

## THE ROLE OF INTERPERSONAL SKILLS IN EFFECTIVE MANAGEMENT

**Petra Modric**

*RIT Croatia, Damira Tomljanovića 15, 10000, Zagreb, Croatia  
pm2442@g.rit.edu*

**Jasminka Samardzija**

*RIT Croatia, Damira Tomljanovića 15, 10000, Zagreb, Croatia  
jasminka.samardzija@croatia.rit.edu*

**Vanja Vejzagic**

*RIT Croatia, Damira Tomljanovića 15, 10000, Zagreb, Croatia  
vanja.vejzagic@croatia.rit.edu*

### ABSTRACT

*This study investigates whether interpersonal skills can predict managerial potential, how big of the role do they play in effective management. By examining how these skills affect team dynamics, organizational behavior, and overall business outcomes, the research underscores their importance in management. Utilizing secondary data, the research analyzes scholarly articles related to economics, business, management, and psychology. This paper's objective is to understand the connection between these abilities and effective management, how they influence employee satisfaction and team dynamics, and how they eventually affect the success and performance of organizations. Also, the paper is guided by following questions: How do interpersonal skills influence team dynamics and employee satisfaction within an organization, in what ways do managers' interpersonal skills impact overall organizational behavior and workplace culture, and what is the relationship between the development of these skills in managers and the achievement of strategic business goals and performance outcomes? The findings reveal that, although not the only factor, interpersonal skills significantly affect how a manager is perceived both inside and outside their organization. Interpersonal skills in management positively influence team dynamics and employee satisfaction by fostering open communication, trust, and collaboration. Managers' interpersonal skills significantly impact overall organizational behavior and workplace culture, enhancing employee morale and productivity. There is a strong relationship between the development of interpersonal skills in managers and the achievement of strategic business goals and performance outcomes, as these skills improve leadership effectiveness and organizational cohesion. The study concludes that interpersonal skills are crucial for effective management, as they foster better team dynamics, improve organizational behavior, and lead to the successful achievement of business goals. These skills enhance leadership effectiveness, organizational cohesion, and overall productivity. The results help us better understand how interpersonal skills integrate into effective management and may serve as a foundation for future research in psychology and business.*

**Keywords:** *business, employee satisfaction, interpersonal skill, leadership, management, team dynamics*

### 1. INTRODUCTION

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion, but none of this happens without excellent interpersonal skills to bring people along” (Tichy & Charan, 2020). Quotes like this one can really make us think about the importance of interpersonal skills in business word.

That world is often connected with measures of success like money, estates or luxury cars, so we can conclude that when we think of business, we think about something material. What is behind all this material things? Are factors that are influencing your success also material? Often, they are not. People are sometimes so occupied about things that they can see, so most of the times they forget that they own something far more important – their abilities and skills. One of the most important groups of these skills are interpersonal skills or soft skills. Humans use their interpersonal skills to communicate and engage with other people, and these skills are also ones on which we rely when forming relationships with others – either business or private ones (Herrity, 2023). These abilities are critical for managing the complicated dynamics of modern organizational life in addition to being fundamental for developing strong leadership and a pleasant workplace culture. Interpersonal qualities such as building relationships, solving conflicts, employee motivation, and effective communication are essential for successful management (Robles, 2012). Interpersonal skills play a crucial role in management as they enable managers to effectively engage with people, comprehend their needs, and establish a supportive and productive work environment: “About 15 percent of one’s financial success is because one’s technical knowledge and about 85 percent is due to skill in human engineering—to personality and the ability to lead people” (Eliason, 2022). The objective of this paper is to understand the connection between these abilities and effective management, how they influence employee satisfaction and team dynamics, and how they eventually affect the success and performance of organizations. Therefore, aim is to understand the role that interpersonal skills play in effective management, how they affect team dynamics, organizational behavior, and overall business outcomes. This paper's thesis claims that developing managers' interpersonal skills is essential to strengthening organizational behavior, boosting team output, and accomplishing strategic goals. The application of interpersonal skills in management practices will be also one of the topics addressed in this research, which will look at a variety of organizational situations and industries to find general guidelines and tactics. This study will focus only on the interpersonal components of management, while acknowledging the significance of other management talents like technical and decision-making skills.

