

Application of Leadership Vigilance For The Development of Key Competences

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Abstract

Today brings many changes and challenges, but also new information and opportunities. The global political situation, and therefore the military situation, appears to be highly turbulent. The effects of this situation will require greater sensitivity and flexibility in the decision-making processes and Leadership of organizations, states, and especially the armed forces. Coping with difficult situations, the ability to anticipate them, evaluate them and then choose an adequate response has always been considered an art. The ability to understand the situations that arise and to act strategically allows us to maintain stability and resilience, which are among the key competencies of leaders. Good leaders in history, able to live in harmony with the realities of the world, were aware of who they are, what they do, what their goals are, and what the impacts of their actions are. A new perspective and possibility is „Vigilant“ Leadership, as a method enabling a high degree of self-awareness of leaders and their potential for self-development and management.

Keywords: Vigilant Leadership Management, Key Competencies, Self-Management, Heart Coherence.

Introduction

Since time immemorial people have been looking at how to apply their skills in a challenging world, which puts high demands on them. One of the basic fundamental issues addressed by major strategists throughout the millennium was how to realize their potential and penetrate the essence of its and opponent. Therefore, many of these capabilities were considered art in which deep knowledge, knowledge, experience, and many "mysteries" were hidden. From a more general point of view, it is necessary to understand how the psychophysiological possibilities one has and how they can be used in crises or socio-political thinking and leading others. Innovation in the field of the military is not only the form of technical inventions and development of new weapons but also pay attention to the use of human possibilities.

"Vigilant Leadership" (Vigilance = attentive, receptive, vigilant, alert) is the concept applied mainly in the military environment, politics, and management. This approach allows you to detect already weak warning and security signals or threats and provides high receptivity, decision-making ability in demanding and confusing situations.

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Innovations

An innovative approach is an important and necessary site of military activities. Technical innovation in the military often changed the face and form of armies but also had a major impact on the normal life of people. These changes initially provided one or the other for some time and changed the power balance.

There is no absolute scale to measure the strength of a certain army. Despite the use of advanced techniques, it is primarily a question of people. All weapon platforms, systems, and weapons control real people and real people are governed. The army is therefore an organic total that has the body, mind, and will. You can calculate the soldiers, weapons, and technique, but it will only give you an idea of the potential power of the army, not their actual capabilities (Bellamy Foster, 2008).

Many scientists say the army has influenced innovation since ancient times. Although the influence of military activities (winning wars, gaining weapons, staff training) on the technological change of ubiquitous, channels affecting the innovation, they have significantly changed, as well as the structure and scope of national military equipment and industrial companies in which it operates, changed (Mowery, 2010).

In the field of military innovation studies, several challenges are to be overcome, if the field is to fulfill their potential and increase their contribution to broader disciplinary debates in professional communities. Three problems are explored in depth: philosophical tension between major approaches to military innovation, challenges of a multidisciplinary approach, and usefulness of a military innovation study as an independent area (Griffin, 2017).

Innovation can result from distress, from the need to adapt to conditions, but it is equally important during periods of peace. In history, peace has often led to war, because its conditions have lost the cultural, economic, and social changes that have upset the balance of forces that had previously ensured peace (LUTTWAK, 2001).

„The art of war is of vital importance to the state. It is a matter of life and death, a road either to safety or to ruin. Hence under no circumstances can it be neglected.“

Sun-Tzu

Human Potential

Today brings many technological advances and great scientific breakthroughs that we promise will help us make better use of our capabilities. Human potential and its possibilities are irreplaceable capital that allows for quality management and leadership by yourself and others.

What is considered human potential? Palán defines human potential as a structured set of dispositions and preconditions of a person to perform a particular activity. The components of human potential are broken down as follows: knowledge potential, qualifying, value-orientation, socialization, creativity. The quality and quantity of human potential are considered an essential component of social wealth (Palán, 2002).

The term "potential" comes from lat. potentia = power, strength, weight, influence. He points out that his absence, in management and leadership, affects himself and others involved.

