

LEADERSHIP – SPIRITUAL EVOLUTION – INTUITION

Daniela BELU

”Henri Coandă” Air Force Academy, Braşov, Romania (daniela.belu@afahc.ro)

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Abstract: *Leaders use the outer world to access a feeling inside themselves. This is why, when getting trained, leaders should start by discovering their inner resource, their leadership and their capacity to change the outer reality according to their own views, the realism of their own perception, their capacity to become aware of and to influence their fears and, last but not least, their desire to act appropriately/morally.*

Keywords: *leadership/ brain polarities/ mental balance/ awareness/ motivation/ mental development algorithm ...*

1. MENTAL BALANCE OF LEADERS

There is a saying in the Vedic philosophy, i.e. “World happiness is like a bone to a dog”. The dog finds a bone and starts chewing it. While doing this, bone chips enter its gums and it starts bleeding. The dog feels the taste of blood and thinks: “What a delicious bone!” The longer it chews on the bone, the more its gums bleed. The more intense the taste of blood, the happier the dog.

Authentic leaders are happy people because they have discovered their inner source and they have directed their consciousness towards themselves, thus freeing themselves of the paradox learned in school, i.e. searching for answers and confirmation from the outside.

Leadership represents an exercise for leaders to free themselves from their strings and dependencies, their need for approval and appreciation. The majority of people fail to live their lives because, while constantly searching for personal safety, they start to believe that living means staying alive and nothing more. Such people might never find out that life is rather a dance with death. However, there are a small number of people (called leaders) that have that capacity that is necessary in the field of management, i.e. leadership, that helps them overcome their fears by becoming aware of them and by enjoying “the flow” and by focusing on knowing themselves as they go through life, by making time for meditation, nature, music, reading and fellow creatures and by giving up as much as possible of what makes them dependent on what exists outside themselves, i.e. fame, power, attention and wealth.

The leaders, mentally balanced individuals, represent the minority that has learned to activate simultaneously the 2 cerebral hemispheres, thus benefiting from all the human mental capacities. This is the reason why, as opposed to the great majority of people, leaders are realistic/logical/rational and use their intuition at the same time, which enables them not to make confusions (they do not protect themselves by projecting) and, therefore, they will not perceive reality as an expression of a personal desire/fear/belief, regardless of how disappointing it may be.

Most people remain prisoners of their undeclared fears and they mistake these fears for an intuition that they fail to acknowledge/access.

Thus, leaders are a minority with evolved mentality, tolerant in accepting their own capabilities, many of which are hiding the fact that they are living in contact with their own intuitive intelligence and they keep quiet about the fact that most of their decisions and actions are “intuitive”.

Intuition is the consciousness that occurs in a moment of unity, in which what we feel can become a source of learning and development, which provides a creative perspective of life. Consciousness guides leaders towards accepting responsibility for their own actions and words and, most importantly, towards being receptive to their own will, associated with a solid moral compass (Vanessa Mielczareck, “Inteligența intuitivă de la vis la realitate” [*Intuitive Intelligence - from Dream to Reality*], Cartea Veche Publishing House, Bucharest, 2014, p.100-102). The leaders’ intuition represents the consciousness of non-separation and sense of “membership”, which determines them to place themselves in the plan of wholeness. The world is constantly changing and the intuitive intelligence of leaders can change the manner in which people act by creating a link between their unconsciousness and their consciousness. The awakening/awareness of intuition represents, in fact, the expansion of the consciousness. There is no such thing as good or bad intuition. There is only a correct message and intuition is not classified based on the concrete results obtained. Said results are subject to our subjectivity, judgement and actions in reality, as we perceive it. Nevertheless, intuition can guide us with regard to the best decision that we should make. If we choose to ignore it, we realise later on that it has done its duty. Most people place themselves in a magical type of thinking, by deluding themselves through an immature relating to their own intuition, thinking that it will save them from problems, failures, errors and the hardships of life and expecting their intuition to help them avoid any suffering and remain anchored in the idea that life is a long and still river. Intuition is part of any individual’s intimate essence, through the qualities/functions of the brain (the neocortex – table no. 1), as stated by the psychologist T. Dethlefsen and doctor R. Dahlke, the authors of the paper “O cale spre sănătate” [*A Path to Good Health*], p. 39-40, 1990.

