the study lies in the possibility of their use by aviation enterprises, including UIA, in order to increase the effectiveness of the use of emotional intelligence as a basis for neuroleadership of administrative and managerial staff. The results of the study are based on an analysis of the existing airline, can be used by aviation companies to increase socio-economic efficiency of economic activity through the use of emotional intelligence as a basis for neuroleadership of administrative and managerial staff.

Approbation of research results. The results of the study were presented in the form of a report at the IX International Scientific and Practical Conference "Management of high-speed moving objects and training of operators of complex systems" which resulted in the publication of abstracts on "Neuroleadership as a new direction in the aviation field" at IX International Scientific and Practical Conference "Management of high-speed moving objects and training of operators of complex systems" November 18, 2020, Kropyvnytskyi: FA NAU; "Emotional intelligence and neuroleader qualities as elements of improving the efficiency of the airline" at the conference of young scientists and students "Flight. Modern problems of science" April 5-9, 2021, Kyiv: NAU; "Emotional intelligence and neuroleader qualities as elements of improving the efficiency of enterprise management" at the II scientific-practical conference of students, graduate students and scientists "Economic and legal discussions" April 14, 2021, Kropyvnytskyi: FA NAU; "Development of neuroleaders as an innovative mechanism of personnel

motivation" at the All-Ukrainian scientific-practical conference of students, graduate students and young scientists on April 16, 2021 "Directions of economic growth and innovative development of the enterprise".

Keywords: airline, civil aviation, emotional intelligence, empathy, manager, neuroleadership, neuromanagement, socio-economic efficiency, management, staff.

1. Emotional intelligence and neuroleadership as elements of improving the socio-economic efficiency of company management

The work of a modern enterprise is determined not only by indicators of efficiency of production and sale of goods and services, but also by favorable emotional climate, motivation of workers to work and satisfaction with the results of their activities at the enterprise. Managers need to make decisions together with subordinates, delegate, provide feedback, motivate to achieve results, resolve conflicts. The effectiveness of these functions significantly depends on the level of development of emotional intelligence and neuroleader qualities of the leader.

Therefore, the abilities of the leader to recognize and interpret emotions that arise in the process of activity, use them to solve managerial problems in their relationship with the effectiveness of the organization, in general, determine the specifics of the problem field of emotional intelligence.

In general, the definition of emotional intelligence can be represented as an integral property of the leader to recognize, understand, control, regulate their own emotions and the emotions of others and use these abilities to achieve professionally important goals.

Neuroleadership is the field of leadership research and improving a company's efficiency by understanding how the human brain works. The goal of neuroleaders is to help organizations realize their potential by understanding the processes of the brain and mental activity at the individual, team, and organizational levels. Neuroleadership is the introduction of neuroscience (brain activity) knowledge into leadership development, manager training, change management, education, counseling and coaching in terms of brain processes.

The structure of neuroleadership, as an integral indicator of the components of the emotional intelligence of the leader is presented in Fig. 1 (*Nolen-Hoeksema S., 2017*).

Possession of unique knowledge and abilities becomes a condition for increasing the social status of the employee, his/her competitiveness in the labor market. In addition, the result of the realization of human abilities in labor can be both quantitative indicators (growth of labor productivity) and qualitative (realization of employee expectations). This is ultimately reflected in the growth of business reputation and competitiveness.

Emotional intelligence can ensure significant development of employees, increase their efficiency and competitiveness, ensure the growth of enterprise performance. The meaning of the development of neuroleadership based on emotional intelligence is to build constructive relationships and succeed in professional activities.