The term has been used since the 1970s to express man's position and role in social reproduction, especially in the newly constituted currents of economic sociology, where it partly overlaps with the concept of human capital. From a narrowed understanding of man as a source of economic growth in the role of the labor force comes a broader conception of potentiality as a system of dispositions and inclinations of man to activity, to existence in interpersonal social relationships, and the ability to effectively select these activities and relationships in different social contexts (Eskins, 1986).

The Interdisciplinary Team has agreed on the following structure of components of human potential:

- the potential of health;
- potential knowledge and skills;
- potential value-orientated;
- the potential for social participation;
- the potential for individual integration and regulation;
- the creative potential.

The individual components of human potential are not expressed in some hierarchical structure. Perhaps at first glance, the potential of health seems to be a crucial prerequisite for human activities. However, they are not entirely isolated cases where even an individual or a group of people whose health is very disturbed, have such a well-developed, individually integrative, and regulatory potential that they can overcome health problems and achieve excellent results and are equipped with quantitatively and qualitatively additional components. We are therefore of the opinion that the individual components of human potential form a system in which they are mutually dependent but not mutually exclusive, and rather define them in terms of the category of human in relation to economic processes (Strecková, 2004).

By harnessing our potentials, we enable ourselves and others to exercise their professions well and to be mentally and physically healthy, not to lose energy unnecessarily. "Vigilant Leadership" is a rediscovery of its potential and its continued preservation in the repertoire of its professional life.

Vigilance

Among other things, leaders need a broader type of vigilance: seeking and evaluating weak and unexpected signals and warnings. A high level of vigilance helps in identifying new leadership opportunities, managing change and risk, or anticipating diverse threats before they become current.

Vigilance, also vigility (or wakefulness), is a state of readiness of an organism to respond to stimuli. This is a prerequisite for consciousness (Hartl, 2000).

Our vigilance affects the quality of cognitive processes, it affects our thinking and emotions.

We can characterize cognitive (cognitive) processes as the processes through which one learns the world and oneself. The term cognitive comes from the Latin cognoscere, or cognitive. It is used to process information (knowledge) from external and internal realities – namely, receiving information (perception), storing it, storing it (memory, learning) and summoning it (memory, imagination), transforming it, organizing it, reorganizing it and working with it further (thinking). They also include shifting focus of consciousness when working with information (attention) and processes involved in communicating or communicating information (speech) (Juklová, 2010).

One possible synonym for biological vigilance is "spiritual vigilance" or mindfulness, also referred to as watchfulness or observance. This kind of spiritual vigilance is discussed in Eastern teachings in many books e.g. the Bhagavadgita. We think of someone as awake who is present, who is there at what is happening, living "here and now," experiencing every moment of life fully, not being manipulated by outside circumstances and situations. In ducal philosophy, vigilance is referred to as sattva. It can be characterized as a psychological condition in which a person has the ability to observe, record, reacquaint, and remember the psychological and physical phenomena experienced. By these phenomena, we understand the physical processes available to the senses, feelings, states of mind, and contents of the mind. To be observant is to be present in the here and now. When we think or imagine something, we drift away from the reality we are experiencing – we are oblivious. It is characteristic of correct observance that it is associated only with beneficial states of consciousness and is never distorted by greed, hatred, or blindness. Thus, the mind in which observance (sattva) is present remains open to undistorted perceptions of phenomena, their properties, and context.

Our lives and destinies change as the circumstances of the outside world change. To respond adequately requires us to be vigilant. There is a need to understand the nature of the times and the situation and to be sufficiently flexible and responsive accordingly. Experienced strategists understood what the situations suggested and what they were characterized by. In this way, they were able to arrange and organize things in their favor.

Maintaining our inner vigilance means that, whatever the power of all sorts of feelings, we can use our inner potential for ourselves and others. Vigilance is the basis for "Vigilant Leadership" and the ability to make intuitive and adequate decisions and use mental and intellectual abilities.

One is not very alert and perceptive in a strong emotional upset, in states of exhaustion, or after taking drugs.

Emotional Balance

As early as the middle of the last century, the heart was found to be overloaded with constant emotional influences or excessive physical exertion, and if we do not have adequate rest, it suffers from impairments of function and becomes vulnerable to disease (Hilton, 1863).

