Tools of Neuromanagement, to strengthen the leadership competencies of executives in the logistics areas of the auto parts industry

Herramientas de Neuromanagement, para fortalecer las competencias de liderazgo de los ejecutivos en las áreas logísticas de la industria de autopartes

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Abstract

In the current organizational environment, companies recognize the need to design new forms of administration and leadership, within an environment of responsible management, with the influence of behavior and emotions, which allows the success of it. To this end, this research aims to conceptually analyze the most relevant leadership competencies for the logistics areas of the auto parts industry, emphasizing the tools of Neuromanagement. In a first instance, a literature review was carried out, identifying the needs for leadership change within an environment focused on the qualities and skills of the leader, in the following block, 45 papers selected based on the methodological strategy of systematic literature review of Kitchenham and Charters (2007) are analyzed. In the third section, the results obtained are explained. The synergy between the leadership competencies of the managers and the tools of Neuromanagement will achieve a competitive advantage. In conclusion, executives will improve with internal tools based in person, starting with their brain, reflecting improved leadership and performance that will benefit their company´s strategy in the auto parts industry.

Keywords: Neuromanagement, Leadership competencies, Logistics, Auto parts industry.

Resumen

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En el actual entorno organizativo, las empresas reconocen la necesidad de diseñar nuevas formas de administración y liderazgo, dentro de un entorno de gestión responsable, con la influencia del comportamiento y las emociones; lo cual, permite el éxito de la misma. Para ello, esta investigación tiene como objetivo analizar conceptualmente las competencias de liderazgo más relevantes para las áreas de logística de la industria de autopartes, enfatizando las herramientas de la Neuromanagement. En una primera instancia, se realizó una revisión bibliográfica, identificando las necesidades de cambio de liderazgo dentro de un entorno centrado en las cualidades y habilidades del líder; en el siguiente bloque se analizan 45 trabajos seleccionados en base a la estrategia metodológica de revisión sistemática de la literatura de Kitchenham y Charters (2007). En el tercer apartado se explican los resultados obtenidos, la sinergia entre las competencias de liderazgo de los directivos y las herramientas del Neuromanagement lograrán una ventaja competitiva. En conclusión, los ejecutivos mejorarán con herramientas internas, basadas en la persona, empezando por su cerebro, reflejando un mejor liderazgo y rendimiento que beneficiará a la estrategia de su empresa perteneciente a la industria de las autopartes.

Palabras Clave: Neuromanagement, Competencias de liderazgo, Logística, Industria de Autopartes.

1 Introduction

Management by competencies, implies greater integration in the knowledge of people's potential, so it is important to develop them in the work system, organizational culture and strategy (Zermeño, et al. 2014). Thus, the skills required by managers or directors of the new times are: knowledge, leadership, communication skills, ethical values and ability to build teams (Guerrero and De los Ríos, 2013).

Therefore, there is a need to create new skills and new work forces with emerge of concepts in team intelligence (Salamanca-López,2015; Bradoit, 2013); these come from a connection from the interior of the person (brain) to relate to other people (brains) in their environment, to people with interdisciplinary vision, to design new forms of administration and leadership, within an environment of responsible management, with the influence of behavior and emotions when making a choice that favors success (Satpathy and Bhabani, 2017).

A leader transmits his habits, values, principles, skills, aptitudes and attitudes under a vision that manages time and conflicts in decision making, transmitting energy to it (Díaz et al., 2015). From

this perspective, leadership in terms of understanding and development is directly related to the qualities and skills of people (Páez, 2005). Likewise, in order to achieve outstanding performance in organizations, it is necessary to identify competencies, design and implement methodologies for their development.

In this context, the problem of this research is described as the need to strengthen the leadership competencies to facilitate the correct decision making of the executives specifically in the areas of logistics in the auto parts industry in Mexico. Considering that the development of the logistics function in the company has been significant on the possibility of achieving competitive advantages (Cure et al., 2006). In addition, in the auto parts industry the formulation of new business strategies is necessary, since it faces changes where part of its most valuable resources are its intangible assets (Arellano and Romero, 2014).