## **2. DATA AND METHODOLOGY**

### **2.1. Research Aim, Hypothesis and Questions**

This study's aim is to explore the role that interpersonal skills play in effective management, how they affect team dynamics, organizational behavior, and overall business outcomes. This paper's thesis claims that developing managers' interpersonal skills is essential to strengthening organizational behavior, boosting team output, and accomplishing strategic goals. These questions served as a direction for the research study:

- 1) How do interpersonal skills in management influence team dynamics and employee satisfaction within an organization?
- 2) In what ways do managers' interpersonal skills impact overall organizational behavior and workplace culture?
- 3) What is the connection between the development of these skills in managers and the achievement of strategic business goals and performance outcomes?

### **2.2. Data collection**

For this paper, secondary data was used. Data was mostly collected through RIT online Library, while other were found online, based on the criteria that they are either scholarly or peer-reviewed articles that are related to economics, business, management and psychology fields. For the collection of data in these disciplines, the following search string was used: (*“Interpersonal skills”*) AND (*“Interpersonal skills in business”*) AND (*“Interpersonal skills in effective management”*) AND (*“Implementation of interpersonal skills in management”*).

SOURCE	NAME OF THE ARTICLE	CONCLUSION
Bambacas, M., & Patrickson, M. (2008)	"People-centric skills: Interpersonal and communication skills for financial professionals"	HR managers value interpersonal communication skills.
Dierdorff, E. C., & Rubin, R. S. (2022)	"Revisiting Reciprocity: How Accountability, Proactivity, and Interpersonal Skills Shape Obligations to Reciprocate Citizenship Behavior"	Interpersonal skills enhance organizational citizenship behavior.
Fleming, K. (2016)	"The leader's guide to emotional agility: How to use soft skills to get hard results"	Emotional intelligence boosts leadership effectiveness and team performance.
Goldberg, D. M. (2020)	"People-centric skills: Interpersonal and communication skills for financial professionals"	Soft skills crucial for financial success.
McIntosh, P., Luecke, R., Davis, J. H., & American Management Association. (2008;2014;)	"Interpersonal communication skills in the workplace"	Practice and learning produce strong communicators.
Mencil, J., Wefald, A. J., & van Ittersum, K. W. (2016)	"Transformational leader attributes: interpersonal skills, engagement, and well-being"	Political skills are vital for transformational leadership.
Paul, D., Cadle, J., Thomas, P., & ProQuest (Firm). (2012)	"The human touch: Personal skills for professional success"	Interpersonal skills are crucial in IT careers.
Riggio, R. E., & Tan, S. J. (2014)	"Leader interpersonal and influence skills: The soft skills of leadership"	Soft skills are essential for effective leadership.
Sass, M., & Keil, A. (2022)	"Better conversations every day: 4 core skills that will change the way you lead and live your life"	Effective communication fosters trust and fulfillment.

*Table 1: Overview of the articles that were used.*

### 2.3. Literature review

Bambacas and Patrickson' research (2008) examines the abilities in interpersonal communication that HR managers look for in supervisors in order to promote employee loyalty. It highlights the necessary abilities for efficient management communication, such as