Table no. 1 The cerebral hemispheres

Left cerebral hemisphere	Right cerebral hemisphere
Sun	Moon
Logic	Perception of the shapes
Speech centre	Global aspect of a phenomenon
Syntax/Grammar	Specific 3D geometric aspects, notions of depth
Speech hemisphere : reading/writing, arithmetic	Archaic forms of language, music, image, smell
Connection with the environment	Global vision of the world
Digital thinking	Analogical thinking
Linear thinking	Iconography
Left cerebral hemisphere	Right cerebral hemisphere
Sequential aspect, (dependence on the time that passes)	Quality of being new (time)
Analytics	Holistic perception
Rational intelligence	Intuition
Yang	Yin
Male	Female
Human consciousness	Human unconsciousness
Activity	Passivity
Electricity	Magnetism
Right side of the body	Left side of the body
Right arm	Left arm

Choosing to do or not to do something cannot be excused by intuition. As balanced people, leaders use their intuition in all their endeavours, which enables them to hold the creative power, starting by being in charge of their own lives, being aware and in control of their own personal feelings. We generally use one of the two cerebral hemispheres as a dominant function, but by learning to simultaneously activate both hemispheres we can achieve mental balance and an efficient use of all of our mental capacities.

Intuition has the role of enabling good communication with our fellow creatures, by instilling a state of mental acuity that makes us relate to a “tuning fork” when we are in somebody’s presence. We relate our personal frequency to that of our interlocutor in order to get a better understanding of what animates that person or about their physical and mental state. By doing this, we have the availability to receive information and messages from our interlocutor. Thus, we can get this kind of information in order to find the best means to express what we wish to communicate. By being in a true state of listening (active and empathic), we will be able to adjust the discourse in such a way that our interlocutor will be able to understand it (figure no. 1). There are various types of listening:

- Active ignorance (we hear nothing from what the interlocutor says, as he/she is paid not attention to).
- Simulated listening (during social events we talk to the interlocutor while scanning the room to find another person, having no idea about what the interlocutor is actually saying and we smile politely).
- Selective listening (we only hear what we want to hear, particularly the messages that strengthen our beliefs).
- Careful listening (we concentrate on the oral message and we ignore the interlocutor’s non-verbal communication).
- Empathic listening (we understand what we are listening to and we pay attention in order to identify the interlocutor’s desires, reasons and situation, paying attention to both the verbal and the non-verbal communication).

Thus, we develop such qualities as acceptance, respect, empathy and diplomacy. Acceptance means concentration and underlining the similarities between us and the interlocutor (things we agree on and on which we have the same opinions and reactions). This manner of relating to one another will help us overcome antagonism, fear and anger. Respect means showing the interlocutor that we are alike, which can be done unconsciously when you feel sympathy for the interlocutor or consciously as a means of generating solicitude, in case the interlocutor is frustrated and has the tendency to reject us.

PASSIVE LISTENING	ACTIVE LISTENING
<ul style="list-style-type: none"> - we nod to what the interlocutor is saying and make short comments such as “yes, good” and once s/he has finished her/his speech, we give the interlocutor our opinion; - we interrupt the interlocutor in the middle of the sentence; - we give information to the interlocutor, but we forget to ask what s/he has understood; - the interlocutor is talking by herself/himself, but we are not listening. 	<ul style="list-style-type: none"> - we listen carefully to the interlocutor; - we do not interrupt the interlocutor until s/he has finished the sentence; - we ask questions with regard to the interlocutor’s explanations; - we try to listen to the interlocutor and to have the same perception on what s/he is saying; - when we give information we make sure that the interlocutor has accepted it; - we use what the interlocutor is saying in order to present our own ideas.

FIG.1 Active and empathic listening

The paradox of human nature is that the individual wants something, but at the same time, s/he also wants the opposite. Regardless of appearances, all people fight against their own failures, thus strengthening the negative thoughts that they have about what they want to do and struggling against their own desires to evolve and transform themselves. Leaders are the people who, fighting against their own failures, strengthen their positive thoughts about what they want to do and maintain their desires/ideals to evolve and transform themselves.