From the point of view of leadership, it will be effective if it succeeds when people develop competencies (Díaz et al., 2015). For a leader to perform successfully, he must have intelligent actions and have personal and intellectual competencies (Castro Solano and Benatuil, 2007). In this same context, Flores and Guisseppe (2016); Velázquez and Quintero (2015), state that in view of the complex scenarios and changes that organizations constantly face, the development of competencies, capacities and skills is required.

From a different angle, Thai (2012), under the framework of Business Logistics Management; he specifies that the main skills, knowledge and competencies of logistics executives are: management skills and traditional management skills: motivation, planning and organization.

In this sense, Kotzab et al., (2018), highlights the studies that they carried out regarding the European environment, highlighting a specific work profile for logistics and supply chain management, the competencies found were: basic and advanced computer skills; learning, social, civic, mathematical, basic science and technology, cultural expression and awareness, in addition to professional experience and flexibility. A sense of initiative and entrepreneurship were highlighted as important skills. However, they do not take into account the specific differences of the sub-sector, so there is an absence to identify differences in terms of competencies and skills in the various areas of logistics and supply chain.

Knowing how the brain works, allows new management opportunities to advance strategically in the understanding of global and individual characteristics. Abreu (2015) mentions that, in negotiations, there must be an effective strategic model with techniques aimed at enhancing performance through mental abilities. The value that results from applying neuroscience in the organization through Neuromanagement, achieves an advance in the conduction and operation of key areas (Balconi and Venturella, 2017).

Based on the above, the purpose of this research is to conceptually analyze the most relevant leadership competencies for the logistics areas of the auto parts industry and emphasize the Neuromanagement Tools that help to strengthen them; To achieve this objective, the method used is the Systematic Literature Review based on the methodology of Kitchenham and Charters (2007). In the third section you will find results and conclusions derived from this methodology.

2 Theoretical Structure

In the last decades, neurosciences have shown to have as main challenge the functioning of the brain, to produce and develop mind and behavior (Annichiarico et al., 2013); for that reason, they

use different methods that support the study of them (Klos,2018). Biometric studies include eye tracking, face reading, skin conductance and heart rate measurements. In this way, cognitive neurosciences have been directed at the management and direction of organizations, combining knowledge of the brain and its relationship at the intellectual and emotional level in the management of people (Sútil and Miret, 2011). The human has consciousness to their existence, a scientific field of study, which placed under neuroscience, by using neuroscience methodology to management sciences' subjects is the Neuromanagement (Hakan, 2017).

On the other hand, Neuromanagement, according to Britto-González et al., (2017), focuses on neurological processes related to decision-making (Naranjo et al. 2011); develops individual and organizational intelligence (team intelligence) and plans and manages people (selection, training, group interaction and leadership) (López Bello et al., 2015).

In this way, Neuromanagement, being part of the neurosciences (Cruz-Avila and Gonzalez, 2018), continuously modifies organizational practices with high commitment and performance. Likewise, leaders have the duty to create conditions in which people wish to use their effort, energy and creativity to move the organization towards its objectives (Zak, 2018).

The leader requires the necessary tools that emanate from the study of neuroscience for the team he leads, which in turn can use special skills and abilities, identified in the neurostrategies, which are born in the brain and allow to obtain competencies (Mena, 2014). Neuroleadership, a sub-discipline of Neuromanagement, combines leadership and management, which emphasizes knowledge of brain activity, helping managers to be more effective in their projects and task assignment with their respective employees (Klos, 2018; Rock and Schwarz, 2006). It also favors

brain functioning, proper decision making, resistance to change and increased organizational performance (Mena, 2014).