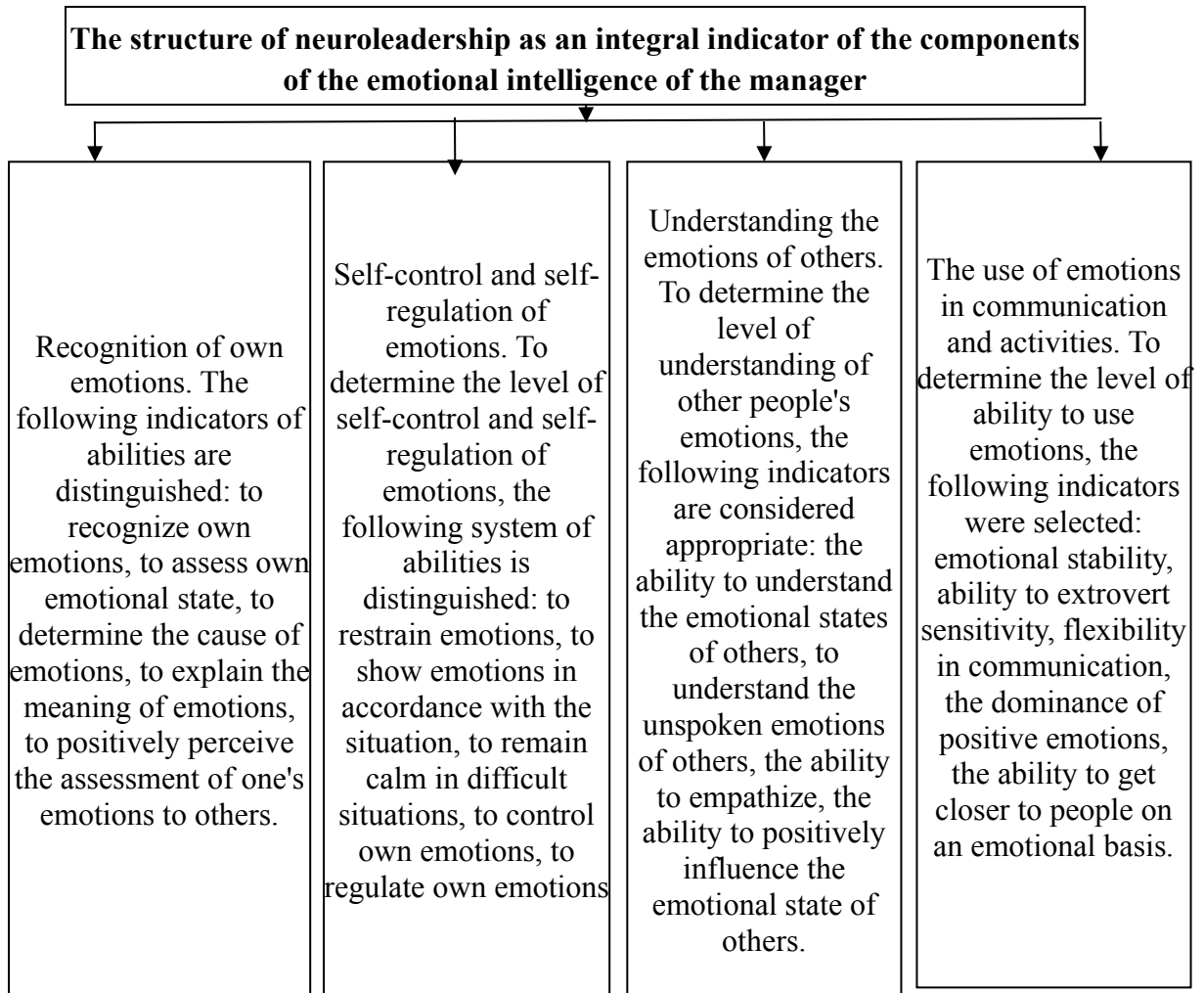


Fig.1. The structure of neuroleadership as an integral indicator of the components of the emotional intelligence of the leader (*Nolen-Hoeksema S., 2017*).

The introduction of neuroleadership in the enterprise requires the application of fundamentally new approaches to the ways of influencing staff: in the classical prevails the construction of hierarchical relationships and levels of subordination, in neuroleadership communication channel is creating through which management interaction occurs. Despite the relevance of the direction of "neuroleadership" and the proof of its effectiveness, this phenomenon at the scientific level of Ukraine is insufficiently studied, there are some studies, but a single methodological basis is not presented, which, accordingly, creates a problem of its practical implementation. At the moment, the following remain undefined:

- neuroleader profile, namely professional competencies that are in demand by companies working on the principles of neuromanagement;
- there is no algorithm for neuroleader management of the company's emotional intelligence.