The term “shadow” belongs to Psychologist Carl Gustav Jung. This concept refers to the human psyche that contains what we can accept about ourselves, as well as what we detest and do not want to see or know about ourselves. What is included in the shadow is not identified, accepted, assimilated or transformed. Starting from an early age we try to escape sorrow by suppressing it (we put everything we are unable to solve during our lives in the shadow area). The leaders represent the minority that are able to overcome sorrow without suppressing it, by accessing their own emotions in ways that diminish the devastating impact thereof.

2. SUCCESSFUL FACTORS IN DIMINISHING THE IMPACT OF EMOTIONAL TRIGGERS

Human beings access their emotions in different manners:

- activation of the automatic evaluators (the instinct of self-preservation) and the automatic evaluation mechanisms; in this case, unconsciousness acts as a database of the emotional warning signs inherited through natural selection (for example the fear of cats in the case of the mice that were born in laboratories);

- reflexive assessment that subsequently activates the automatic evaluators;

- recollection of an emotional experience from the past;

- imagination;

- talking about an emotional event in the past;

- empathy;

- breach of the social norms and voluntary assuming of the occurrence of an emotion.

Motivation represents the advantage of feeling emotions. Fear is the emotion that protects, saves our lives and makes us capable of responding proactively to threats (Figure 2 explains the point of view of Psychologist Vanessa Mielczareck, which she details in her paper “Inteligența intuitivă” [*Intuitive Intelligence*], Curtea Veche Publishing House, 2014, p. 199).

Feeling emotions can be inhibited either excessively or in a balanced manner. Table 2 shows fear in the 3 forms in which it can manifest itself and the areas of the brain involved in each of these cases.