For Bradoit (2014: 197), intelligence is: "An active function of the mind that can be developed and enhanced". Since it is influenced by cultural, social and emotional factors and is perceived as the most important and typical feature of a leader (Castro Solano and Benatuil, 2007), in all contexts (educational, labour, sports, political).

As part of the individual, this can be: social intelligence, practical intelligence, emotional intelligence and intuitive intelligence; which are related to the skills of leaders (Castro Solano and Benatuil, 2007). Being the organizational intelligence, the ability to learn from human capital according to the organizational level, and its bases are in the knowledge and internal and external information for decision making (Lozano and González, 2015).

Sútil and Miret (2011), propose as internal tools of the manager, those centered on the person and based on the brain, which help the executive to gain awareness in the making of his decisions, unblocking fears and emotions; as well as new answers to problems, providing a vision of the business and the organizational environment.

The first is conscious attention, which causes the brain to increase its capacity for concentration and generates greater potential for learning, memory, efficiency and effectiveness and connects us to the world, creating and defining the experience (Balconi et al., 2017). Unconscious thoughts become conscious when the default neural network is activated (Suomala, 2018).

Equally important, conscious concentration is the creation of a complex new set of brain connections; a moment of enlightenment occurs to problem solving. It also increases mental resources, Sútil and Miret (2011). The practice of this tool in the organizational environment favors an increase in mental resources for problem solving.

Self-directed neuroplasticity is the ability of the nervous system to increase or decrease the number of neural branches and connections (Climent, 2012), allowing the brain to learn, adapt and change; in practice, an executive can intentionally modify his or her neural circuits to achieve greater personal performance by promoting learning and adaptation; In addition, it corresponds to a brain activity that allows the development of the brain's own capacities, through new synapses and creation of cells (Mena, 2014).

The tool of neuroplanning[5], achieves a shared vision, where the staff is committed to the organization and its objectives. It promotes interdependent thinking, decision making and enhances teamwork (Bradoit, 2014). As for the mirror neurons[6], they are responsible for cognitive empathy; that is, the process of cognition involves these cells active both when undertaking and when observing a particular action (Verweij et al., 2015); the understanding of intentions and behaviors of others, facilitates and improves leadership, management and motivation skills.

The participation of multiple intelligences, described by Bradoit (2014: 214), represent different ways of acquiring and retaining information from the environment. Therefore, executives can use

[5]It consists of preparing the highest neurocognitive functions of decision makers and those in charge of relevant leadership and management activities so that they can operate according to the speed of change (Bradoit, 2014).

[6] [2]They are specialized cells and located in the left hemisphere, these are activated when observing and executing an action, as well as the interpretation of it (Bradoit, 2014: 248).

several intelligences at once and are more likely to manage their team properly within the organization and assign them the appropriate role.

Equally important, integrated sensory development is an individual process of how each person receives external sensory stimuli and processes the information, makes the cognitive and sensory assessment, creating the experience; it is then that decision making is developed.

Rodríguez-Muñoz (2011) mentions the intervention of the concept of creativity as an important part of this process through inventiveness, originality, constructive imagination or divergent thinking. Additionally, he associates it with higher cognitive functions such as, the creation of ideas Carvajal (2013), perceptive capacity, working memory, emotional control, neuroplasticity and experiential memory within the company.

On the other hand, Bradoit (2014: 347), mentions Neurolearning as part of the memory and construction of reality, where this one, impels the learning, the increase of the self-esteem and the motivation; consequently, the brain is relating between them a sensorial and emotional modality; as well as the context in which they are developed and the biology of the human body; as well as the inner vision of how the human live its experiences and how it store its emotions.

Otherwise, regardless of their type, level and context; competencies originate (structurally and functionally) in the brain (Climent, 2012), and are conceptualized as part of knowledge, behaviors, procedures, skills, personality traits and decision making; as part of the overall strategic vision and understanding of the changing environment to improve organizational performance (Puga and Martínez, 2008). To define the factors that make up a competence and the dimensions contemplated are skills, personality traits, interests, knowledge and values.

