

# Effects of Emotions, Memory and Thought on Decision Outcomes and Judgments of Organizational and Business Leaders

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## Abstract

The qualities of the mind individually and collectively contribute in determining our personalities. This paper has tried to theoretically divide people into 6 different abstract personality tendencies: 1. Knowledgeable (people with dominant memory quality), 2. Reasonable (people with dominant thought quality), 3. Clever (people with both dominant memory and thought qualities), 4. Sentimental (people with dominant emotional quality especially of negative types), 5. Wise (people who have both dominant qualities of memory and thought and who have mastered how to control and direct their emotions without allowing their 'hearts to rule their heads') and 6. Stupid (those who have all the qualities: memory, thought and emotions, poorly developed). The paper demonstrates how these qualities affect organizational and business effectiveness and how they could be improved. Understanding our strengths and weaknesses and continual improvement of the mind's qualities by undergoing relevant and appropriate training, ensuring that we acquire the appropriate technologies to enhance our managerial skills, acquiring on the job experiential skills, including broadening of our perspective in human relations, effective communication and conflict management skills are key to becoming a good leader. This concept and their applications can be used to improve all human relations especially by leaders in every organization (business, government, Church setting, non-governmental etc.).

**Keywords:** knowledgeable, reasonable, clever, sentimental, wise, mind qualities, organizational leader

## 1. Introduction

The brain (mind) and its associated organs are the reasons why we are alive and why we are aware of it, it is this same brain that enables us to interact with our environment including communicating, arguing intelligently and having positive or negative relationships with other human beings among others.

The three qualities or faculties of the mind namely memory or retentive ability, thought or reasoning ability and emotions or our sentimentality together determine most of our personalities or dispositions. Emotion plays a key role since it influences the other two qualities so stated above and there is a lot of literature on the effects of the emotional quality of the mind on our decision making but there is not much literature on how these three qualities interact to bring about the different personality dispositions or tendencies and judgment outcomes of organizational and business leaders.

This article is aimed at explaining these three qualities of the mind namely thought, memory and emotions and explain their roles and how they interact. It is therefore aimed at bridging that gap in providing holistic conceptual framework towards the understanding of how our minds work and how we can individually and collectively improve continuously on how we react to sensory and other stimuli that are impacting on us positively or negatively.

We shall first attempt to introduce the role emotions play in the way we judge or react to situations and support this with some available literature before we bring in the other two qualities to explain how they influence judgments and decision making of organizations and other leaders.

Emotions often influence the actions and decisions we make. In most instances, when we are in our heights of emotional outbursts, we do not consider or we care less about the consequences of our actions and decisions.

As humans, we are sentimental. Our decisions are affected by our emotions, and whether we like it or not, we are often exposed to making costly but avoidable mistakes and sometimes we defend them and equally allow the consequences to escalate out of the desire to protect our pride and reputation (Lawrence and Lawrence 2019).

Our emotions also affect the way we manage businesses, organizations, and even governments. An emotional leader is often less objective and takes decisions with his 'heart' (emotions) more than his 'head' (thinking faculty), making the organization less progressive. Many factors can bring out intense emotions in organizational leaders. This is more so when the stakes are very high and outcomes can bring about great success or bankruptcy. Such a leader may be sacking workers and dishing out not well thought through instructions, out of anger, hatred, pride and resentment, among other emotions. He may also refuse to take calculated risks because of fear of failure and embarrassment.

The success of an organization stands very much on the organizational culture, where leaders play an essential role in shaping the culture that makes the business stand out from its competitors (Goffee & Jones, 1998). Leaders have substantial freedom to decide how their organizations run and expectedly influence the culture significantly (Taormina, 2008). The implication of this is that the success of an organization is dependent on the ability of the leader to discern and separate emotions and standard practice (emotional intelligence) to achieve the organizational goal.

Weebly had quoted Mayer and Salovey, 1997 saying "Emotional intelligence is the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions to promote emotional and intellectual growth". Bar-On (1997a) also defined emotional intelligence as a non-cognitive cleverness that describes multi-dimensions of interrelated emotional, personal and social abilities that influence one's overall ability to actively and effectively cope with environmental demands. His model consists of intra-personal skills, interpersonal skills, adaptability, stress management and general mood. Furthermore, emotional intelligence can be described as the ability to organize one's feelings and others, to motivate and manage relationships with others (Goleman, 1995); it is the skill to train and develop one's self to adapt to logical and balanced interaction within oneself and the environment. Emotional Intelligence has its roots in Thorndike's (1920) concept of social intelligence and Gardner's (1983) concept of interpersonal and intrapersonal intelligence.