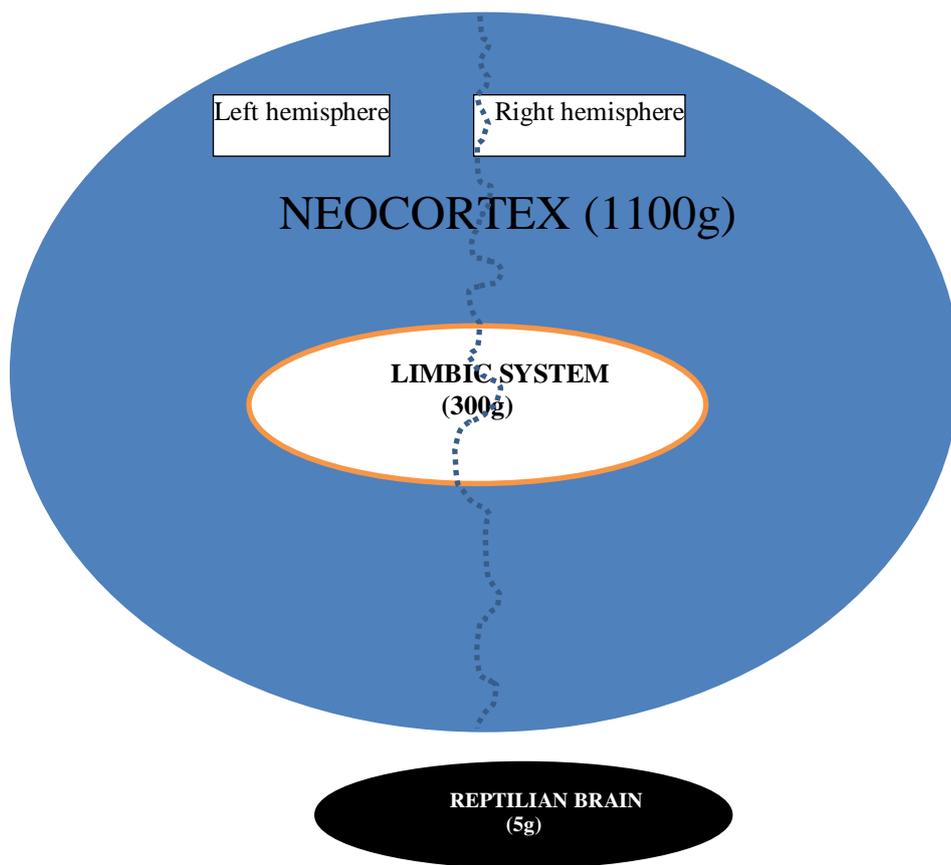


FIG.2 The Brain

Table 2 - Manners in which the individual relates to the fear of death/sorrow

Inhibited fear	Excessive fear	Balance in feeling fear
The reptilian brain and the neocortex are involved	The reptilian brain and the neocortex are involved	The neocortex, the limbic system and the reptilian brain are involved
Danger is denied and erroneous perceptions are added	The doubt of being able to survive and the exceptionally terrifying perceptions are added to the danger	The proper channelling of fear to insure survival by means of an appropriate behaviour (fight or run); the
Inhibited fear	Excessive fear	Balance in feeling fear
		limbic system properly guides the functions of the brain.
Usable forms of denying danger : - bravado, - aggressiveness, - self-destructive behaviour, - masochistic behaviour, - imprudence, - irresponsibility.	Exacerbated forms of perceiving the fear of death and suffering: - cowardice, - passivity, - manipulation, - cruelty.	Forms of balanced behaviour in feeling fear: -emotional self-knowledge of what we feel towards positive/negative events, in order to react by properly adapting to the environment. -information flows through neurotransmitters between the left and right hemisphere, by underlining the intuition of an enlightened intelligence.
The issue of inhibiting fear requires consultation of a therapist.	The exacerbated feeling of fear can be resolved by exercising the interior perceptions in order to free oneself through desensitivity.	

Sadness is a beneficial emotion, provided it is accompanied by mental balance, since it is useful in helping us receive help from others. In case of mental unbalance, sadness can be inhibited or exacerbated, thus becoming harmful (Vanessa Mielczareck, 2014), according to table number 3 in which sadness is shown in the 3 forms in which it can manifest itself and the areas of the brain involved in each of these cases.

Table no. 3 Manners in which the individual relates to sadness

Inhibited sadness	Excessive sadness	Balance in feeling sadness
The reptilian brain and the neocortex are involved	The reptilian brain and the neocortex are involved	The neocortex, the limbic system and the reptilian brain are involved
The first 3 stages of mourning :	The 4 th stage of mourning:	The last stage of mourning :
Inhibited sadness	Excessive sadness	Balance in feeling sadness
- denial, - anger, - negotiation.	- depression	-acceptance, -healing, -metamorphosis.
Specific behaviour: - coldness, - rigidity, - pride, - cruelty, - indifference, - insensitivity.	Specific behaviour: - depression, - apathy, - victimisation, - loss, - discouragement, - weariness.	Specific behaviour: - sensitivity, - acceptance, - compassion, - empathy.
Manners of dealing with inhibited sadness : -to acknowledge sadness to ourselves and to our peers; -to stop hiding the sadness ; -to go out in the world and meet with friends; -to learn to detach from what is sad by reading, listening to music etc.; -to do things one passionate about; -to transform pain into spiritual awakening by becoming open to sensitivity and compassion.	The excess of sadness can only be resolved with the help of a therapist.	

The 2nd stage of sadness is anger that motivates us to fight and, if we are mentally balanced, to properly channel our efforts to change the world. In case of mental unbalance, anger can be exacerbated or inhibited and that leads to hatred and irresponsibility (Vanessa Mielczareck, 2014), according to Table 4 in which anger is shown in the three forms under which it can manifest itself and the areas of the brain involved in each of these cases.

Table 4 Manners in which the individual relates to anger

Inhibited anger	Excessive anger	Balance in feeling anger
The reptilian brain and the neocortex are involved	The reptilian brain and the neocortex are involved	The neocortex, the limbic system and the reptilian brain are involved
Leads to anger	Is uncontrollable	Is properly channeled
Specific behaviour: - resignation, - melancholy,	Specific behaviour: - despotism,	Specific behaviour: - courage, - will,

Inhibited anger	Excessive anger	Balance in feeling anger
- passivity, - submission, - laziness, - softness, - cowardice.	- autocratism, - irascibility, - aggressiveness, - irresponsibility.	- entrepreneurship, - power, - proper authority.
Manners of dealing with inhibited anger: -to identify the factors that trigger the anger; -to say what you are feeling as soon as you are no longer emotionally charged; -to speak about yourself; -to cultivate interior safety ; -to increase your self-esteem by improving the image you have of yourself; -to accept yourself as you are; -to be honest with yourself; -to not dramatise any situation; -to tell yourself that you are in a process of evolution when you are trying to change your attitude; -to learn to love yourself again; -to do physical exercises; -to do breathing exercises.	Manners of dealing with exacerbated anger : -to defuse yourself by concentrating on another thing; -to be aware of what activates and stimulates you; -to leave the room in order to create a time breake between yourself and the situation/person that is making you angry; -to learn to breath counsciously, slowly and steadily.	