2. Analysis of the effectiveness of the use of neuro-emotional intelligence as a direction of improving the socio-economic efficiency of management International Joint-Stock Aviation Company «URGA»

Given the challenge of practice, in order to practically identify problems in the formation and implementation of neuroleadership by domestic enterprises, a scientific study was conducted on the basis of the International Joint-Stock Aviation Company "URGA", which is presented in the following sections. The aviation company was chosen not by chance, because the aspects of the development of emotional intelligence and the introduction of neuroleadership by companies in the civil aviation industry to improve management are almost not studied.

International Joint-Stock Aviation Company «URGA» is an actively developing Ukrainian aviation company founded in August 1993 and has already gained recognition in the international aviation services market, which continues to search for new forms and methods of passenger and customer service.

In order to have an idea of the level of neuroleadership and the state of emotional intelligence in International Joint-Stock Aviation Company «URGA» it is necessary to evaluate managers of all three levels: administrative, managerial and operational, Fig. 2.1.

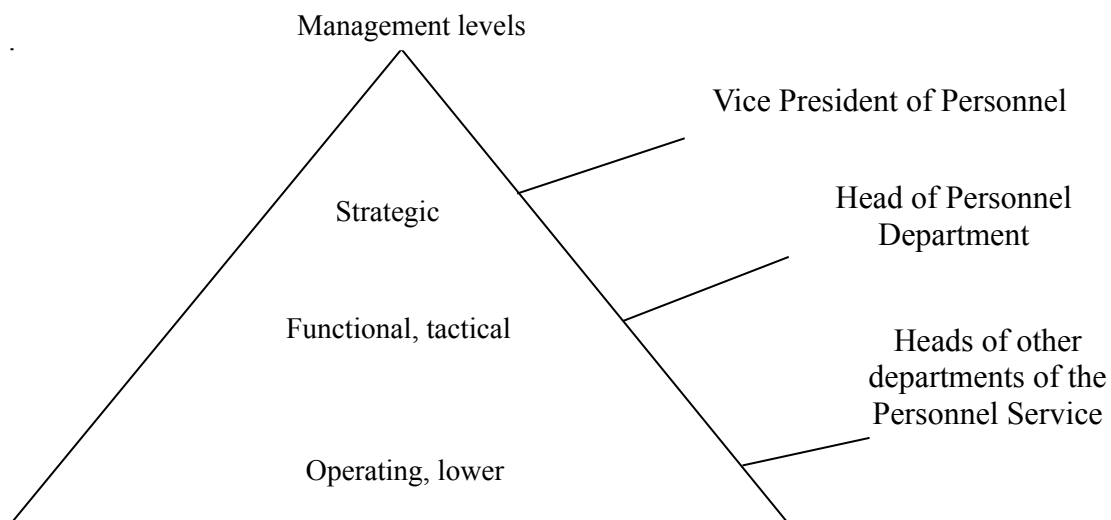


Fig. 2.1. Levels of management and groups of managers International Joint-Stock Aviation Company «URGA»

International Joint-Stock Aviation Company «URGA» has a linear-functional organizational structure, which is the most common among aviation companies. The management of such airlines requires additional professionalism in performing certain functions, but the centralization of management is maintained,

functional services only help senior management to justify the management decision.

The airline has a structural system "Personnel Service", which provides selection, operation and development of personnel, namely:

1. Vice President of Personnel;
2. Personnel department;
3. Department of staff training and retraining;
4. Crew and Commercial Aviation Training Department;
5. Department of Social Development.

The highest level of the Service is headed by the Vice President for Personnel and the Head of the Personnel Department, to whom 4 heads of other above-mentioned departments are subordinated hierarchically. The total number of staff working in the Service is 21 people.

Therefore, the purpose of the study is to analyze the leadership qualities of the Vice President and heads of the «Personnel Service» of the International Joint-Stock Aviation Company «URGA», determine their characteristics taking into account branch specifics and establish the dependence of productivity, quality, safety of the airline staff.

