

# CONSCIOUS LEADERSHIP: MEASUREMENT CONSCIOUSNESS QUOTIENT INVENTORY (CQ-I) FOR EMPLOYEES OF IRAQI OIL PRODUCTS DISTRIBUTION COMPANY

**Researcher: Hala sahib Abdul sattar**  
**Assistant Professor Dr.Hadeel Kadhim Saaed**

*University of Baghdad,  
Faculty of administration and economic  
Baghdad, Iraq*

## ABSTRACT

*The current research aims at measuring the awareness of the conscious leadership of the Iraqi Petroleum Products Distribution Company. The research was conducted on a random sample of 101 members representing the company's senior leaders (general managers, department heads, people's officials) Awareness (CQ-i) to reach the results, which is the most important of a high level of leadership aware of all dimensions in the company investigated.*

**Keywords:** *Conscious Leadership, Consciousness Quotient Inventory (CQ-i).*

## THEORETICAL SIDE OF RESEARCH

### Introduction

Conscious leadership is one of the most modern theories of leadership. (Anderson & Anderson) is one of the first researchers to plant a seed for the first time in administrative science, then (Renesch) is the spiritual father of this theory, which contributed to its emergence in administrative fields based on Maslow's theory of needs, The deeper the self-exploration, the closer one gets to self-realization, which the leader should be able to achieve by being aware that conscious action makes one conscious. (Asher, 2006: 17), since it knows the command prompt (Anderson & Anderson, 2001: 73). (McLaren, 2004: 6) is defined as the ability to take action based on thoughtful options based on deep thinking with (Jones: 2012, 41). Based on the ideas previously presented, the researcher defines conscious leadership as "a holistic process in which the visual aspects of the awareness of intellectual and emotional elements And spiritual aspects of self and others as well as the aspects of Personal and moral values through which the leader reaches an

integrated awareness that enables him to grasp the mechanisms of influencing subordinates and adapting to the variables of the work environment.

The concept of conscious leadership has gained significant importance in the organizational field since its inception. The aim was to integrate mental processes and awareness of professional values while taking into account environmental changes and developments to try to create real wealth at all levels of human existence. Conscious leadership became a true vision, The advancement of the human mind to various stages as the importance of conscious leadership is reflected in the following points.:

1. Directing the behavior of employees, it is working with the slogan (we instead of me) to achieve the goals required first of the organization rather than the first. And undoubtedly, mental skills that promote self-awareness with a broad perspective inspire others and an innate desire to commit to continuous development and affect the level of performance General Organization (Hayden, 2011: 8.)

2. Contribute to ensuring that organizations survive in environmental fluctuations, as they enhance the ability to predict the success of work with competitors using different strategic maneuvers based on mental processing and rapid response, because awareness of the perception of variables is a precondition for agility (Khastoo, Raad, 2017: 1658.)

3. Conscious leadership allows for decisive decisions regarding organizational policies and practices that affect the workforce within organizations after identifying and discovering themselves, questioning their intentions, and directing their goals and objectives to organizational success (Hofman, 2007: 13).

4. As an important factor in the understanding of social interactions, and since the organization is a network of human interactions, conscious leadership is responsible for defining the vision and objectives and building a general culture of these interactions. The arrival of the leader to the stage of self-maturity through his self-awareness and others is an important factor In understanding these interactions (Voss, 2017: 71).

### MEASUREMENT OF CONSCIOUS LEADERSHIP

One of the most difficult difficulties facing any applied research is to complete the requirements of the variables of the study in terms of finding methods and methods of scientific and approved to measure these variables, at the level of conscious leadership is a measure of things somewhat complex and the limited studies that dealt with the concept and modernity within the organizational thinking contemporary, After studying the literature, the researcher found that most of the studies were based on the reality test, which is a set of open questions for the respondents, as well as a direct interview for additional information to serve the purposes of scientific research.

And the difficulty of such a measure in its application within the Iraqi environmental organizations for several reasons:

- Prolong the time to answer such questions, which sometimes causes boredom.
- Lack of a prior understanding of the meaning of conscious leadership, which is different from the foreign environments that use this type of measurement. The questions often revolve around the respondent's opinion about the conscious leadership and its importance, which indicates the interest of the organizations and to inform them on the topics of modern leadership and the

possibility of applying them and benefiting from them to achieve positive organizational goals.