3. EMOTIONAL TRIGGERS

The concept of automatic evaluator that triggers fear is something that occurs suddenly in our visual field, approaching us as if it were trying to hit us (for example, the fear of the beginner driver who is trying to learn how to control it in traffic by practicing driving for a long time). Our emotional system is created to maintain said triggers and not to eliminate them; therefore, we are biologically created in such a way that we cannot easily interrupt these responses.

Herein under are the 6 factors that lead to the successful diminution of the intensity/importance of an emotional trigger and of the duration of the resilience during which we can only use the information that confirms the emotion we feel:

1. Tackling the fear (that is inversely proportional to the difficulty of reducing its emotional impact);

2. How similar is the current triggering event to the original situation in which that trigger has occurred for the first time;

3. How early in life did we learn that trigger (the earlier in life, the harder it is to weaken it: early childhood is a decisive stage in the formation of one's personality and emotional life; the emotional triggers that were learned during the early childhood can lead to a longer duration of resilience to acknowledging them);

The initial emotional charge (the impact of the emotions felt when the trigger was learned is harder to diminish if the initial emotional charge was high);

4. The depth of the experience that contributes to the power and performance of the trigger (the more frequent and emotionally charged the episodes, the bigger the depth and the more overwhelming their effects upon a person);

5. The affective style (the more frequent and powerful the emotional responses given by a person, the harder it is for that person to calm down).

4. CONCLUSION: THE INCREASE OF THE MANAGEMENT PERFORMANCE BEGINS BY CULTIVATING POSITIVE THINKING IN THE RECRUITMENT/SELECTION/TRAINING OF THE MANAGING STAFF

In order to attain management performance one needs to start by increasing the premise of eliminating restrictive thoughts and replacing them with positive statements that are expected to be put into practice. The human brain has two polarities, i.e. a positive and a negative polarity (Vanessa Mielczareck, 2014, *Inteligența intuitivă [Intuitive intelligence]*, Curtea Veche Publishing House, p. 158). Psychologist Annie Marquer defines the brain hemispheres as follows: “superior” for the positive polarity, marked by “+” and “inferior” for the negative polarity, marked by “-“; however, this does not mean that one is better than the other. Proactively, the superior hemisphere has a higher vibrating level than the inferior, which is associated with automatism and the concrete reality. In general, we encounter difficulties in integrating the two hemispheres that represent the centre of our mental activities of various types. The left rational side of the brain has often been put in opposition to the right intuitive part of the brain.

The left hemisphere is a computer that makes rational analyses. The right hemisphere is connected to our more profound and subtle levels (the unconsciousness). Together, the two hemispheres give birth to a new reality, i.e. the conscious and the unconscious mind, the dualism of the consciousness that leads to agreement and disagreement.

When the two hemispheres of the brain are in harmony, we are on the effortless path of “flowing and fluency”, i.e. balance. When there is a conflict between the two sides of the brain, we will self-sabotage. The right hemisphere (the unconscious mind) sabotages the power of our will (the left hemisphere, the conscious mind) and the comfort zone will be preferred, even if it is not ideal. The unconditional submission/cooperation of the unconsciousness (the right hemisphere as the area of the brain that includes our image of ourselves and our past, including all our unresolved issues and hidden feelings) to/with the consciousness (the left hemisphere) leads to the annulment of the unconscious sabotage mechanisms.

Emotions belong to the sensitive level, while reason belongs to the tough level. When there is no balance between the two hemispheres of the brain, stress occurs. An emotion is an association that we make with a certain sensation. The sensation itself has a predominantly energetic nature, conjugated with electrochemical reactions in the central nervous system (Vanessa Mielczareck, 2014, p. 68). The electrochemical reactions are secondary to the energetic reactions. Every time we feel an emotion, we have an accumulation of energy that needs to be released.

Thus, emotions consist of an energy that needs to be directed somehow, regardless of its cause or stimulus. The stimulus is not important at all; it can be more or less relevant. However, what matters is what we do with this energy. It is never practical to express your emotions. Therefore, we learn to repress them from an early age in order to stay in the pattern that our parents have created for us, by learning to apply the mechanisms of protection of our psyche by denying, rationalising, trivialising/minimising, rejecting and blaming.