Many researchers have noted the importance of emotional intelligence in the success of businesses. Weebly equally quoted Dan Coleman (1996) extensively in their discussion of emotional intelligence. They both state that emotional intelligence can be described as the ability to do the following:

- Recognize, understand and manage our own emotions.
- Recognize, understand and influence the emotions of others.
- The ability to manage emotions, including controlling your own, as well as the ability to cheer up or calm down another person.

The first two conditions imply that we understand our emotional dispositions and we can also understand why others react the way they do and we are emotionally mature enough to know how to manage these emotional tendencies as they affect us and also understand how to manage others having high emotional situations.

Dye (2000) discussed the importance of leaders identifying key personal values because they dictated their behaviour and thought patterns in making corporate decisions that influence organizational practices, emphasising the combination of emotional maturity and energy. Though some other scholars like Maccoby (2001) feel that emotional intelligence is crucial but not as important as Strategic Intelligence to keep the organization afloat. He explained that Strategic Intelligence was an appropriate skill for leaders working in high-tech fields and Emotional Intelligence was a better skill for health leaders. Though from our standpoint we believe without emotional intelligence there will not be an effective application of strategies, so it is considered that emotional intelligence is a critical skill for any entrepreneur or organizational leader.

Peter Salavoy and John Mayer went on to explain that emotional intelligence has 5 components namely: Self-awareness, self-regulation, motivation, empathy and social skills.

Self-awareness: this is the first step to becoming emotionally mature. Understand your emotions, your temperaments, your fears, your dispositions to decipher if you are selfish, greedy, loving, etc. (Goleman, Boyatzis & McKee, 2002).

Self-regulation: Brown et al. (2006) expressed that adherence to professional or moral standards of behaviour are a common aspect of emotional Intelligence. They refer to the ability to control your emotions, Not allowing failure to discourage you, ability to understand things that make you angry, hate, intolerant, resentful, etc. and how to

manage such emotions.

**Motivation:** Ability to keep going in the face of obstacles, self-motivation and desire for continuous improvement. The innate ability to be ambitious but at the same time not becoming overambitious, the ability to see failure as learning for further improvement and the desire to keep at it diligently so that you are ahead of the competition (George, 2000). George (2000) further argued that emotional appeals may be used by transformational leaders for inspirational motivation.

**Empathy:** this is the ability to put one's self in the shoes of others. It is an essential skill for a win/win negotiation outcome. Decety & Lamm (2006) explained it as the ability to understand and share the affective experience of others, the desire for dialogue over debate and competition, the ability to be proactive in predicting the responses of others and preparing in advance for such outcomes. Being tolerant, forgiving when offended, celebrating with those who are rejoicing and mourning with those who are grieving (Goleman, Boyatzis, & McKee, 2002), also explained that it plays a pivotal role in the formation of successful human relationships (Baron, Cohen and Wheelwright, 2004).

**Social Skills:** This is the ability to maintain relationships, finding common grounds in a conflict, identifying common interests, needs, avoiding flashpoints while negotiating a business deal, ability to work with people from diverse backgrounds, interests, desires, etc. (Bono and Judge, 2004).

Also, an effective understanding of the emotionality of others can be advantageous to leaders and marketers, using subtle techniques to appeal to the clients' emotions.

The introductory aspects of this work were covered in Lawrence A. W. (2018) Page 139 -146 and this work has taken the concept further to show its usefulness in organizational leadership and general applicability in human relationships.