Therefore, job competence is moderate, through behaviors that are observed by the management of skills, abilities, knowledge, behavioral characteristics and the combination of attributes on the job; in other words, it is the integration between knowledge, know-how and being (Vigier et al., 2015)

Similarly, Puga and Martínez (2008) mention that leadership, when properly exercised within an organization, helps employees to achieve organizational objectives and influence people's behavior and thoughts, whether or not there is a link between the two parties; Gorrochotegui (2007) defines that, more than a position, it is a way of "being", capable of promoting teamwork, as well as fulfilling the organizational mission and vision; however, it is not related to the position in the vertical scale, and is seen as an attitude that requires detailed competencies in all places and levels of the organization.

Serrano (2017) explains that the role of the manager is to direct the action of others towards the achievement of the proposed objectives; getting from his team what must be done and well executed. That is why, referring to managerial competencies equals talking about leadership competencies.

In this way, the competencies in the leaders are part of the performance that distinguishes human management and becomes a source of competitive strategy (Hernández et al., 2016). Therefore, the development of their competencies and the promotion of a social architecture, enables the members of an organization in a creative way to work together, managing to involve, motivate, and encourage people to increase the best of themselves (De la Cruz et al., 2018).

Gorrochetegui (2007), based on the theory of human action and the origin of concepts such as: "effectiveness and attractiveness", to achieve good economic results and develop collaborators; as well as adapting tasks to the aptitudes of each one; finally "unity", wishes to create confidence and identification of the executives with the mission of the organization. Therefore, personal leadership talent is shaped by the development of personal skills, which aim to achieve "self-leadership", and thus promote professionalism and example of the executive.

Gorrochetegui (2007) based on the model of Cardona and García Lombardía (2005), consists of 25 competencies (Table N.1); which are divided into 3 dimensions: business competencies, interpersonal competencies and personal competencies. The business dimension is a focus on the achievement of greater economic value for the company; the interpersonal dimension is the competence that allows the development of the personnel's abilities and their correct function in the workplace; the personal dimension is the competence that, internally or externally to the individual, promotes the development of trust and makes the employees identify with the company's mission.

Table 1 Leadership Competencies

Business	
Business vision	Ability to visualize the dangers and recognize the opportunities that influence the competitiveness and effectiveness of the business.
Vision of the organization	Capacity to understand the interrelationship between the different units and the development of inter-functional cooperation, to value the company beyond the limits of its own function. Puga and Martínez (2008), mention the need to have a more global strategic vision to understand the changing environment and improve the performance of the organization
Customer focus	Capacity to offer value and to satisfy the needs of the client, giving answer to their requests and suggestions taking care of all the details of the relationship
Management of resources	Ability to administer and manage material and financial resources in the most efficient way, in order to obtain desired results.

Negotiation	Ability to reach agreements satisfactory to the parties involved, creating elements that produce added value.
Networking	Ability to develop, maintain and use a wide network of relationships with key people within the company and the industry.
Interpersonal	
Communication	Ability to convey ideas effectively and to listen, using and providing concrete data at the right time.
Management of conflicts	Ability to resolve and manage personal conflicts quickly and effectively, without damaging the personal relationship
Charism	Capacity to be empathetic, inspire confidence and achieve commitment from employees, through motivation and sense of life at work
Delegation	Ability to ensure that team members have the information and resources they need to make decisions and achieve their goals
Coaching	Ability to motivate and help each person reach their potential
Team work	Ability to foster trust, good communication and a collaborative environment in the work environment
Personal	
External	
Initiative	Ability to undertake, initiate and drive the necessary changes with personal energy and responsibility
Optimist	Ability to be enthusiastic, to have faith and to assume in a positive way the difficulties.
Ambition	Ability to set high goals for oneself, and to pursue them with determination
Management time	Ability to prioritize objectives, schedule activities appropriately and implement them in a timely manner
Management of information	Ability to effectively identify and process information relevant to the job
Management of stress	Capacity to maintain personal balance in situations of special tension
Internal	
Self-critical	Ability to accept and assume personal limitations and mistakes
Self-knowledge	Ability to understand what it is like and how one reacts to different circumstances, both personally and professionally
Learning	Ability to acquire new knowledge, modify habits and be open to change
Decision making	Ability to make decisions in the right way and at the right time. According to Abreu (2015) "decision making is an action taken in response to a flow of information from the agent's environment (environment or other agent) to the agent's brain network where the information is processed".
Self-control	Ability to have self-control
Integrity	Ability to always do the right thing and be honest and upright in any situation
Emotional Balance	Ability to react with the right emotions and moods for each situation

