

Cognitive and Noncognitive Competencies of Selected World Business Changers

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ABSTRACT

The concept of emotional intelligence leading to personal and professional success has generated a great deal of excitement among the public, managers, academics, and business consultants alike. This study highlighted achievements of some world business changers to develop students and young professionals in ways that were personally meaningful, as well as constructive for society. Cognitive and noncognitive competencies are considered which include being a motivator, an opportunistic mindset, acceptance of risk and potential failure, visionary, strategic and rational analyzer, and lastly being trustworthy. A qualitative review business changers based on these competencies can inspire, motivate, and will be useful for understanding effective leaders. Meaningful goals are offered for future research.

INTRODUCTION

Emotional intelligence (EI) connects with several cutting-edge areas of psychological science, including the neuroscience of emotion, self-regulation theory, studies of metacognition, and the search for human cognitive abilities beyond traditional academic intelligence. EI improves management practices and also helps in leadership development (Druskat and Wolffe, 2001). EI has been instrumental in motivating and creating a culture of a high performing workplace. EI applications in the workplace include organizational initiatives like recruitment, leadership development, team building, succession planning, organizational effectiveness, and performance management. Harrison (1997) portrayed EI as a core competency of many corporations. EI has strong linkage with sustainable competitive advantage (Beinhocker, 2000). EI facilitates innovations in the workplace and also helps in enhancing employee creativity and risk taking ability (Eisenhardt, 1999). Cherniss and Goleman (2001) claimed that EI has emerged as the most influencing concept in the contemporary corporate world and has made a profound impact on the areas of societal development, education, and health care. Thus it seems that research and the majority of organizations believe that EI skills are critical. It is the founder or leader with these noncognitive skill sets that sets a culture of EI. Through this paper we

provide numerous examples in the decision-making moments of some world changers and understand their level of cognitive and noncognitive perspectives. The first step involved is the identification of various competencies for world business changers. Researchers including Bar-On (2001, 2004), Petrides and Furnham (2006), and Nelson and Low (2011) have identified important attributes of EI. Along with EI, this paper focuses on the cognitive perspective as well, and hence a few more competencies identified.

How were the people investigated chosen for this paper? The selections were made largely on the basis of their impact on positive social change. Other factors were considered as follows:

1. How influential had the person become?
2. Did the person or their organization transform lives in any significant way?
3. Did they alter our professional lives to facilitate more productivity or innovation?

Admittedly, the answers to these questions are entirely subjective. So, too, are the choices of entrepreneurs. The entrepreneurs selected for this paper are all world changers whose products and services have found their way into our lives. The goal of the paper is to bring that person's experience and wisdom to these pages for the benefit of others---to inspire, to motivate, to learn, to achieve.

Sergey Brin and Larry Page

A visionary, Brin is also referred as an 'enlightenment man'. Brin believes in thinking ahead and planning for the future. He has a vision and trains his employees as well. His employees trust him because everything is documented and he, his partner Larry Page and other associates treat everyone equally. Brin and his partner trust each other because they have been partners since the very beginning and now consider themselves best friends. Brin motivates his employees to work hard every single day. They work every day around the clock. He knows how to treat people. He is a phenomenal innovator, and draws people to work for him. Talented people want to work for Google and Brin makes it easy because he treats people with respect.

Page's best quality is his vision about Google as a change agent for the world. Over the years, Google's ability to organize the world's information and make it universally accessible and useful has been constantly re-defined and improved. Page affirmed that Google has a responsibility to use its resources and influence to make impossible things happen. He plans and makes decisions thinking about the next 5-10 years, not this year or next. His ambition, self-

motivation, accomplishments, and perseverance positively affect Google employees' self-esteem, create hope, reflect trust, build positive emotions, and rise optimism. Page ensures Google employees have dental and healthcare, retirement, transportation, meals while at work, 18 weeks paid maternity leave, and much more.

CONCLUSION AND RECOMMENDATIONS

Human skill and ingenuity provide the essential building blocks of business success. Yet the effective management of assets so complex can prove elusive. The most commonly considered performance predictors—intelligence, education, experience, and personality—are, quite simply, not sufficient. How often do judgments formed on the basis of a candidate's academic achievement, formal qualifications, and employment record prove flawed? The key predictor missing from this list used to be regarded as an intangible something but has now been identified by a large and growing body of international social scientific research as Emotional Intelligence. Emotionally intelligent leaders are business changers; they communicate effectively, form strong relationships, and create powerful coping strategies; emotionally unintelligent people do not—no matter how high their IQs.

Author Note

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