## **2. Three Qualities of the Mind (Memory, Thought and Emotions)**

Out of the three main qualities of the mind: memory, thought, and emotions, those who are unable to control their emotions tend to be a lot more sentimental or 'foolish'. My reference to 'foolish' here is in the sense that we are less objective than required, and the judgments we make when we are highly emotional will naturally be less realistic, haven been affected by whichever emotions that are predominating our minds at that time. Those who are very angry cannot reason effectively, and they often regret decisions they make when in such a state of mind. The same inability to think effectively will affect most decisions we make when we are jealous, greedy, and full of hatred, resentful, or afraid, just to mention a few emotional states that affect judgment (Lawrence and Lawrence 2019). The implication of this is that emotions can distort our thinking process and influence our judgments. Emotions are the 'tinted glasses' that modify how we perceive our environments and in the process emotions make us more sentimental than being objective. The way emotions affect our reasoning is the same way they affect our memory processes. Many people are known to store information selectively depending on the emotional attachment given to the event when it occurred. Emotions cause us to have selective memory retention. We tend to remember things that greatly interest us or greatly frighten us. We often do not remember things that did not interest us when they happened. Actions that greatly please or harm a person or a group are not easily forgotten. Where the action taken towards that person or a group of persons is exceptionally great (positively or negatively), our emotionality will trigger enhanced memory retentiveness and the experience will not be forgotten but in addition, sometimes humans try to pass on such memories from generation to future generations as story memorial in oral forms and sometimes in written forms too. This implies that anything that elicits intense emotions in humans is not easily forgotten and therefore teachers can explore emotionality positively to enhance learning outcomes. The other thing we can deduct from this is that we are more likely not to remember much about an issue that we are not interested in, no matter how effective our memory quality is.

Without objectivity, rather than people making progress, they may retrogress. In essence, adaptation requires coordination, to keep track of the objectives for progress, we must adapt and our emotions must be kept in check in order to reason and keep our memory process in line with the proposed intended path (Al-Shawaf et al, 2015).

By nature, human beings especially leaders have strong instincts for personal and organizational survival, for growth, and to dominate their environment. People with excessive intensity to win, to conquer, to dominate will tend to exhibit negative emotions and because of desperation, they will likely desire to excessively control situations and others in their organization, they are likely to apply intimidation, oppression, aggression and other domineering tendencies, towards achieving their objectives by all means possible.

The three main qualities of the mind as stated earlier are thought, memory, and emotions. Clearly, a good thinker will be intelligent, while someone with a good memory will be clever and very emotional person may be

sentimental (foolish) though not necessarily stupid. An intelligent person may be innovative and a solution provider, while someone who has strong remembering skills can replay events that happened many years ago as if they happened today, the same way a computer can play back stored information. An emotional person can use this tendency positively for good, like being in love, being brave and being patriotic, while others can use it negatively and destructively; this is dependent on the fact that humans can also be thought of as possessing programs (Loftus & Loftus, 2018). We tend to learn or gain the ability to do things, and depending on our emotionality we can also learn to create positive impacts or react negatively.

If the brain has these three qualities (memory, thought and emotions), then it follows that the three qualities can exist in different dominant levels and in different combinations in different people. That again can account for why our personality tendencies and dispositions differ from person to person and why we react differently to the same situation or stimulus.

We shall now use three examples to elucidate these qualities and how they affect the quality of decisions we make. The first will be how these personalities, as business /entrepreneurial leaders will react faced with environmental stress-conditions, the second will be how these same different leaders will react to another impeding war condition and finally how they will react to a simple instruction of what to do in a dangerous situation.

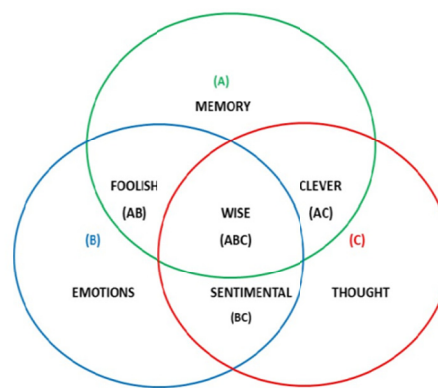


Figure 1. The effects of the 3 qualities and their interactions on the personalities of people

Source: Figure above, conceptualized by the Researcher.

From the figure above, organizational/business leader needs to be competent, that means he must have adequate repository of memory of requirements, processes, organizational culture etc. needed to run the organization, however, in these days of technology, this requirement can be boosted with the aid of computer and internet technologies. He still, nonetheless, must have built his capacities and the requisite skills required to perform his duties.

He also needs to have adequate thinking faculty (thought quality) to enable him to be creative, innovative, solve problems, etc. in the day to day management of the business and also for strategic developmental needs, which can be likened to Miller (1983) Entrepreneurial Orientation construct. Entrepreneurial Orientation is an active and vigorous model that has been widely researched as a construct of experiential interest. It has the entrepreneurial strategy-making processes that key decision-makers use to enact their organizational purpose, sustain its vision and create competitive advantage (Covin et al., 2006), in other words, a business leader must be innovative, pro-active, a risk-taker, competitively aggressive and autonomous.