In order to better understand the state of emotional intelligence and the level of neuroleadership of the heads of the «Personnel Service» of the International Joint-Stock Aviation Company «URGA», it was proposed to conduct its assessment for 9 managers of all three levels. It was decided to choose a separate evaluation method for each level of managers, as the evaluation of senior managers requires a more detailed and in-depth analysis, due to the greater number of duties, workloads, responsibilities. M. Hall's test was chosen to evaluate lower-level managers because it is relatively simple and accessible, but shows a fairly high level of neuroleadership, which is based on emotional intelligence.

The results of the assessment of emotional intelligence and neuroleader qualities in the managers of the operational level of the «Personnel Service» of the International Joint-Stock Aviation Company «URGA» by M. Hall's testing, are presented in table 1 (*Elving, W., 2018*).

The results are analyzed on a scale: levels of partial emotional intelligence (emotion management) in accordance with the sign of the results: 14 and more - high; 8-13 - average; 7 and less - low.

The integrative level of neuroleader qualities, taking into account the dominant sign, is determined by the following quantitative indicators: 70 and more - high; 40-69 - average; 39 and less - low.

Thus, the results show that the level of neuroleader qualities of managers ranges from low to medium (lower limit)

Table 2.1 – Assessment of emotional intelligence and neuroleader qualities of managers of the operational level of «Personnel Service» International Joint-Stock Aviation Company «URGA» by the method of M. Hall

Manager	Assessment of the level of partial emotional intelligence	Assessment of the integrative level of neuroleader qualities
Head of the Personnel Training and Retraining Department	5	29
Head of Crew and Commercial Aviation Training	7	40
Head of the Department of Social Development	4	38

Source: compiled by the author

We conclude that the heads of the operational level of the «Personnel Service» International Joint-Stock Aviation Company «URGA» according to this assessment need to develop a plan to increase emotional intelligence in order to form neuroleader qualities according to the obtained data.

The analysis of the level of emotional intelligence and neuroleadership according to the SREIT method was conducted for managers of the functional (tactical) level. The test covers a wider range of assessment of the impact of emotions, control over them and understanding of emotions, that is, this technique is optimal for middle managers (*Nosenko E., 2017*).

This type of testing was offered to managers at the functional level to assess the state of emotional intelligence and determine the level of effectiveness of neuroleadership. This methodology helped to present in detail which of the categories of managers need more development, what should be the focus of management to improve the performance of subordinates. The results are shown in table 2.2.

Table 2.2 – Assessment of the level of neuroleader qualities and emotional intelligence of the leaders of the tactical level of International Joint-Stock Aviation Company «URGA» according to the SREIT method

Manager	Evaluation of emotions	Regulation of emotions	Use of emotions
Head of Personnel Department	18	20	13
Responsible HR manager	15	14	10
Functional HR managers	19	12	15

Source: compiled by the author

The analysis consisted of 33 statements, divided into 3 scales: evaluation and expression of emotions; regulation of emotions; use of emotions in solving problems. The answers were given on a 5-point scale: from 1 - "this is absolutely not about me" to 5 - "this is exactly about me." Scores on scales are obtained by summing the scores on the keys. Therefore, for each of the criteria, the maximum score can reach 55 points.

The results showed that on all three scales the evaluation results are quite low, that is, the leaders of the tactical level of International Joint-Stock Aviation Company «URGA» need to develop emotional intelligence in order to improve the level of neuroleadership and affect the efficiency and effectiveness of structural units.

To assess the level of neuroleadership and emotional intelligence of the functional level (senior level), a more complex and detailed method of assessment was chosen, as leadership has a large workload, manages a large number of subordinates, regularly contacts partners, customers, sponsors, managers of other airlines and civil aviation organizations, that is, their level of neuroleadership and emotional intelligence should be studied in more detail and be at a fairly high level. To evaluate them, it was the best to choose testing by method MSCEIT, V2.0 (*Mayer, J., 2018*).