Source: Own elaboration based on Gorrochetegui (2007).

For Páez et al., (2014), the leader's competencies must be developed to achieve better performance. Unlike Gorrochetegui (2007), he highlights as main factors: integrity, capacity to generate trust and the commitment of collaborators.

On the other hand, Chong (2011) defines managerial competencies as a reflection of behaviors associated with innate human values, and the cultural dimensions necessary for job performance. Similarly, competencies at the organizational level, mentioned by Krishnapriya and Rupashree (2014), are an important source of competitive advantage. It is at this level that the value placed by the customer on a final product contributes substantially, making it difficult for competitors to imitate.

In the same manner, Jiménez and Rodríguez (2017) specify that the production chain of companies in the automotive industry, called OEM (Original Equipment Manufacturer), tends to homogenize the construction of new partnership schemes. This is why there is greater integration and participation of first-tier (Tier 1) and second-tier (Tier 2) suppliers in the production process. However, when suppliers increase their competencies, companies require less effort for control. Therefore, the role of the leader within the auto parts industry, according to (Lampon et al., 2018), is to face several changes and difficult situations that lead to the demands of the development of the suppliers' capacities (Dibben et al., 2020, Nava-Aguirre et al., 2019) within complex activities related to high level knowledge competencies.

According to Thai (2012), the job competencies of any logistics executive are: motivation, planning, and organization; in addition to skills and knowledge required for the logistics area (Kotzab et al., 2018) such as statistical data analysis, marketing, human resource management, strategic management, understanding of economic principles, engineering logistics,

organizational skills, experience in interpersonal relations, and ability to train subordinates, among others.

Therefore, it is of the most importance to develop individual competencies, to achieve successful performance mainly within the supply chain; therefore, the ability to use a variety of tools and techniques to understand and manage the supply chain is required, as well as general skills to work with people and advance their organizations (Krishnapriya and Rupashree, 2014).

Neuroscience studies are increasingly influential in paradigmatic changes in management and organization (Hakan, 2017), besides to enhance learning capabilities (Abreu, 2015); and the proposed tools help train the brains of new leaders (Sutil and Miret, 2011).

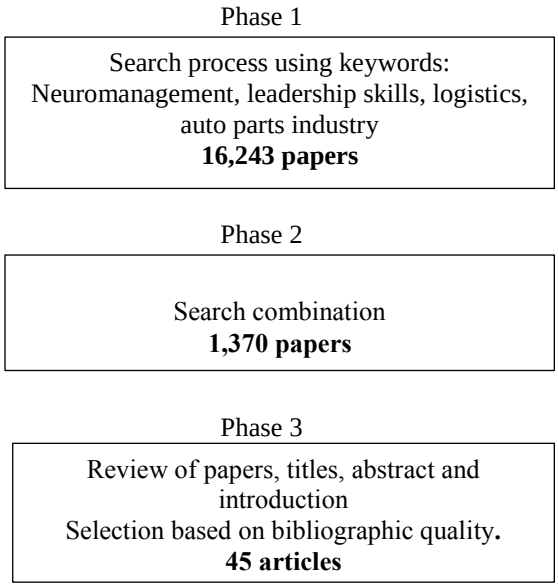
3 Methodology

The methodological proposal addressed to carry out this research, focuses on the method of Systematic Literature Review (SRL). This methodological proposal consists of three phases: 1) planning the search, 2) carrying out the search and 3) presenting the review report (Kitchenham and Charters, 2007; Budgen et al., 2007).