A leader who cannot think for himself cannot be a good leader; in a worst case scenario, a leader who is a complete novice of the business will be 100% dependent on others or on external facilities and will not be able to easily decipher if he is being led aright or towards destruction. The implication of the above position is that the leader must be knowledgeable enough of his business and reasonable enough to know how best to manage the business for growth and success, striking a balance between how the business operates and its requirement from the environment. Hence, the leader must not only possess the entrepreneurial orientated skills but also the strategic intention skill set. This encourages the clarification of business goals, systematic gathering of information, unity in team work and corporate behaviour (Sandada, 2015). Businesses must undertake strategic intentions due to the increasingly complex and unstable change within the business environment (Desai, 2000); making it key for a leader to be emotionally matured and guarded to reduce instability and inconsistency in

decision-making.

The figure above explains how the three qualities of the mind inter-play to bring about different outcomes. Those that tend to be more knowledgeable (people with good memory quality), those that tend to be more reasonable (people with good thought quality), those that tend to be more clever (people with both memory and thought qualities in good form), those that tend to be stupid (people who do not have any good quality of the mind and those that have tendencies to act more sentimentally (people who may have either or both thought or memory qualities in good form but are excessively influenced by their emotional states), the emotional states affect their objectivity when taking decisions. We have explained that the three qualities of the mind interact together at every time to affect the quality of our short-term and long-term decisions.

As earlier stated, man is an emotional being, emotions are also not necessarily a bad thing, a business leader can therefore be emotional but he must be able to be emotionally mature. Emotions must be targeted towards achieving the objectives of the business or the organization. In a competition, the business leader must be focused, hard-working, disciplined, loving, empathetic, gritty, law-abiding, understand how to manage fear, conflicts, risks, etc.

Negative emotional display by the leader for nepotism, distrust, discrimination, intimidation, excessive aggressiveness, corruption, vindictiveness, hatred, superstitious, ritualistic beliefs, greed, etc. will be counter-productive and such an organization will not likely survive long or will be a poor performer. Staff or followers will be disillusioned and leave in the droves. A leader, therefore, must understand his emotionality and ensure he controls all negative tendencies that can be counter-productive and allow those emotions that will help the business survive like empathy towards staff members and followers, motivational skills, healthy competitiveness, etc.

Every leader, must therefore, apply management techniques that will enable him motivate and earn the trust of staff/followers and devise means of getting regular feedback on areas that the business needs to improve on for growth and survival.

Since the three qualities are essential for good business performance, every leader must endeavour to continually build his capacities in all three areas.

A business man needs to have the ability to know how to survive in the current business environment with its attendant high competitiveness. It has been established that several businesses that cannot compete or adapt to changes in the environment, close shops within 5 years of establishment. The business leader must think strategically not only to survive today but to continually grow, adapt to the changing environment and always working towards remaining relevant in the future.

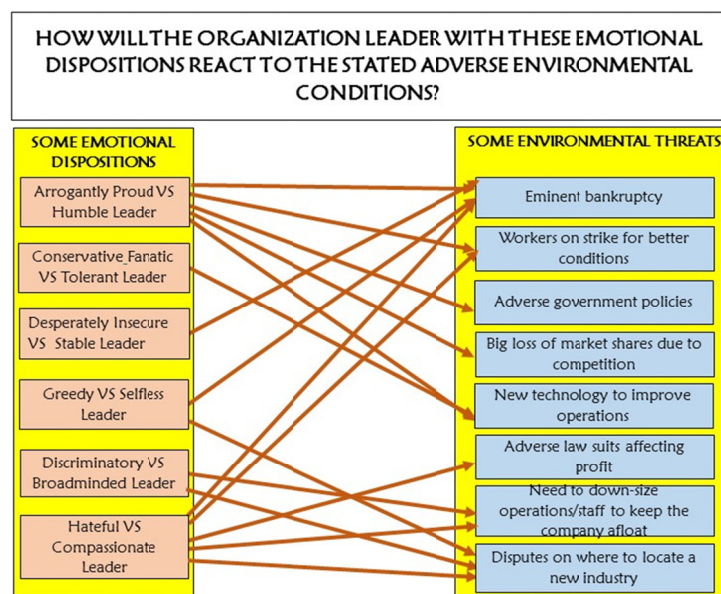


Figure 2. Some emotional dispositions and possible reactions to adverse environmental conditions

The figure above explains the impacts of some emotional tendencies on the organizational effectiveness. It will be counterproductive to have any of the following: arrogant, desperate, greedy or hateful leader managing an organization facing threat of bankruptcy. Equally the reactions of a leader that is arrogant or hateful managing an organization that is having an industrial action will be different from someone that is more emotionally mature. We can also say that a conservative fanatic will not be a suitable leader for a highly mobile business that often requires technological changes to adapt and remain relevant in the industry. Another example will be the quality of appointments a discriminatory and greedy leader will make when given the opportunity to fill vacancies or drop staff during downsizing.