collaborative leadership, active listening, and message clarity, through interviews with thirty-two senior HR managers. The results show a disconnect between expected and actual communication abilities, emphasizing the need for more consistent and clearer message to increase employee commitment. The importance of interpersonal communication in fostering organizational attachment and trust is shown by this study. Dierdorff et al.'s (2022) research was the next study examined; it explains the connection between organizational citizenship behavior (OCB) and reciprocity duties, as well as the role that situational and personal traits like accountability and proactive personality play in this relationship. This emphasizes how important interpersonal skills are for enabling effective social interactions and meeting reciprocal responsibilities at work. A novel approach to emotional intelligence for leaders is presented by Kerrie Fleming (2016), who outlines eight essential steps to developing emotional resilience and agility. The significance of authenticity, self-awareness, empathy, controlling one's own emotions as well as those of others, and mindfulness is emphasized in this handbook. It provides leaders with the means to raise their emotional intelligence, which in turn raises their efficacy and boosts team performance. Study is relevant to this paper to describe how can leader use their interpersonal skills to become better managers to their firms. Danny M. Goldberg (2020.), explains how important soft skills in every industry are by focusing on finance sector, which he describes as field often wrongly perceived as one in which only numbers and mathematical skills matter. The book offers a thorough examination of many soft skills, such as active listening, nonverbal communication, leadership, team dynamics, mentoring, dispute resolution, and successful meeting procedures. Book describes people-centric humans as humans ones who emphasize and appreciate their well-being, interpersonal connections, and human interactions in both their personal and professional lives. The path of an internal audit department to become a world-class organization is an engaging fictional story that Goldberg uses to show how these people-centric abilities may have a big impact on an auditor's job performance and career advancement. In McIntosh et al.'s (2008) book we can learn about verbal and nonverbal communication, overcoming barriers, identifying personality types, effective listening, feedback, persuasion, and navigating cultural differences. Book emphasizes that strong communicators are produced by learning and practice. Through hands-on activities and insights into modern communication difficulties, it aims to make individuals proficient communicators by encouraging the application of new approaches at work to become habits. In their study Mencl et al. (2016) are showing how managerial abilities affect transformational leadership, emphasizing the value of political, interpersonal, and workplace engagement in fostering effective and fulfilling leadership. Political skills are describing as skills used to effectively understand others and their needs, and later using this knowledge to behave in the best possible way toward individual or group. Political intelligence is noted as being essential for transformational leadership, and work engagement increases this impact. Organizations are encouraged to develop these talents for strategic advantage and leadership development, as proven by the impact that emotional intelligence has on job satisfaction and leader well-being. The importance of interpersonal skills for career success is emphasized by Paul et al. (2012), particularly in the IT sector. It makes the case that, in today's complicated business situations, interpersonal skills, building connections, and effective communication are just as crucial as technical and business expertise. The book offers advice on honing these crucial abilities on a variety of subjects, such as problem-solving, presentation techniques, negotiation, leadership, and conflict resolution. It tackles the requirement for a comprehensive strategy for personal skills, merging theory with useful advice to improve professional relationships in a range of contexts. Ronald E. Riggio and Sherylle J. Tan (2013) explain crucial soft skills for leaders such persuasion, communication, and emotional intelligence. The book emphasizes the significance of interpersonal skills in leadership and gives a thorough review of their function in successful leadership, backed by research and historical examples.

It highlights how important it is for leaders to comprehend and develop these abilities in order to motivate, influence, and effectively lead those around them. The integration of soft skills into business education is also included in the work, with the goal of preparing upcoming leaders for the demands of leadership. Maggie Sass and Andre Keil (2022) provides helpful advice on how anybody can enhance their communication abilities, resulting in stronger bonds, increased trust, and more personal and professional fulfillment. While ineffective communication increases the likelihood of misunderstandings and strained relationships, effective communication is essential for leadership as it fosters connections, clarity, and collaboration. There is no easy path to improving communication—it takes commitment and effort. Coaching techniques can improve the quality of conversations, increasing productivity and enjoyment in relationships. Study is used to better understand how soft skills can be trained and practiced, and to see why it is important to work on them constantly.