In the aforementioned test there were 141 questions, 8 sections – 2 for each «branch». The technique turned out to be more balanced and consistent, showed good psychometric results and became the most widespread. The respondent, answering each of them, chooses the most correct answer to his/her point of view. After that each answer is assigned a score based on the result. Indicators on points for sections are used for calculation of indicators of four «branches», which serve as the basis for calculation of the general point.

Thus, the above method is the most acceptable for the analysis of top management and, using it, the assessment of managers of the strategic level of International Joint-Stock Aviation Company «URGA» (CEO, Vice President of Personnel, Head of Flight Operations) was conducted. The obtained results are compared with the normative values presented in table. 2.3.

Table 2.3 – Test norms for staff taking into account gender differences in International Joint-Stock Aviation Company «URGA»

Gender and age	Level	Identification of emotions	Facilitation of emotions	Understanding of emotions	Emotion management	Total score
Women 18-24 years old	Low	0,39 and below	0,31 and below	0,4 and below	0,27 and below	0,36 and below
	Average	0,40-0,49	0,32-0,38	0,41-0,50	0,28-0,34	0,37-0,41

Continuation of table. 2.3

	High	0,5 and above	0,39 and above	0,51 and above	0,35 and above	0,42 and above
Women 25-60 years old	Low	0,39 and below	0,3 and below	0,4 and below	0,28 and below	0,35 and below
	Average	0,40-0,50	0,31-0,39	0,41-0,50	0,29-0,35	0,36-0,42
	High	0,51 and above	0,4 and above	0,51 and above	0,36 and above	0,43 and above
Men 18-24 years old	Low	0,36 and below	0,29 and below	0,38 and below	0,25 and below	0,33 and below
	Average	0,37-0,47	0,30-0,38	0,39-0,48	0,26-0,34	0,34-0,40
	High	0,48 and above	0,39 and above	0,49 and above	0,35 and above	0,41 and above
Men 25-60 years old	Low	0,34 and below	0,29 and below	0,38 and below	0,27 and below	0,34 and below
	Average	0,35-0,49	0,30-0,38	0,39-0,48	0,28-0,34	0,35-0,41
	High	0,5 and above	0,39 and above	0,49 and above	0,35 and above	0,42 and above

Source: (Mayer, J., 2018)

According to the received data, it is established that the level of neuroleader qualities of heads of administrative (higher) level in International Joint-Stock Aviation Company «URGA» taking into account gender features has the following results: general director – average (lower limit) – total score 0.35; Vice President of Personnel – low – total score 0.3; head of the flight work organization department – low – total score 0.31.

Thus, referring to the results of the analysis, it was determined that managers at all levels, from strategic to operational, need to develop and improve emotional intelligence, which is the basis of neuroleader qualities, to ensure effective management of the airline, namely, increase productivity and communication.

3. Ways to increase the socio-economic efficiency of the use of neuro-emotional intelligence in the management of Joint-Stock Aviation Company «URGA»

The formation and development of emotional intelligence of the management of International Joint-Stock Aviation Company «URGA» is today one of the main tasks of the airline's management. It is important to find a balance between efficient operations and productive work of workers, so that both sides are fully satisfied with the result and process.

The requirements of practice indicate that the priority for effective business and entrepreneurship is value-based neuromanagement. Accordingly, the airline's management needs to pay maximum attention to the use of emotional intelligence and the formation of neuroleader qualities of management in order to ensure and improve efficiency.

It is determined that value neuromanagement is a super-situational implementation of regular management in the airline on the basis of general, specific and agreed by employees value priorities.

Responsibility for the actions of staff, in the absence of regulations, lies with the management of the airline, after all, it is the management staff, with the help of neuroleader qualities and emotional intelligence, should guide employees to follow, above all, the priorities of International Joint-Stock Aviation Company «URGA», and not personal priorities.

Alternative way of business regulation:

- determine business priorities;
- determine the priorities of business units (departments, groups);
- determine the priorities of each employee;
- include the employee's priorities in the technical description of business processes, leaving the necessary space for initiative and responsibility;
- ensure that priorities are updated (if circumstances imply a change in priorities, then the priorities change first and only then decisions are made).