For the first phase (See Figure 1), the searches used were Ebsco, Scopus, Scielo and Emerald within the period 2005-2019; using for their search the keywords Neuromanagement, leadership competencies, logistics and the auto parts industry, giving a result of 16, 243 articles in total.

In phase 2, the study is limited to a combination of the keywords in titles and/or abstract, giving 1370 papers. In the third phase the articles were selected by the level of evidence and according

to the authors by the quality of the reference or impact of the implemented solution, the level of replicability, being 45 articles selected.



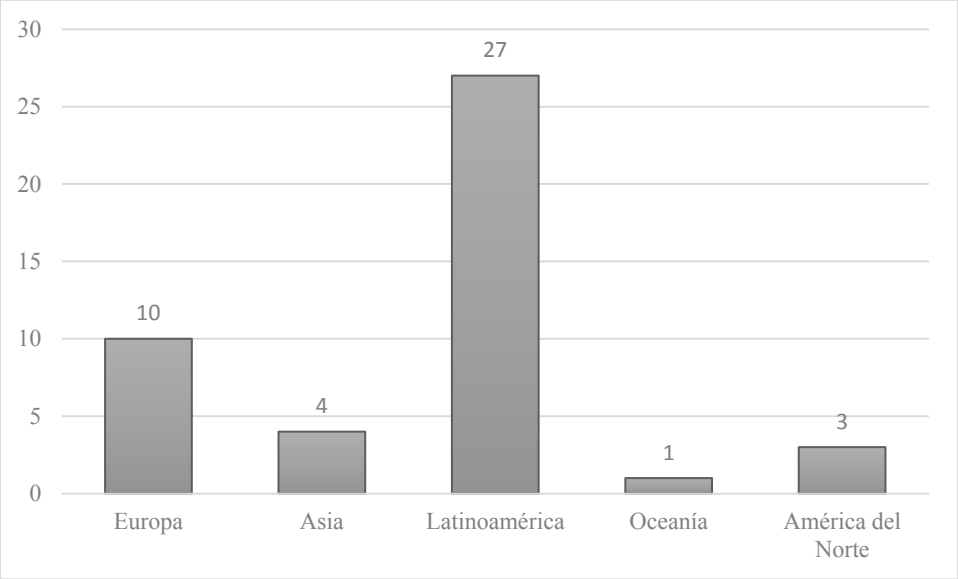
Source: Own elaboration from the method of Kitchenham y Charters (2007)

Fig. 1. Search methodological process.

4 Results and discussion

For the analysis of the articles that make up the sample, they were distributed geographically by continent, with Latin America predominating with 27 and Europe with 10 (See Graph n.1).

This shows the interest in topics about the human factor and the individual conscience.



Source: Self-creation version.