After extensive research covering most of the leadership studies, the researcher adopted the Consciousness Quotient inventory (Jones: 2012) on which the Brazdau (2008) was adopted as part of awareness studies at the Toward science of consciousness conference. Which was held every two years by the Center for Awareness Studies at the University of Arizona, USA (Aggarwal: 2013,361), which presented its first trial version at the conference in 2008. The researcher identified the inventory of consciousness CQ-i " Of traits, skills and abilities that describe experience or conscious experience "(Brazdau, Ahuja: 2016, 188) Brazdau noted that individuals (Consciousness Quotient) have successfully reached a wider range of information that helps them as leaders in decision-making processes (Hayden &Jager, 2013: 5). These are six basic dimensions of consciousness through which individual levels of consciousness are measured using cognitive psychology (Brazdau, Mihai: 2011,246) (Brazdau, Ahuja: 2016, 189).

#### 1. Self-consciousness

The concept of self-awareness is one of the topics of great importance in the fields of psychology and sociology (Aziz, 201513). Recently, studies in the field of management science have confirmed that individuals who see themselves clearly and transparently become more self-confident and more creative in their work, (Yurich, 2018) and the ability of the individual to self-awareness. The skills include qualities and abilities related to identity and self-order, the ability to see oneself as objectively as possible, flexibility in thinking now, self-indulgence, Which interact with them and affect the individual's vision of the world, and independence (Brazdau, Mihai: 2011,246).

#### 2. Emotional consciousness

Is the ability to be aware of feelings, developments and interactions, and includes the skills, qualities and abilities related to emotional and affective state, such as empathy, openness, recognition of the feelings of others, adaptation of emotional responses to different social events and acceptance of the feelings of the other with negativity or negativity (Brazdau, Ahuja: 2016, 189) Scientists say conscious human experience is an important aspect of emotion. It is the result of the interaction of many areas of the brain that are consistent with each other through working memory. It is a combination of neurotransmitters, physical cognition,

cognitive and cognitive assessment as well as working memory. (LeDoux, 1996) can not possess sensory awareness without aspects of the emotional sensory experience that is represented in working memory (which involves the storage of short-term information). Therefore emotional or poetic awareness assumes that different interpretations of man's attitudes can lead to responses A different emotional act also (Thagard&Aubie, 2007: 7).

### 3. Mental (Cognitive) Consciousness

The individual as a cognitive system receives some signals from the environment, reflecting the state of success or failure of cognitive activity. These signals play the role of criteria for the effectiveness of the cognitive process of the whole system. Consciousness is the mechanism that influences cognitive processes to achieve subjective and positive experiences (Allakhverdov, 2009: 137) Cognitive awareness is the ability to be aware of human thought from its cognitive flow in general and is related to both thinking and thinking, patterns of understanding, ways of making meaning, including the attributes, skills and abilities of organized thinking, intuition, awareness of cognitive filters, Reflection, cellar The multiple perspectives, the openness of perception, the ability to possess a panoramic view (look and comprehensiveness) of a particular subject or position, ability to manage the flow of ideas.

### 4. Spiritual Consciousness

The ability to be aware of the self as part of the world as well as being aware of the multiple elements of life surrounding it and includes the skills and attributes and capabilities related to the human nature and its relationship with human beings and the environment and the ability to adopt the role of the witness or neutral in self-reflection as well as the ability to meditate. The spirit is the focus of transcendental consciousness and is at the core of the work of the most successful leadership because it does not emanate from something external but from the heart, mind and spirit (Asher: 2006, 17). It reflects the real reality of the individual and thus plays an important role in the personal and psychological development of the leader.

### 5. Social-Relational Consciousness

The awareness of social relations depends on the theory of social construction, that is, the consciousness of man as part of the world around him and as a member of the community in which he lives and as a

member of a community. (Ness & Strong, 2014: 98), which includes qualities, skills, and abilities related to friendly and close relations with others, social intuition, predictability (eg, Means of self-identification of vinegar Development of relationships, empathy and thinking with others), cognitive openness when discussing some things with others, conversational skills, flexibility in social behavior, communication skills, social interactions.

### 6. Physical Consciousness

The ability and sense of the individual's awareness of the body and the physical elements of the environment (Jones, 2012: 40) include many qualities, skills and abilities such as internal awareness of the nature of human voice, awareness of the senses (smell, taste, touch), psychological communication, how affect the individual emotions and disclosure of movements and gestures (The way the individual is affected by emotions and patterns of thinking), and communication with the physical environment (Brazdau, Ahuja: 2016, 189).

## PRACTICAL SIDE TO SEARCH

In order to describe the trend and level of answers of the sample of the research sample, in order to describe the reality of the conscious leadership variable in the oil products distribution company of the sample of 101 respondents. Therefore, the frequencies, the computational modes, the standard deviations, the relative importance and the difference coefficients were calculated. (3), as well as calculation of the intensity of the answer on the area of the scale to answer the research sample, which consists of the dimensions of the dimensions and then the dimensions of the variables, and thus the level of availability of the variable at the macro level.