The task of "Vigilant Leadership" is to stabilize emotional imbalance as an obstacle to perceiving oneself and the situations around us. Stable emotions increase our resilience to challenging and complex situations.

From a psychophysiological point of view, emotions are central to experiencing stress. In fact, feelings of anxiety, irritation, frustration, lack of control, and hopelessness are what we experience when we describe ourselves as stressed. Whether it is a minor inconvenience or a major change in life, situations are experienced as stressful to the extent that they trigger emotions such as annoyance, irritation, anxiety, and fatigue (Elbers, 2020).

From the Vedic days, when people were aware of the need to cultivate human thought and feeling, intellect and emotion, people were aware of the contrasting aspects of the human psyche and their constant struggle for control of the human being. It was a person's job to manage emotions through the "light of knowledge" and to be awake.

Neuroscience research confirms that emotions and knowledge can be considered separate, but they are among the neocortex, the body and emotional centers (Dolcos, 2011).

These emotion-related connections modulate cortical activity, while cognitive input from the cortex modulates emotional processing. But the neural connections that transmit information from emotional centers to the cognitive centers of the brain are stronger and more numerous than those that transmit information from cognitive centers to emotional centers. This fundamental asymmetry is responsible for the strong influence of the emotional system on cognitive functions such as attention, perception and memory, as well as higher-order thought processes. On the contrary, the relatively limited influence of the cognitive system on emotional processing helps explain why it is generally difficult to arbitrarily modulate emotions by thinking alone (McCraty, 2015).

Although there has been a historical bias favoring the view that emotions interfere with each other and may conflict with rational thought, which of course can happen in some cases. Emotions have their type of rationality and are critical in decision-making (Damasio, 2006).

Emotions are predisposing behavior programs that are directly related to action (that is, an organized, behavioral response). They are made up of feelings that are strong enough to organize into a pattern of behavior (Behavior).

They have a purpose, integrity, and logic. They are an organismic statement of our condition and what to do with it; they tend to change the external or/and internal situation.

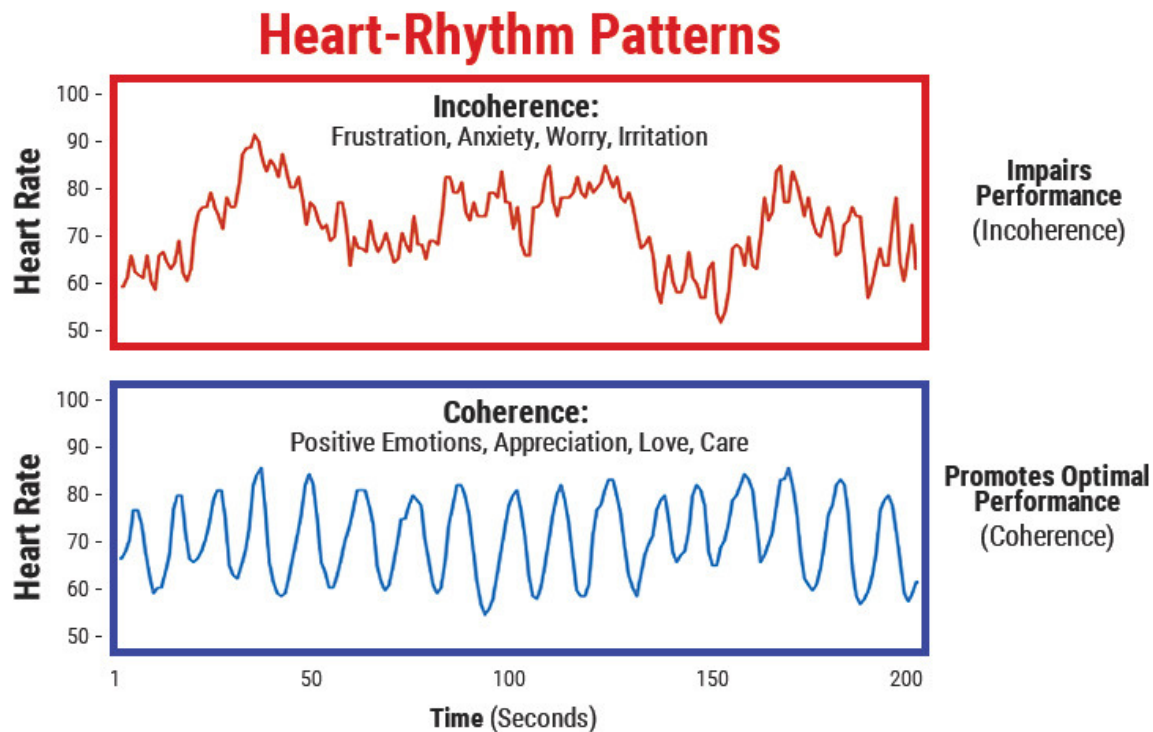
Emotional restlessness and imbalance, have different intensities. Stressful emotions can arise in response to external stimuli or events, but also from internal dialogues and attitudes. Repeated feelings of worry, anxiety, anger, judgment, resentment, impatience, overwhelm and doubt often consume much of our energy and dull our daily life experiences.