### **3. ANALYSIS AND DISCUSSION**

#### **3.1. Interpersonal skills – within organizations**

Interpersonal skills are the glue that keeps teams together and guarantees efficient operations in organizations. The foundation of these abilities is effective communication, which enables employees and managers to express their thoughts, expectations, and criticism in an understandable and helpful manner, without creating tensions or unfair consequences. Another essential interpersonal ability is active listening, which makes sure people truly comprehend the needs and viewpoints of their coworkers and promotes a cooperative and inclusive workplace. Managers are not the only one that need to implement active listening in their routine, employees have the duty to listen to what their manager is saying and based on what they heard behave in two ways – either to follow what the managers had said or to give constructive feedback why they do not agree with what is said (Beenen et al., 2021). These two abilities are so connected that if one is not on the same level as the other, organization could feel big consequences. For example, manager decides to give discount coupons to every customer that spends more than 100 euros on their products. Some employees are actively listening at the team meeting and are immediately starting to implement this strategy, but on the other hand we have group of employees that are not paying attention, so they didn't hear what the manager said because they were distracted. Because some customers got discount coupon and some didn't, we will lose some of our clients and we will feel that as a decrease in sales which than could later be followed by creating the unserious and bad image about company. To add to this, we would have different reactions of managers on mistakes like above mentioned one. These reactions are also connected with interpersonal skills. Empathic, flexible, and emotionally intelligent leaders may inspire and motivate their people, encouraging creativity and productivity, but also make employees feel more comfortable in the workplace ("The Relationship Between Emotional Intelligence," 2014). Image that you have very strict boss who fires all his employees after only one mistake. You would constantly be scared to do something different (that can even be better than what you are doing at the moment) so you will not improve any of your skills because you would just follow his/her rules. On the other side, if the boss is more acceptable of new ideas and has the mindset that everybody can make a mistake and if you are willing to improve it, you will not face any rigorous consequences, you would feel much more comfortable in your position. These leaders are skilled at identifying and utilizing the advantages of their team members, resolving disagreements without any complications, and promoting creation of better bonds between employees, employer and organization, and at the end, employer and his manager. Additionally, interpersonal skills are essential for decision-making and problem-solving in organizational settings (Treadway et al., 2011).

Teams can produce a wide range of ideas, evaluate possibilities more skillfully, and come up with solutions that are widely accepted and easier to implement by fostering polite and open dialogues. Also, importance of developing strong interpersonal skills also lie in the fact that more and more companies are introducing remote or hybrid work, where is much more difficult to establish meaningful relationship between manager and his employees (Priyadarshini, 2022).

### **3.2. Interpersonal skills – outside of organization**

Interpersonal skills are as important outside of the organization, especially when interacting with customers, suppliers, and other external stakeholders. The ability to negotiate and resolve conflicts might mean the difference between securing a deal that benefits the organization and losing out on chances (Martin-Raugh et al., 2020). For example, a disagreement occurs regarding the distribution of resources for an upcoming project during a team meeting. With calmness, the manager steps in and uses her negotiating abilities to hear each team member out. Through the creation of a compromise that effectively tackles key concerns and is in line with the project's objectives, she not only settles the disagreement but also guarantees that the team's combined effort and passion are not diminished ("The Buffering Role of Political Skill," 2020). Interpersonal skills are critical for sales and customer service positions since they have a direct impact on customer loyalty and satisfaction. We can connect this part with example given for the sales in the previous paragraph. Interpersonal skills are also very important in networking. Developing and preserving business relationships can lead to new business opportunities, collaborations, and information sharing. Skilled communicators have the ability to positively represent their companies in external forums, improving their reputation and drawing in talent and resources. Many examples can be found through various talks from professionals on conferences or public speeches.

### **3.3. Manager's interpersonal skills in the eyes of employers**

Strong interpersonal ability managers are seen by employees as capable leaders who cultivate an atmosphere of open communication, respect, and trust (Denney et al., 2020). These leaders are friendly, sympathetic, and adept at recognizing and attending to the needs and worries of their subordinates. They show emotional intelligence, participate in active listening, provide helpful criticism, and help staff members feel heard and appreciated. Their ability to settle disputes amicably improves morale and team cohesion. These leaders are frequently viewed as mentors who support their staff members' career advancement, boosting their sense of fulfillment in their work and loyalty to the company. Managers' interpersonal skills greatly impact employee satisfaction and loyalty to the company, which can be crucially important ("Interpersonal Skills and Emotion Management," 2019). Also, employees value more and look up to the employer that has good self-managing skills, communication, support system, motivation and conflict management (Beenen & Pichler, 2016).

### **3.4. Practical implementation**

The importance of interpersonal skills as a base for efficient management is growing in the business environment of today. Organizations are encouraged to actively develop these abilities at all worker levels in recognition of this. To successfully incorporate interpersonal skills into an organization's culture, a complex approach that includes coaching and mentoring, performance indicators reevaluation, and training and development programs is encouraged (Fulmore et al., 2023). Prioritizing interpersonal skill development through training and development programs is a good idea for organizational learning initiatives. Organizations can greatly improve their employees' capacity to negotiate work relationships by investing in thorough, interactive training sessions that match the complexities of real-world interactions.