However, discipline may be missing during childhood, thus depriving the future adult of his/her most valuable factor of success. “We must teach ourselves and our children the need for suffering and its value, the need to directly confront our problems and to experience with the involved suffering”; this is the opinion of Psychologist Scott Peck in the scientific work “*Drumul către tine însuși*” [*The Path to your Own Self*] published by Curtea Veche Publishing House in 2013, p.16. He states that discipline represents the fundamental set of tools required to solve the problems of life.

It will become clear that these instruments favour suffering. They are the means through which we feel the pain caused by our problems so that we can successfully overcome and solve them and, in doing so, we learn and we evolve. When we teach ourselves and our children discipline, we learn how to suffer and evolve.

Doctor Peck mentions 4 instruments of discipline:

1. Delaying satisfaction;
2. Accepting responsibility;
3. Devotion to the truth;
4. Balance.

Most inner tensions come from:

- The desire to obtain immediate satisfaction;
- The avoidance of responsibility;
- Self-deceit and the deceit of the ones around us;
- The inability to recover from the failures in life.

Each time we are dealing with inner tensions, we must strive to remain connected to our own self by:

- avoiding to return to the childhood survival rules;
- avoiding to adopt the role of the persecuting parent, by criticising ourselves and rejecting our own behaviour or performance;
- avoiding to deprive ourselves of the care and love of ourselves.

Evolution means passing from the first level of consciousness (from matter) to the third level (antimatter); this is the opinion of Psychologist Ray Martina in the scientific work “Echilibrul emoțional” [*Emotional balance*], published by Curtea Veche Publishing House, 2014, p. 29-31. The three levels of consciousness are presented in Table 5.

As a matter of fact, the two hemispheres of the brain represent the expression of the global mental system and have a so-called “inner” side that is automatic and uncontrollable and a “superior” side that is open to the energy of the soul. If we use the superior side to evolve, we will develop both the qualities of the left hemisphere and those of the right hemisphere. People who are at the beginning of such a process will obtain a higher level of sensitivity (the right hemisphere is active); however, this sensitivity is limited by the insufficient development of the left hemisphere.

The true spiritual development includes all the superior mental functions, not only the “sensitive” and “intuitive” aspects of the right hemisphere. The positive polarity is connected to the self and the interior exercise involves the dissolution of restrictive programming. The development of the left hemisphere can be achieved through any activity that requires concentration and precision (reading, writing, resuming studies in a field that interests us), while the development of the right hemisphere can be achieved by learning to control emotions by means of painting, drawing, collage, claywork, dance, meditation.

The polarities of the brain enable the development of the individual from the inferior consciousness to the superior consciousness by giving up the representation about oneself (ego) and the awareness of the freedom of truly being, by manifesting oneself as “a disciple of the events of one’s own life and the master of one’s own existence” (self), according to the stages of the mental development algorithm, Figure 3 (the opinion of psychologist Annie Marquier, as presented in the work “La liberté d’être” [*The Freedom of Being*], Les Editions Universelles du Verseau, 2000, p. 37,59, 513-514).

Table no. 5 Consciousness as a dimension of the human psyche

The structure of consciousness		
Level 1 MATTER Aspects that characterise consciousness at this level:	Level 2 ENERGY Aspects that characterise consciousness that has evolved at this level:	Level 3 ANTIMATTER Aspects that characterise consciousness that has evolved at this level:
<p>To have success you need to work hard and consume a lot of energy. The supreme scope is the material manifestation thereof. It is believed that you are guided by circumstances and that you can be lucky or unlucky.</p>	<p>To have success you need a consciousness that has evolved past the first level and that consists of optimising the price that needs to be paid for success. The supreme scope is efficiency, by listening to feelings and intuition. It is believed that you are guided by the choices that you make based on the courage to follow your own intuition. The individual accepts life with its ups and downs doing what he believes is right according to his intuition. Family and happiness are more important than career. The individual creates synchronicity in his life, communicates with his superior self, understands the language of the universe and practices the delay of immediate satisfaction and balance.</p>	<p>To have success you need to work hard, by applying the path of minimum resistance. The work no longer drains the individual of energy, since he is stimulated and revitalised by the work. The supreme scope is the synchronisation with the universe. It is believed that you are guided to create things instantaneously by attracting the right people at the right time. The individual dedicates herself/himself to others being aware of all the signs sent by the universe. Success comes without any strenuous efforts. What is happening in the individual's life reflects his intentions. The individual's relationships are based on spiritual values, not on conditioned love. The priority of the individual is represented by spiritual evolution; leaving everything that distracts him from it aside and choosing to be pure and clean in his intentions, by devoting himself to truth and balance. There are no ups or down, there is only NOW, which frees the individual from his past.</p>
The structure of consciousness		
Level 1 MATTER Aspects that characterise consciousness at this level:	Level 2 ENERGY Aspects that characterise consciousness that has evolved at this level:	Level 3 ANTIMATTER Aspects that characterise consciousness that has evolved at this level:
		<p>Many people fail to achieve this level of consciousness or are unable to maintain this level. The individual is aware of the fact that he is responsible for all that is happening in his life.</p>