1. **Self-consciousness:** The results of Table (1) indicate a great agreement for the sample of the research in the possession of the members of the Company for the distribution of oil products (the company's headquarters) for the ability of individual consciousness and the same (reflective ability of the human), there is self-awareness of managers, especially in terms of personal confidence Which is often reflected in the quality of the decisions it makes. The independent dimension of self-awareness was based on a weighted mean (3.51), the agreement and

homogeneity of the views of the sample investigated by the standard deviation (0.807), and the relative level of interest (70%). (6.307). The maximum value of the tally test (6.307) is greater than its mean value

(1.97), which indicates the significance of availability, adoption, and practice towards the calculated mean, away from the satisfactory mean of the research.

**Table (1)**

The results of descriptive analysis of the independent variable conscious leadership and its dimensions in the petroleum products distribution company (general headquarters) n = 101

dimensions	Arithmetic mean	Standard deviation	Relative importance	t- test	Ranking
<b>Self-consciousness</b>	3.51	0.807	70%	6.307	Third
<b>Emotional consciousness</b>	3.34	0.682	67%	5.014	fifth
<b>Mental consciousness</b>	3.66	0.979	73%	6.807	First
<b>Spiritual consciousness</b>	3.54	0.921	71%	5.854	Second
<b>Social-Relational Consciousness</b>	3.42	0.738	68%	5.714	Fourth
<b>Physical Consciousness</b>	3.01	0.931	60%	1.074	Sixth
<b>Total conscious leadership</b>	3.41	0.627	68.2%	6.618	

## 2. Emotional consciousness

The results showed the adoption of the company's distribution of petroleum products to the emotional consciousness as the members of the company to describe their abilities to awareness of their emotions and feelings of the private, the independent dimension of the awareness of the consciousness of a balanced balance (3.34) indicates the agreement to some degree, (67%), and the value of the t-test (5.014) was greater than its value at the moral level (5%), indicating the agreement and homogeneity in the opinion of the sample on its availability in the company investigated by the value of the standard deviation (0.682) The company's practice of this dimension in a medium way, and this result came logically Workflow Due to the fact that the official work shows the commitment of individuals to perform what is required of them works without access to put their own feelings in the workplace, except in a few cases appear here and there as a result of informal relations that accompany official relations work.

## 3. Mental (Cognitive) Consciousness

The results show that the dimension of mental consciousness in the Petroleum Products Distribution Company (General Headquarters) is at the level of an agreement by obtaining a weighted (3.66) weighted mean and with relative interest (73%). The sample agrees and homogenizes its views on owning Their company was able to be aware of ideas and mental state in general, and their answers tended to the weighted arithmetic mean, deviating from the accepted mean of the research, through the value T-test (6.807) calculated above their tabular value, indicating that a percentage of managers have mental abilities that enable them to think scientifically And sound in the problems they face. As well as excellence in the introduction of ideas in an easy and clear to the workers and in making decisions.

#### 4. Spiritual consciousness

Gained a mean value of (3.54) This indicates the respondents' agreement that managers have the spiritual awareness that feeds their ideas and builds their independent and clear personality through their high confidence in their actions and their openness to new ideas that may give the new company a new chance. The results of the T-test (5.854), which is calculated to mean the direction of opinions towards the weighted mean, diverged from the middle of the hypothesis Care and practice.

#### 5. Social-Relational Consciousness

It is clear from the results of the above table that there is agreement and homogeneity in the opinion of the research sample in the possession of their company the ability to be aware of human relations and communication and interaction with individuals and other organizations. After the social relations in the Petroleum Products Distribution Company (General Headquarters) With a standard deviation of (0.738) and a relative level of interest (68%). The opinions are directed towards the calculated weighted mean mean, deviating from the accepted mean, through the calculated value of (5.714) At the moral level (5%), which shows the first two sides The personality of the managers in the company being investigated has good social relations with the employees, especially regarding the nature of the work and the personality of the manager in the company is non-social about personal relations and there is a desire not to social partnership with colleagues in terms of personal life and this result confirms what It came to the exclusion of consciousness and self-consciousness.

#### 6. Physical consciousness:

The results showed the agreement to some extent about the physical consciousness of the sample studied in the company of distribution of petroleum products, as the company's relative interest (60%) shows the average in the ability of its members to acquire awareness of the body and other physical elements, so the dimension has a weighted (3.01) (0.931). However, the calculated tectonic test of (1.074) showed the trend of the sample opinion to the observed weakness of interest because the test was weighted by the mean of the mean weighted mean, indicating a decrease in the levels of physical awareness of Most senior leaders in the company.