Empathy, effective communication, and conflict resolution should be given top priority in these programs so that participants can leave with the skills needed to promote a cooperative and encouraging work environment. These kinds of programs not only get workers ready for the day-to-day difficulties of their jobs, but they also set the stage for success and long-term professional growth. Educating and motivating young people and students to develop their interpersonal skills is also highly recommended (Bedwell et al., 2013). Establishing a strong mentoring and coaching framework is equally important. It is possible to promote both professional and personal growth by matching up young talent with experienced professionals who have excellent people skills. The transmission of soft skills and tacit information, which are frequently challenging to impart through conventional training methods, is facilitated by this hands-on learning approach. Additionally, managers and team leaders who receive focused coaching can receive the customized assistance required to improve their interpersonal skills and become more effective leaders. Adjustment of measurements of performance to include interpersonal skills as a criterion for development and evaluation delivers a powerful statement about the values of the firm. This change promotes a continuous improvement culture in addition to highlighting the value of soft skills in accomplishing corporate goals. Organizations can encourage employees to prioritize and develop these important abilities by identifying and rewarding those who improve in interpersonal communication, conflict resolution, and empathy. The path to developing interpersonal skills within a company is not without difficulties, unfortunately. Individual differences in personality, upbringing, and learning styles call for a flexible and adaptable approach to development and training. In order to address the different needs of their workforce, businesses must be prepared to make long-term investments in resources and support as well as it continuously adapts their strategy.

#### **4. LIMITATIONS AND FUTURE RESEARCH**

The study's limitations lie in the fact that interpersonal skills are subjective and can differ widely from person to person. These skills can be used positively, but there are many factors that can impact effective management. So, we can't base our conclusions solely on these skills; we also need to consider other elements that might influence their use and effectiveness in the workplace. Also, even if a manager develops great interpersonal skills, these skills might not align with what their employees, company, or partners need to achieve success. Future research could employ experimental methods to support the theories presented in this paper and identify the crucial skills every manager should develop. The findings of this study can enhance our understanding of the role of interpersonal skills in effective management and serve as a foundation for further exploration of this topic in both business and psychology fields.

#### **5. CONCLUSION**

The careful review of interpersonal skills in the context of efficient management highlights an important shift away from traditional, hierarchical leadership theories and toward more collaborative, people-centered strategies. This essay provided insight into the complex role that interpersonal skills play in establishing sound management procedures, improving team relationships, and directing the performance of organizations. The paper shows that the intangible elements of interpersonal abilities have an unbreakable connection to the material performance of businesses. The study answers three key research questions: Interpersonal skills in management positively influence team dynamics and employee satisfaction by fostering open communication, trust, and collaboration. Managers' interpersonal skills significantly impact overall organizational behavior and workplace culture, enhancing employee morale and productivity. There is a strong relationship between the development of interpersonal skills in managers and the achievement of strategic business goals and performance outcomes, as these skills improve leadership effectiveness and organizational cohesion.

Interpersonal skills such as effective communication, empathy, active listening, and conflict resolution are essential for managers to effectively navigate the complex problems of today's work environment. These skills are necessary to identify and address the needs of employees, which improves morale and increases productivity, as well as to establish a positive work environment. The previously mentioned practical implications emphasize how important it is for firms to commit resources to nurturing this talent through targeted training programs, coaching and mentoring relationships, and the revision of measurements of performance. These kinds of initiatives not only show the company's commitment to staff development, but they also establish interpersonal skills as a necessary prerequisite for career advancement. Interpersonal skills will become increasingly important as firms adapt to a linked and dynamic global environment. This is due to the fact that interpersonal skills have been shown to significantly affect corporate success, employee satisfaction, and leadership efficacy. As an essential component of long-term success, human capital needs regular attention and requires commitment, flexibility, and an ongoing process of integrating these skills into company culture.

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