### **3. Elucidation of the Concept Using an Impeding Business Failure and the Possible Reactions by the Different Types of Personalities Discussed**

Five business organizations are on the verge of suffering bankruptcy due to the difficult economic situation in the country. Organization A is manned by a knowledgeable leader, Organization B is manned by a reasonable leader, Organization C is manned by a leader that is both knowledgeable and reasonable, Organization D is manned by someone that is very emotional and the Organization E is manned by a wise leader who is emotionally mature in addition to being reasonable and knowledgeable.

#### *3.1 How will Each Of Them React to the Situation towards Saving Their Organizations?*

The knowledgeable leader in Organization A will rely on his knowledge of the industry to see how to salvage his organization. He will seek help from banks, downsize the staff strength, reduce the cost of operations and even reduce production if necessary, etc.

These actions are likely to prolong the life of the organization but will not turn things around and if the economic situation persists, the inevitable will still happen and Organization A will fold up and close shop.

The reason being that the leader only relies on the knowledge he has with those of his colleagues and probably from other sources in the industry and is unable to think outside the box for innovative solutions.

The reasonable leader in Organization B for the purpose of this illustration, may not be too knowledgeable of the industry and may not know available information on how to recover from the situation but since he can think and reason effectively, he is likely to come up with possible solutions to stay afloat for a longer period, he may also understand his weakness in the area of knowledge and ask for advice from other colleagues etc. or source for more innovative solutions that will enable him find other uses for his assets and thereby increasing the chance of survival of the organization even if the economic condition persists. However, his abilities are still limited because he can only work with what he has or what he can reach within the confines of his reasoning abilities, unlike the knowledgeable leader that has empirical knowledge of trends and patterns.

Since Organization C is manned by a leader that is both knowledgeable and reasonable, he will combine the strengths of both leaders in Organizations A and B and is more likely to survive the turbulence better than the previous two leaders.

Organization D, on the other hand, is manned by someone who is very emotional. The problem that this organization will have is that the leader will be more sentimental than being objective., or become overtly objective to prove he is not as sentimental as perceived to be. He will likely rationalise challenges, blaming others and often staff/followers for the challenges being experienced; which can result in the leaders self autopilot. He will likely start staff victimization, sacking workers he perceives not to like him or who have openly criticised his leadership style without thinking of the future implication of the actions, he will likely feel ashamed that people might be thinking he cannot manage the organization and looking for excuses rather than finding effective solutions. He will likely deny the situation and rather day dream that everything is going well or the situation will improve soon. If he is to downsize, he will likely retain those who are loyal to him rather than retain the best hands. He will likely recruit people who are related to him that he trusts than allow merit to play out and recruit the best hands available.

Emotions becloud our reasoning and despite the expertise of the leader, when the pressure comes to bear, he will be making decisions from the sentimental perspective. The actions in themselves will eventually sink the organization and even if the economy improves, this Organization D is not likely to recover due to these bad decisions that have been taken.

On the other hand, Organization E that is manned by someone who is knowledgeable, reasonable and is emotionally mature will likely survive all economic conditions it faces.

The leader for Organization E will consult extensively before any remedial action is taken, be they retrenchment,

diversification, salary cuts and whatever action is desirable. Apart from that, the leader of Organization E is likely strategic in nature, thinking of the future of the organization, diversification, staff improvement, etc. and is likely to have predicted the current economic situation and has proactively prepared the organization to perform even in such times.

The last two leaders for Organizations D and E have shown the importance of emotions and the need to master our sentimentalities. Uncontrolled emotions can destroy individuals and organizations while an emotionally mature expert is important for organizational success.