This analysis algorithm leads to awareness by freeing some interior space for positive beliefs to be embedded. In order to significantly improve the results of a technique of positive affirmation, it is necessary to apply the protocol consisting of the following integrative principles of positive assertions (Vanessa Mielczareck, 2014, *Inteligența intuitivă [Intuitive Intelligence]*, Curtea Veche Publishing House, p. 171):

1. The positive assertion will be formulated in the present.
2. It must be something that can be put into practice.
3. We only relate to ourselves for the purpose of being fully involved.
4. The formulation must be extremely precise, without any room for interpretation.
5. Believing in the chance to see the desired changes actually happen in our lives.
6. Complying with the 5 stages for each particular key (negative thought).
7. Checking the extent to which we are willing to make the changes that we desire.

DEVELOPMENT algorithm
Stage 1: Listing to the negative thoughts that we have.
Stage 2: Writing down the consequences of each of the negative thoughts listed in the first stage.
Stage 3: Writing down what is happening at an emotional level for each of the negative thoughts.
Stage 4: Mentally visualising the manner in which the negative thoughts will influence our life.
Stage 5: Detecting the hidden benefit by uttering the pros of becoming aware of the negative consequences.

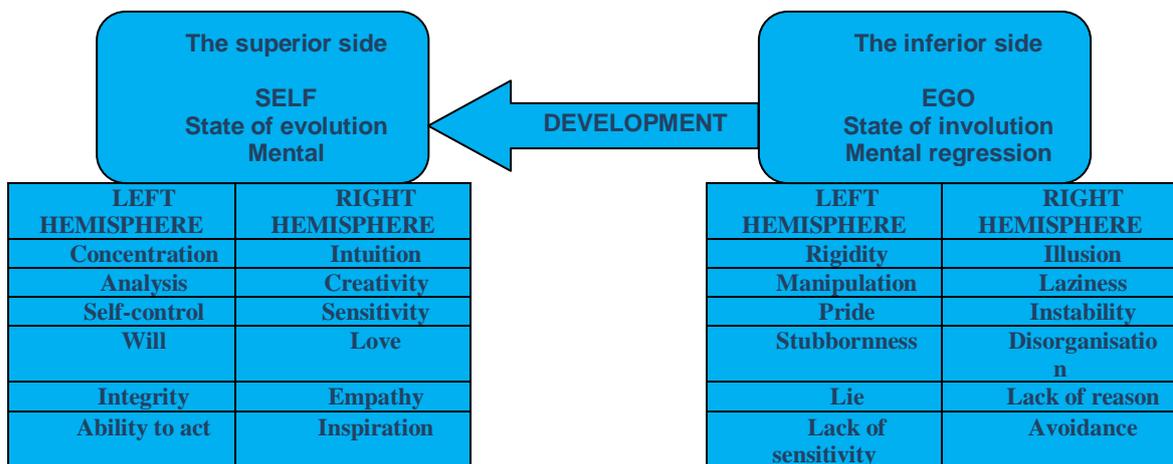


FIG. 3 The polarities of the brain in the development process through the algorithm of mental development

We are only vulnerable to the extent to which we identify ourselves with the mechanisms of the ego. If we do not want to be manipulated, it is enough to free ourselves from these mechanisms and to change the level of consciousness. If we try not to control everything and to free ourselves from the hold of our ego, we will be free and in contact with the true needs of our being and nobody will be able to manipulate us (Annie Madquier, 2000).

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