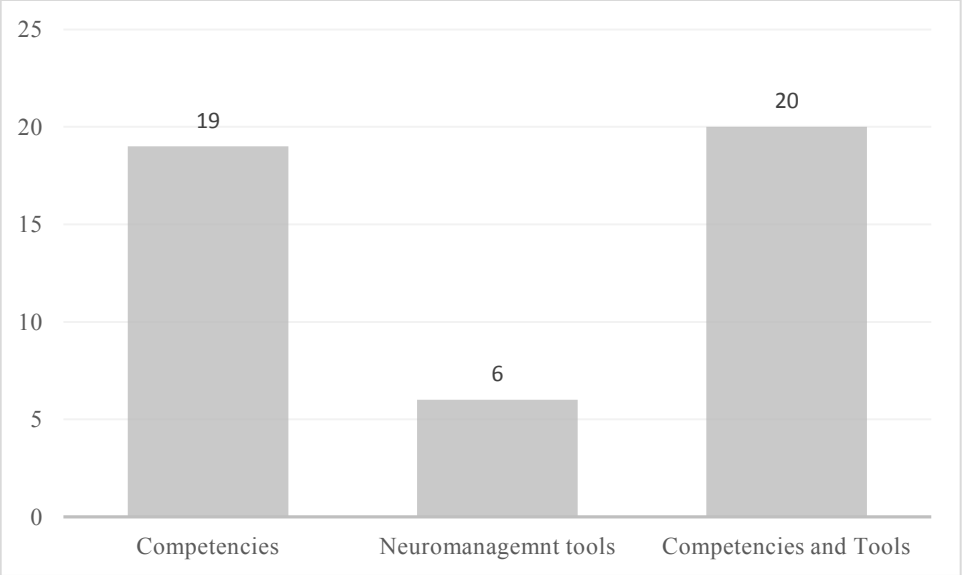
Graph 1. Numbers of papers by continent according to the sample.

The increase in the number of papers published per year according to Graph 2 shows the interest in the study of competencies and neurosciences within organization.

Source: Self creation version.

Graph 2. Quantity of published papers by year according to the sample.

Graph 3 shows the classification of the papers that contain at least one of the leadership competencies mentioned above, as well as those that talk about at least one Neuromanagement tool and those that mention both topics. The most recurrent competencies were Decision-making and motivation; the most mentioned tools were Attention, Neuroplasticity and Learning.



Source: Self creation version.

Graph 3. Quantity per topic.

The articles reviewed identified findings, such as areas of opportunity, research gaps, challenges and recommendations. Without leaving aside the importance for leaders to update and renew themselves permanently in terms of their competencies and intellectual tools, as well as how to improve leadership within organizations (Puga and Martínez, 2008; García Betancourt, 2017).

The literature review, highlights the importance of neuroscience as the best understanding of the essence of the thinking processes; these in turn, give rise to human behaviors and have opened

paths between what was thought of as being only rationally, to be rational-emotional (Klos, 2018).

Zak (2018) has highlighted the importance of Neuromanagement, since it uses neuroscience to modify organizational practices such as increased performance, greater commitment, and the creation of highly trusted organizations; implemented by policies, procedures and systems to generate trust.

The leader needs to have the necessary tools for his or her own and the team's development. The tools belonging to Neuromanagement are focused on the person and internally contribute to the development of the executives in the organizations and their collaborators' competencies. For this reason, and according to what is shown in Table N.2, three models of leadership competencies are presented, whose authors are: Gorrochotegui (2007) Goleman (2013) and Páez (2005); also, the most recommended competencies in the logistics area by (Kotzab et al., 2018).

Table 2. Relationship between Leadership Competence Models and Neuromanagement Tools.

Leadership competencies				
Gorrochetegui (2007)	Goleman (2013)	Paez (2005)	Kotzab et al., (2018)	*Neuromanagement* ´s tools Sutil and Miret (2011) and Bradoit (2014)
Business insigth		Strategy		Atenttion/Neuroplanning
Organizational vision	Organizational Awareness	Importance in action	Sense of initiative and social and civic entrepreneurship	Creativity/Neuroplanning
Customer focus	Service			Creativity/Neurolearning
Management of resources	Humann Development		Learn to learn	Neuroplasticity
Negotiation		Negotiation		Awareness Atenttion
Networking	influence			Mirror neurons, creativity