### *3.2 Continuous Improvement and Capacity Building Is Needed in All the Faculties of the Mind*

#### **How can leaders continually improve general organizational performance?**

- Documenting and evaluating organizational performances frequently
- Effective organizational communications
- Effective skill improvement training for staff

#### **How can organizational leaders continually develop institutional memory systems and retrieval capabilities?**

- Develop and update policy guidelines/Constitution
- Computerise and improve internet usage in the organization
- Develop and utilise information management system,
- Maintain, update and backup company database/history
- Encourage and maintain valuable organizational cultures

#### **How can organizational leaders continually improve organizational thinking capabilities?**

- Carry out frequent brainstorming sessions and hold regular business improvement meetings
- Carry out regular leadership consultation with lieutenants and other workers/followers
- Carry out costumers and staff feedback operations on how to continually improve
- Conduct research and market surveys on current ideas and trends
- Conduct performance appraisals
- Monitor and evaluate the activities of the organizations

#### **How can organizational leaders continually improve their abilities and those of staff to control their emotionality, embed good organizational cultures and values?**

- Learn how to control emotions especially those of anger, pride, fear, intolerance, prejudice, hatred, etc.
- Find ways that you can enjoy doing your work or enlarge it by including your areas of passion into it
- Give yourself challenging targets
- Treat all staff/followers equitably, motivate, show empathy, and willingness to forgive offence or readiness to reconcile.
- Effectively use incentives and when necessary apply disciplinary measures as tools of improving performance
- Develop an effective spirit of competitiveness and sportsmanship attitude.
- Acquire conflict management and inter-personal relations skills to control conflict escalations.
- Ensure effective leadership training for all staff

Please note that the benefits of continually improving all three qualities are to improve the chances of effective growth and success of the organization or business.

## **4. Some Examples to Show the general Applicability of the Concept in Every Aspect of Life Using Other Examples to Elucidate the Concept**

### *4.1 An Impending War and the Reactions of the Different Personality Tendencies*

We had a civil war in Nigeria, and during that war, many Igbos (an ethnic group in Nigeria) suffered. Many died of hunger. If there is another threat of war, the reactions of people will differ from one to the other, depending on which of the mental qualities are dominant in the person. How that civil war experience and the possibility of reliving another war affect Igbos will depend on these mental qualities: Those with high memory quality will remember exactly and vividly how they suffered as if it just happened yesterday. They will remember how they managed to survive the war. They will want to rely on their experience to survive. Those with high thought quality may not remember how exactly they managed to survive the war but will be able to think of new ways of surviving another war. What they can remember about the past war may not be reliable, but they can ruminate on the little they can remember. Those with strong emotional quality may remember what happened and how people

died, but they will react variably depending on which emotion is dominant in them: Some may be so proud and so angry that they would want the war to commence immediately, even when they know many suffered and died during the previous war. To such people, a man must live standing up or die rather than stoop low, and they prefer death to allow people to trample on them. Others may be so afraid that they would prefer to be slaves in the new dispensation than for many to die again. Some may be so consumed with love that they will actively work to prevent the war and avert loss of lives. Reactions of people will be many depending on which of the several emotions is dominant in them. Apart from the examples given above, there will be others with both dominant thought and memory qualities. These people will not only appreciate the impact of the war on them, as they can vividly remember everything, they will also be effective in actively proffering solutions since they know where it pinches and why it should not repeat. The advantage they have over those who can reason effectively but cannot remember the extent of the havoc experienced in the previous war is that they will put in more effort to prevent another war since they clearly remember the horror they went through the last time. It is important to know that anyone with dominant emotional quality will continue to suffer faulty judgment as a result of the prevailing emotions he or she experiences. Where emotions are not controlled, judgment will always be poorly made, but where emotions are controlled and targeted to solving problems the society will keep advancing. An individual who is emotionally mature and is also having effective thought and memory qualities, wisdom will prevail. A wise person will commence problem-solving immediately after the first war, so that same experience will not be relived if another war takes place. He or she will put in place mitigating measures that will reduce suffering and deaths if another war commences. He will very likely build capacities so that an inevitable war will be won next time. A wise person is proactive and does not call for a war he or she will lose because doing so would be foolishness.

#### *4.2 Using A Simplistic But Good Example to Explain the Concept*

A group of people were taught that a snake is dangerous and anyone who sees one should run away from it since it is risky to try to kill it.

The people with great memory quality will remember all they were taught and actually run from a snake when they see one. The people with great thinking faculty may not remember that the snake is dangerous and one should run away from any snake, however, they know that a snake is strange and so they will be extremely careful when they see one. It is likely that the snake will never come close enough to attack them.