Each emotion activates physiological changes involving a stress response. Research shows that purely mental activity, such as cognitive recall of a past situation that triggered anger, does not produce nearly as profound an effect on physiological processes as the actual involvement of emotions associated with that memory. In other words, reliving a memory-induced sense of anger has more effect than thinking about it (Rein, 1995).

Human leadership and management make no small demands for emotional stability. Leaders' resilience allows a good assessment of the situation and the search for satisfactory solutions to situations. Positive results and goals can be achieved through cardiac coherence training.

Coherence (coherence) - (from lat. co-haereo, I hold together) means coherence, whether physical or logical.

Cardiac coherence is a condition in which the heart, brain, and autonomic nervous system are aligned, thereby making positive changes at the mental, emotional, hormonal, and physical levels.



Pic. 1 – Heart coherence

Source: (McCraty, 2015)

Clarification of Perception

One does not only perceive what enters through the sensors as a stimulus for processing but also assesses the input based on experience. So we can distinguish two basic theoretical systems that tried to explain how a person perceives, and therefore recognizes, objects.

We call the first theory the bottom-up processes, or we also talk about direct recognition theories. This theory works with the hypothesis that realistically perceived perceptions are composed and progressed to higher centers where they are evaluated. Thus, the information-going process is upward.

The second theory is called top-down processes, or constructivist theories. Their proponents, on the other hand, operate under the hypothesis that we are more likely to have a template or template system and are unwittingly looking for matching objects – so we are talking about descending processes (Sternberg, 2009).

Perception, or perception, is a lower cognitive process that results in perception. Perception is a sensory organ-mediated and brain-shaped complex picture of immediate-acting objects and phenomena of the external environment as well as the current state of the organism and person respectively. It is a process of awareness of the external and internal environment and is the basis of visual cognition. Perception happens in unity with other cognitive processes but is also influenced by emotion and motivation (Gillernová, 2000).

When we looked at direct perceptions, the neurophysiological discoveries of Hubel and Wiesel were also one piece of evidence. Another important discovery in the field of neurophysiology was also made by neuroscientists Goodale and Milner, who observed two nervous systems involved in processing visual information in animals and later humans. In investigations using functional MRI scans, they traced two streams - ventral and dorsal - of brain activity. These two flows of information work independently of each other and transmit different kinds of visual information. The ventral current leads information about what we're seeing, it's slower, it's used to identify the stimulus. It also has, through its trajectory, a strong connection to long-term memory and the limbic system, that is, a connection to emotions. We can consider that the ventral system is more susceptible to our mental state and expectations. The dorsal current is faster, and it leads information on the position of the stimuli, but also the position of the human, the movement, and the overall action (Two-streams hypothesis, 2001).

Our lives and destinies change as the circumstances of the outside world change. To be able to respond flexibly to the changes.