Business priorities should be common to all employees and special, taking into account the specifics of the business unit.

Therefore, in order to increase the level of emotional intelligence as a basis for neuroleadership of the administrative and managerial staff of International Joint-Stock Aviation Company «URGA», it is proposed to apply to the International Center «Creative Consulting Technologies» for professional development of emotional intelligence for airline employees. A consulting company established in 2009 to implement the global mission of developing the theme of Emotional Intelligence and the implementation of practical methodology and modern digital solutions in business practice in Eastern Europe.

The consulting agency offers a program for the development of emotional intelligence and neuroleader qualities of management staff of International Joint-Stock Aviation Company «URGA», which includes 3 separate paths for managers

at different levels, as well as a model for the development of emotional intelligence and neuroleader qualities of a manager in the airline.

The development program consists of 3 modules, separately for each level of airline managers:

1. Trainings on the development of emotional intelligence for top management of the strategic level of International Joint-Stock Aviation Company «URGA»: General Director, Vice President of Personnel, Head of the Department of Flight Operations of International Joint-Stock Aviation Company «URGA».

2. The range of programs and trainings today is quite wide and accessible. One of the most successful business coaches for the development of emotional intelligence and non-leadership skills is Dan Dubravin – a practical psychologist, expert and trainer for the development of emotional intelligence, founder of Ukraine's largest «School of Emotional Intelligence and Neuroleadership», author of «Psychology of Emotions: Feelings Under the Control», Director of the International Institute for the Development of Emotional Intelligence (Mireille) (*Official site of the International Institute...2020*). Dan Dubravin's website offers several platforms and types of training on the development of emotional intelligence and neuroleader qualities.

Therefore, we consider it expedient to offer a 2-day training - intensive development of emotional intelligence and neuroleader qualities. The training will be held on weekends from 10.00 to 20.00 with a lunch break. The cost of the training is 8,000 UAH. The training is offered to 3 managers at the strategic level, in order to further train colleagues and subordinates, and increase the effectiveness of the use of emotional intelligence and neuroleader qualities in professional activities.

It is proved that the training-intensive development of emotional intelligence and neuroleader qualities of managers of strategic level will provide:

- understanding the own emotional background and the emotional background of subordinates, as well as the needs and values behind it;
- use of emotions to achieve own goals;
- mastering the ability to make emotional choices;
- mastering 10 new techniques of emotion management;
- orientation in the features and techniques of managing the emotions of others;
- the ability to use emotions to increase the level of "efficiency" and "happiness";
- raising the level of awareness and control over emotions;
- the ability to adjust to the desired emotional state;
- emotional confidence in own abilities.

2. For tactical leaders, an online video course «School EQ» is offered. The cost of the course is 7,000 UAH.

This is a unique video training course on the development of emotional intelligence and neuroleader qualities to increase emotional competence and neuro-qualities of leadership management.

With the help of the presented course managers will acquire skills:

- recognition of emotional state, including one's own;
- understanding the causes of own emotions;
- managing own emotions (get rid of unpleasant, obsessive emotions, the ability to concentrate on the positive);
- application of other people's emotions management techniques (how to inspire, support, evoke attachment, frighten, amuse, surprise, interest, etc.).
- increase self-confidence and self-worth.
- use own emotions to achieve maximum efficiency of professional activity.

Therefore, this course is suitable for tactical managers, as it includes both theory and practical tasks and allows to conduct training without separation from the production process and professional responsibilities.

3. For operational managers, it is proposed to install a mobile application «Leader's Psychology». The mobile application «Leader's Psychology» is a reliable assistant in solving psychological problems and the development of emotional intelligence and neuroleader qualities, it was developed by practical psychologists on the basis of modern research of emotional intelligence in integration with management. It contains effective tools to suggest the psychological features of management and teamwork.