The people with both memory and thought faculties will not only remember to run, but they will also know what to do even if the road they are to run away is blocked. This is because they can think and make more valuable decisions (apply knowledge) than what they were taught.

The people that are so intensely emotional may remember that a snake is dangerous or assume that the caution was over-exaggerated. They may remember that they are expected to run but would think that people may laugh at them when they run and so may choose to try to kill the snake. If they fail in the process and the snake bites them to death, then we shall call them foolish. However, if they succeed in killing it then they are called brave. So bravery is also a sentimental disposition though it can be considered a positive emotion.

Those who are wise, that possess great memory, thought and controlled emotions, will not just run but they will begin to think strategically about how to ensure that all snakes are eliminated where human beings reside and how to develop anti-venom vaccines so that those bitten will be rescued from death. The difference between the wise men and the rest is that they are strategic, they think and plan for the future and consider all scenario in the planning.

Emotions are not bad qualities in themselves. Most advances in humanity are as a result of people who were compassionate, dedicated to finding solutions to major human challenges. Emotions make us brave, ready to sacrifices even to death to explore the unknown in outer-space, hazardous inner-lands, in the depth of the oceans, etc. Patriotism and bravery are emotional dispositions too. It is not being emotional that is the issue, the point is that we should be emotionally mature.

## **5. Conclusion**

The qualities of the mind individually and collectively contribute to determining our individual personality tendencies. This theoretical concept has tried to divide people into 6 different abstract personality tendencies: 1. Knowledgeable (people with dominant memory quality), 2. Reasonable (people with dominant thought quality), 3. Clever (people with both dominant memory and thought qualities), 4. Sentimental or Foolish (people with the dominant emotional quality especially of negative emotions), 5. Wise (people who have both dominant qualities of memory and thought and who have mastered how to control and direct their emotions without allowing their



'hearts to rule their heads') and 6. Stupid as those who have all the qualities (memory, thought and emotions) poorly developed.

This effort can be seen more as a theoretical concept since every human being in reality, has these qualities in different levels of functionality, interacting together to bring about different personalities and no two individuals are exactly the same, just as we have different finger prints.

From an academic perspective, however, we can hold some of these qualities constant in order to clearly explain and probe their separate individual properties, as they do in the theories of Economic, etc. Also as stated earlier, from a realistic sense, no two persons are exactly alike and so the degree of development of these faculties of the mind will obviously differ from person to person and the products of their interactions equally will differ. More importantly and despite this situation, everyone can develop himself and improve his or her personality in order to be a good leader and a good social person.

Continual improvement of the mind's qualities by undergoing relevant and appropriate training, ensuring that we acquire the appropriate technologies to enhance our managerial skills, acquire on the job experiential skills including broadening of our perspective in human relations, effective communication and acquiring effective leadership and conflict management skills are key to becoming a good leader.

We explained that the major factors everyone needs to understand and manage are our emotional qualities. The more we are emotionally mature, the more likely we are to be good leaders. When we are in our heights of emotional outbursts, we do not consider, or we care less about the consequences of our actions and decisions. Trying to advise an extremely emotional person to exercise caution is like talking to a deaf. We have captioned it in the following prose "No matter how you shout to the deaf, the deaf will not hear you. No matter how you demonstrate something to the blind, the blind will not see it". A similar concept applies to those whose reasoning abilities are completely under the control of their emotions, they cannot easily be persuaded otherwise.

It is also important for leaders to understand that things constantly change and affect organizations and businesses, so conservatism is not a good disposition for a leader. A leader must always conduct his research and take informed business risks for advancement. We must appreciate the three business factors of science, technology and medicine and that they will continually evolve and good business leaders should understand how to adapt their businesses to take up opportunities when they occur, understand that negative emotions often affect the future health of organizations and businesses directly or indirectly when sentiments becloud our judgments and decision-making processes.

Every business leader must understand how to communicate effectively, motivate workers, he must ensure rumours and falsehoods are effectively managed and conflicts are resolved as they emerge. Every business leader must know that human interactions, time and seasons (nature) will never change, and so build their organizations/businesses and solidify their strengths on these two business success factors.

The last word is that these concepts and their applications could be used to improve all human relations especially by leaders in every organization (business, government, Church setting, non-governmental etc.)

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