#### CONCLUSIONS

1. The results showed that the leaders of the Petroleum Products Company have self-awareness, personal ownership and clear and independent charisma, which enable them to take regulatory actions and decisions without hesitation.
2. The results confirmed that the company's leaders have a poetic awareness, but not at the required level, as they are working to strengthen business ties.
3. The company's leaders have the mental abilities as indicated by the results, which enable them to think scientifically and rationally in the problems facing them.
4. The members of the research sample possess a spiritual awareness that nurtures their self and personality and build their future through high confidence in their actions and openness to creative ideas that give new opportunities that can be invested in the company.
5. The results showed the interest of the research team in human relations and the importance of effective communication between individuals on one hand and the divisions and divisions of the company on the other to generate effective and fruitful cooperation that benefits the company as a whole.
6. There is a decline in the interest of members of the research sample physical awareness in general, despite the attention of the leaders of the company physical health as an important part to maintain the work without delay.

#### RECOMMENDATIONS

1. Develop development training programs for conscious leadership concepts involving vertical development (mental development) rather than horizontal development (skills development and professional competencies), with joint leaders having the actual willingness to develop themselves and change their worldview.
2. To direct the attention of the leaders within the company to search for the most successful tools to help carry out work in the light of environmental changes and to adhere to the development of skills and knowledge to achieve growth and sustainability.

#### SOURCES

1. Aziz, TakiBadri, (2015), self-awareness and its relation to social persuasion among university

- students**, Master of Psychology, Faculty of Education for Pure Sciences - University of Baghdad.
2. Euresh, Tasha, (2018), **Self-Consciousness**, Harvard Business Review No. 13.\
  3. Anderson. Dean and Anderson. Linda, **beyond change management, advanced strategies for today's Transformational leaders** (2001), 1st Edition Jossey-Bass/Pfeiffer-A wiley company sanfransisco, USA.
  4. Aggarwal.Namita,(2013), **Measuring consciousness quotient-Astudy of its influence on employee's work performance and organizational outcomes**.Int, Journal of science and research (IJSR), Vol.2, Issue.11, pp. 358-367.
  5. Alakhverdov.Victor,(2009), **The Role of consciousness in Human cognitive activity**, psychology in Russia state of art saint Petersburg state University.
  6. Asher. LeeLane, (2006), **creating conscious leadership, master degree of Arts in Leadership and training**, Royal Roads University. Canada.
  7. Brazdua, Ovidin. &Mihai, Cristian. (2011). **the consciousness quotient: A new predictor of the students' academic performance**.Procedia Social and Behavioral Sciences, 11, pp. 245-250.
  8. Brazdau.Ovidiu&Ahuja.Sona, (2016), **the consciousness quotient: Introducing the conscious experience as a research variable in psychology assessment**, pp.187-212, Ch9 from Higher-order thoughts, Neural Realization and the Metaphysics of consciousness.
  9. Hayden, G. (2011). **Catching the wave of conscious leadership**. Retrieved February 2015, from Smart Revolution: <http://smartrevolution.org>, pp.1-10
  10. Hayden, G., & de Jager, K. (2013). **Demystifying the consciousness quotient**, pp.1-12, Available from <http://www.consciousness-quotient.com> .
  11. Hofman, R. E. (2007). **Conscious-authentic leadership in the workplace: Its impact on employee behavior and specific organizational outcomes**, Doctoral Dissertation,in Graduate faculty of executive management, University Claremont, California.
  12. Jones, Valita. L. (2012). **In search of conscious leadership: A qualitative study of postsecondary educational leadership practices**. Doctoral Dissertation of educational leadership,San Diego State University,USA.
  13. Khastoo. Mehdi &Raad. Abbas,(2017), **Investigate the sffect of agility capabilities in the outomotive industry supply chain network (case study: Sapko parts supply network)**, International Journal of environment and science education, Vol.12, No.7, pp.1655-1677.
  14. McLerren, R. (2004). **Conscious leadership: Exploration of the individuation process in corporate America**, Doctoral Dissertation, in interdisciplinary studies and specialization in Transformative leadership at Union Institute and University.
  15. Ness.Ottar& Strong .Tom,(2014), **Relational consciousness and the conversational practices of john Ella bird**, Journal of Family therapy 36,pp.81-102.
  16. Thagard.Paul&Aubie .Brandon (2007), **Emotional consciousness: A Neural model of how cognitive appraisal and somatic perception interact to produce Qualitative experience**, University of Waterloo, pp.1-58.
  17. Voss.Corrie,(2017), **The narrative Journey of the conscious leader**, Doctor degree of education, College of Bowling Green state University, USA.