Kant is the first to talk about apperception, but in a philosophical sense, again in a very simplistic way. In order to perceive an object, we have to reach out to it with our minds. But the mind works on concepts and is structured in some way, i.e. how we perceive the object; first, what the object really is, and second, our way, arrangement, or structure of thought (Kant).

Hrv Technology – Perspective

If our emotions and minds are not in balance, they can lead to radical changes in behavior. They can also be a source of confusion, difficulty in making decisions, anxiety, and inconsistency with our deeper core values. Conversely, when the mind and emotions are synchronized, we are more confident and aligned with our deeper core values and respond to stressful situations with increased resilience and internal balance.

Research by the HeartMath Institution suggests that the key to the successful integration of the mind and emotions lies in increasing our emotional self-awareness and cohesion, or the harmonic function and interaction between the neural systems that underlie the cognitive and emotional experience.

Modern technology can help us more easily analyze the bio-psycho-social status of leaders so that we can balance the situation in a timely and effective way.

Heart Rate Variability (HRV) describes the time differences between consecutive heart rhythms. It's a modern method of analyzing a person's psychophysiology. It is a biomarker that objectively can help build the "Vigilant Leadership."

Techniques to improve heart variability are designed to be fast and as effective as possible, but also objectively traceable. Their application must simply be practical, which brings advantages for deployment in the military and command.

When evaluating HRV, e.g. physical and psychological stress, recovery rates, sleep quality, stress and identifying stressors can be accurately analyzed. Based on this analysis, we can individualize the training of the necessary competencies precisely and in a targeted way, as we need to do given the situation and individuality of personality. The training assesses the state of heart coherence.

When a person is coherent, there is a shift in the relative balance of the autonomic nervous system (ANS) towards increased parasympathetic activity (vagal tone), increased synchrony of the heart and brain, and mutual tearing down of different physiological systems. In this mode, the body's systems work with high efficiency and harmony, and natural regeneration processes are supported. Although physiological coherence is a natural human condition that can occur spontaneously, sustained episodes are generally rare. While some rhythmic breathing methods may induce cardiac coherence for short periods, research suggests that humans may achieve an extended period of physiological coherence active auto-regulation of positive emotions (McCraty, 2015).

Interaction and working with individuals who have a high level of staff coherence is objectively advantageous. When members of any working group get along well, they have a natural tendency to communicate well, cooperate and act effectively. This creates space for individual members in a coherent team.

If individuals do not control themselves well or act in their interests without regard to others, they do not create social incoherence (Ambrožová, 2016) (Koleňák, 2019, s. 1826-1836) (Ullrich, 2019).

Stressful or discordant conditions in a given group work to increase emotional stress among individual members and can lead to social pathologies such as violence, abuse, non-cooperation, increased error rates, etc. (AMERICAN PSYCHOLOGICAL ASSOCIATION, 2010).

When we know how to bring people together so that a common purpose can be realized, it reflects a balanced relationship between members.

To apply "Vigilant Leadership," a leader must be able to consciously transform his or her life experiences into everyday life (Sládek, 2018).

Conclusion

Nowadays, we are in a period of technical possibilities that extends to leadership. The demands placed on leaders require new modern and holistic approaches. We must apply new technologies to seemingly hard-to-influence situations, such as the quality of perception, thinking, emotional states, decision-making, and creativity. The reason is that many human abilities that carry equal if not greater weight in determining our life's achievements cannot be ignored. Auto-regulate and impulse-control abilities are as important or more important than high intelligence.

Using HRV analysis and the application of follow-up techniques, leaders are allowed to regulate their potential objectively for the benefit of the whole so that they can adequately respond, make strategic decisions, and better understand the situations they and their teams have been exposed to.

Interaction between cognitive and emotional systems affects the way we perceive, experience, and record our emotional experiences and how we respond to emotionally challenging situations. The unbalanced interactions between the emotional and cognitive systems can lead to devastating effects for any manager.

An HRV analysis Benefit is a precise diagnostic that allows personalization of an individual's access to a group and their training so that their abilities and potential can be maximized. Development and progress are the results of cooperation, support, and recognition. Leader, which has recognition and can support collaborators, creates a supportive atmosphere and brings opportunities for innovation.

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