Comunication		Comunication	Languages	Awareness Atenttion
Conflict management	Conflict management			Neuroplasticity, mirror neurons
Charisma	Empatthy		Social competencies	Mirror neurons
Delegation	Adaptability			Neuroplasticity
Coaching	Ability to drive change		Motivation of others	Neuroalearning, individual intelligence
Team work	Team work And collaboration	Creation and development teams		Neuroplanning, mirror neurons, multiple intelligence
Initiative	Initiative			Creativity
Optimism	Optimism			Mirror neurons
Ambition	Inspiration	achievement of results		Creativity, concentration conscious
Time management	Achievement capability	Time management		Conscious attention neuroplanning
Information management			Professional experience, mathematical and logistic knowledge	Integrated sensory development
Stress management				Conscious attention
Self-cristicism	Accurate self-evaluation			Creativity, concentration
Self-knowledge				Integrated sensory development
Decision-making		Decision-making		Integrated sensory development
	Self-control			Conscious attention
Emotional balance	Self awareness	Perseverance		Conscious attention, neurolearning
Integrity	Transparency	Integrity		Multiple intelligences
	Self-confidence	Trust		Mirror neurons

Source: Prepared by the authors based on Gorrochotegui (2007), Goleman (2013), Paez (2005), Kotzab et al., (2018), Sutil and Miret(2011).

Table N.2 proposes a conceptual relation between the competencies of these models, with the Neuromanagement tools proposed by Sútil and Miret(2011) and Bradoit(2014), the objective is to

potentiate the competencies, as well as to facilitate their learning or acquisition process. In addition, tableN.2 shows that the main competencies are inside each individual, starts in brain. So insight of individuals and self-leadership is the beginning for effective change.

For the business vision defined in table 1, as the ability to visualize the dangers and recognize the opportunities that influence the competitiveness and effectiveness of the business, the proposed tools are "attention" and "neuroplanning", the latter as mentioned by Marafuschi (2014), focuses on strategy and decision making, in addition to achieving a shared vision. As for the attention that connects the leader, the one that makes the thoughts conscious.

Based on the above, it follows that by managing and developing certain internal and external competencies, organizations will achieve a sustainable competitive advantage. This becomes a valuable internal strategic resource. The competency-based approach is one such perspective that is based on defining the behaviors required for individual, organizational and effective performance.

5 Conclusion

Conceptually analyzing the leadership competencies for the logistics areas of the autoparts industry, a relation was made of which tools of neuromanagement would help to strengthen each competency; since such tools must be used by every business leader (Sútil and Miret, 2011).

The leaders in the organizations independently of the area or position, are part of the formulation of the strategy, they take transcendental decisions, they direct the course; therefore, before a time of great changes how: new technologies of innovation, globalization, hyper-competitiveness, changes of paradigms, changes in strategic environments (Cano et al., 2016) like the one of the

logistics; disciplines arise how the Neuromanagement, that they look for to improve the leadership, the productivity, the well-being of the individual; this one impels the advantage of the unconscious cerebral processes, full awareness of the individual and its decisions.

The main responsibility of the modern manager is to contribute to the development of the human element and provide those tools (Neuromanagement) that serve to add value to the organization of which they are part (Puga and Martínez, 2008).

In the logistics areas there is a need the existence of synergy, between knowledge management and decision making (López et al., 2015); the autoparts industry is not the exception, there is one more challenge for managers in this area based on education; the constant improvement of themselves through formal training; therefore, their learning will improve and their intellectual skills as negotiators will be more effective. Another tool of Neuromanagement as Klos (2018) who mentions that neurolearning, is acquired greater speed and efficiency in the thought processes; it is then, that better results will be obtained in the decision making of the day to day, by means of the learning through the practice and adding motivators like success, will, value and pleasure.

It remains to be discussed that organizations consider themselves only as a source of income for employees, when in fact, they are a place where people seek satisfaction of needs such as development, acceptance and motivation (Zhang, 2018), the latter generated through a life approach (Klos, 2018). Leaders must create the conditions to generate motivation Zak (2018).

In addition, in day-to-day management leaders, need to develop useful skills and practices linked to mental and intellectual abilities (Puga and Martínez, 2008). Future lines of research include:

in-depth research into the application of neuromanagement tools in other areas of the company and in other sectors.

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