«Leader's Psychology» consists of three functions:

1. Diary of emotions.
2. Emotional intelligence simulator.
3. Neuromanager.

«Diary of emotions». It is a tool that will allow you to track the emotional state during the day, week, month, year and see the patterns and causes. In addition, «Diary of emotions» develops the ability to notice emotions and analyze the causes of their occurrence:

1) it is suggested to celebrate your own emotional state at least 5 times a day. The wheel of emotions consists of 10 emotions and 8 spheres of life. When filling out the «Diary of emotions», you need to correlate what emotions arise during the performance of professional duties.

2) The development of emotional intelligence (EQ) is determined by the growth of efficiency and professional psychological satisfaction. These two parameters need to be monitored and noted daily.

a) «Level of efficiency» means the achievement of goals set by senior management.

b) «The level of psychological satisfaction from professional activities». All information is collected and analyzed in the personal account of the employee on the site emocontrol.net.

Every Monday, the leader will receive a report in the mail about emotional state for the week and practical recommendations from the «Leader's Psychology». «Diary of emotions» is a useful diagnostic tool for the development of emotional intelligence and the basis for the formation of neuroleader qualities.

«Emotional Intelligence Trainer» is a specially designed course that will help in a short time to increase the level of emotional intelligence (EQ) and solve the psychological problem of the employee in management. The exercises have been tested and developed on the basis of many studies in the field of psychology and psychotherapy. The semantic core consists of technologies of cognitive-behavioral therapy, positive therapy, gestalt therapy. To activate one of the proposed psychological courses, you must click «subscribe». Every day, managers will attend classes with tasks from the «Emotional Intelligence Simulator».

That is, the managers of the operational level of International Joint-Stock Aviation Company «URGA» need to study the material, perform tasks and advance in the selected topic, keep records of their answers in a separate document.

«Leader's Psychology» is a set of step-by-step instructions that will help to get first psychological help to a neuroleader, both for the organization of own work and for the management of subordinate structural units and personnel.

Thus, for each level of managers of International Joint-Stock Aviation Company «URGA» a separate way of development of emotional intelligence and neuroleader qualities is offered, taking into account their capabilities and specifics of the performed tasks.

In this way, the cost of the course of development of emotional and neuroleader qualities for 3 managers of the strategic level is:

$8000 \text{ UAH} * 3 = 24000 \text{ UAH}$

Cost of staying for 2 days in the hotel:

$1000 * 2 * 3 = 6000 \text{ UAH}$

Payment for travel from Kropyvnytskyi to Kyiv and back:

$400 * 2 * 3 = 2400 \text{ UAH}$

Cost of an online course for operational level managers (3 people):

$5000 * 3 = 15000 \text{ UAH}$

The cost of the consulting company's services will be 10,000 UAH.

Total costs for the development of a program for the development of emotional intelligence and neuroleader qualities:

$24000 + 6000 + 2400 + 21000 + 15000 + 10000 = 78400 \text{ UAH}$

For the purpose of regular development and updating of knowledge in the field of neuros, the program of development of emotional intelligence and neuroleader qualities of management of International Joint-Stock Aviation Company «URGA» is offered:

1. Regular assessment of emotional intelligence and neuroleader qualities of managers by various methods.
2. Analysis of the results.
3. Selection of optimal methods for the development of emotional intelligence of neuroleaders.
4. Training of neuroleaders of strategic level.
5. Exchange of experience with neuroleaders of tactical level.

6. Familiarization of neuroleaders of the tactical level with the basics of emotional intelligence and development of measures to improve emotional intelligence and neuroleader qualities.

7. Training of operational-level neuroleaders with the help of a mobile application and in cooperation with neuroleaders of tactical and strategic levels.

8. Realization of the received knowledge among neuroleaders of International Joint-Stock Aviation Company «URGA», exchange of experience.

9. Regular review of the achievements of neuroleaders, acquired knowledge and their development, as well as the impact on subordinates.

With the help of the aforementioned program it is possible to establish in International Joint-Stock Aviation Company «URGA» continuous development and training of management, assessment of the impact of emotional intelligence on the activities of employees before and after the activities and regular self-improvement.

Effective management decisions directly affect the improvement of financial and economic performance of the enterprise, respectively, according to certain indicators it is possible to draw conclusions about the quality of the impact on management of the proposed program for the development of emotional intelligence for airline employees.

According to the Robert Half Institute for Neuroscience, according to statistics from the International Center for Creative Consulting Technologies, it is established that measures to develop emotional intelligence and neuroleader qualities of management staff improve financial and economic performance, which reflects the effectiveness of management decisions namely:

- profitability will increase by 45%;
- labor productivity will increase by 2-3%;
- net profit will increase by 15-20%;
- reduction of staff turnover to 0.

Thus, the practice of scientists in the field of neuroscience proves that the introduction of measures to improve the use of emotional intelligence as a basis for neuroleadership will positively affect not only the management staff of International Joint-Stock Aviation Company «URGA», but also improve financial and economic performance, namely: profitability will increase from 1.5% to 2.2%, that is by 46.6%, labor productivity will increase from 97.2 number of passengers per 1 employee to 99.2 number of passengers per 1 employee, that is by 2.1%, net profit will increase by an average of 15.7% from 2503,000 UAH up to 2,897,000 UAH; staff turnover will be reduced to 0, and in the next few years it is planned to attract more experienced and qualified managers.

Consequently, the study concluded that increasing the effectiveness of emotional intelligence as a basis for neuroleadership in the management of International Joint-Stock Aviation Company «URGA», under the implementation of the program of the International Center «Creative Consulting Technologies», will get an economic effect of 394,000 UAH for a year.

Conclusions

On the basis of the conducted research, according to the purpose and the set tasks, it is possible to draw the following conclusions:

1. The development of emotional intelligence of enterprise personnel has become one of the most topical problems of our time, that is why there is a need to consider this issue. The ability of the leader to recognize and interpret the emotions that arise in the process of activity, to use them to solve managerial problems in their relationship with the effectiveness of the organization as a whole determine the specifics of the problem field of emotional intelligence. There are a number of methods for assessing emotional intelligence and the level of neuroleadership compiled by authors who have differing views on the issue, however, there is a lack of a unified approach to determining emotional intelligence by which managers and leaders can better evaluate themselves and employees for their further personal development and as members of the organization.

2. International Joint-Stock Aviation Company «URGA» is a Ukrainian aviation company that is actively developing and has already won recognition in the international aviation service market, which today continues to constantly search for new forms and methods of working to serve passengers and customers. The airline has a structural system «Personnel Service», which ensures the selection, operation and development of personnel. The study revealed that today emotional intelligence and the level of neuroleader qualities have a significant impact on professional activities and occupies a significant place for both managers and performers. The results obtained for managers of different levels of International Joint-Stock Aviation Company «URGA» prove that it is necessary to pay attention to the development of their neuroleader qualities based on emotional intelligence in order to improve the efficiency of management and improve the financial and economic performance of the airline.

3. In order to increase the level of emotional intelligence and neuroleader qualities of the airline's management and administration, it is proposed to apply to the International Center «Creative Consulting Technologies». In this way, the company could make a program for the development of emotional intelligence for airline employees. The consulting agency has made a program for the development of emotional intelligence and neuroleader qualities of management staff of International Joint-Stock Aviation Company «URGA», which includes 3 separate paths for managers at different levels, as well as a model for the development of emotional intelligence and neuroleader qualities of managers in the airline. The implementation of the program will improve the financial and economic results of the airline, namely: profitability will increase from 1.5% to 2.2%, that is by 46.6%, labor productivity will increase from 97.2 number of passengers per 1 employee to 99.2 number of passengers per 1 employee, that is by 2.1%, net profit will increase by an average of 15.7% from 2503,000 UAH up to 2,897,000 UAH; staff turnover

will be reduced to 0, and in the next few years it is planned to attract more experienced and qualified managers.

4. Consequently, the study concluded that increasing the effectiveness of emotional intelligence as a basis for neuroleadership in the management of International Joint-Stock Aviation Company «URGA», under the implementation of the program of the International Center «Creative Consulting Technologies», will get an economic effect of 394,000 UAH for a year.

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