

JOYFUL LEADERSHIP



*Creating
a New Generation
of Leaders*

JOYFUL
LEADERSHIP
The manual

Joyful Leadership Manual

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i. Introduction

The Joyful Leadership concept was carefully developed by an international team of experts who poured their decades of experience and knowledge into this holistic "Tree of Life" approach, wanting to empower new generations of a role model leaders.

We have defined Joyful Leadership as **“the process of influencing others with joy about what and how needs to be done to accomplish shared goals for the benefit of all”**.

The purpose of this manual is to show a brief overview of the Joyful Leadership concept that will help you get an insight into what is Joyful Leadership all about and to remind yourself of key points we taught you.



You can read the Manual in the order we wrote it or just jump to topics which interest you the most, but to get the whole experience of Joyful Leadership you will need to read it thoroughly. It comes together with an online course where you will be able to process all this knowledge through educational videos, practical examples, Habitica challenges, live webinars, evaluations and much more...

The best ones will be offered an opportunity to attend a 7 days' Leadership training where they will be able to put this knowledge into practice through simulations, demonstrations, personal mentorship, etc...

You can find more about Online course and Leadership training on our Joyful Leadership web page:

www.joyful-leader.com

Leadership is also one of the toughest jobs where you will need to face many challenges, arising conflicts, delicate decisions and blaming of others.

Still, if we have a noble vision and put knowledge into practice we will find that this is the most joyful path we can take.

How would you feel about leading a team of inspired and self-motivated young people who can help you achieve mutual dreams that will make a positive and long-lasting change in the world?



If you already are or just aspire to become such a leader then please go through this manual and the online course carefully so you can imbibe this knowledge more deeply.

The “Joyful Leadership” concept was developed through Strategic Partnership funded by the **Erasmus+ program of the European Union.**

NOTE: The word Leader in the Manual shall be used with the meaning “Leaderess” and “Leader”.

We believe great leaders exist! We just want to find those aspiring leaders and empower them to do great things.



ii. "Tree of Life" HOLISTIC APPROACH

We have thoroughly investigated the available research and condensed the leadership principles in a holistic way called **Tree of Life** so that you can easily understand it, remember it and implement it in your life.

The Tree of Life describes the concept of Joyful Leadership which consists of:

- 1. Roots:** Why to become a leader, Values, Nature or nurture.
- 2. Trunk:** Self-management, Influence, Leadership theory.
- 3. Branches:** Social skills, Leadership skills, Working with a group.
- 4. Leaves:** Making ideas work, Dealing with change, Novelty in leadership
- 5. Fruits:** Work pays off, Examples, Seeds

MEET YOUR MENTORS:



PETAR TURČINOVIĆ

Ph.D., founder of Laboratory of Social Psychology, completed his postdoctoral study at Harvard University. Scientist, professor, ambassador and businessman with a credo “Respect problems, find solutions” and a renaissance idea of integration of knowledge across disciplines with an executive precision in implementing the change in leadership.

ZOLTAN HOSSZU

Leadership Consultant & Trainer. Zoltan Hosszu is one of those very few people who have extensive leadership experience in non-profit, corporate, religious and governmental institutions. He is a consultant, trainer and speaker who has traveled to more than 15 countries, giving more than 500 speeches and conducting 150+ workshops. He is from Eco Valley organisation.



SABINA MOROSINI TURČINOVIĆ

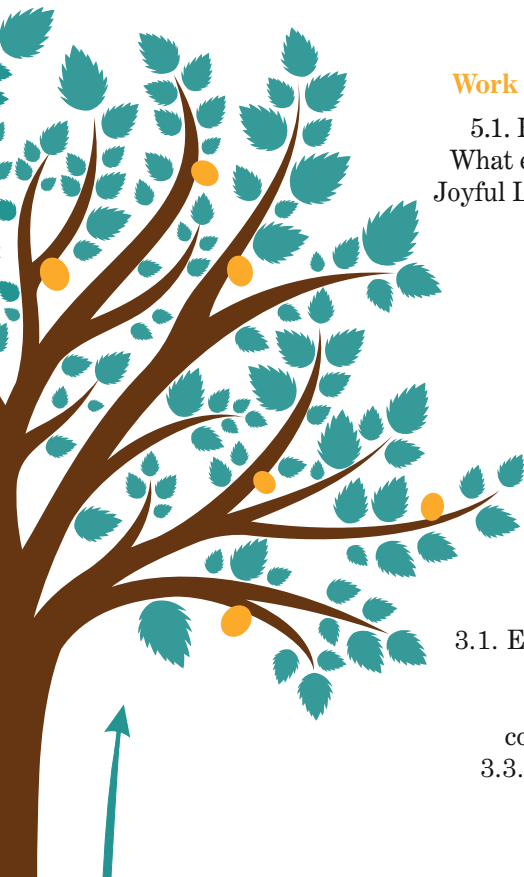
Scientist and business consultant with experience in NGO, government and business organizations. Head of Laboratory of Social Psychology recognized for its creativity and the speed of implementation of research findings into practice. She has lectured at Croatian universities, China Foreign Affairs University, and Montenegrin universities.

FILIP BRNIČEVIĆ

Founder and president of O.A.ZA. His dream is to create and empower a new generation of role model leaders. He is trying to achieve that by developing trainings and programs like Bridge to Success, Joyful Leadership, Socially inspired Entrepreneurship for Youth, etc... He is also developing social enterprises and different initiatives to empower young people.



This project is done with the help of youth workers and technicians from partner organisations and external experts.



5. FRUITS - Producing results

Work pays off

5.1. Finally!
What exactly is
Joyful Leadership

5.2. Mahatma Gandhi
5.3. Martin Luther King
5.4. A.C. Bhaktivedanta
Swami

Examples

5.5. Oprah Winfrey
5.6. Mate Rimac
5.7. Jay Shetty

Seeds

5.9. Empowering
others
5.10. Back
to the roots

4. LEAVES - Facing challenges

Making Ideas Work

4.1. Strategic
leadership revealed
4.2. Visionary
leadership in action

Dealing with Change

4.3. Face challenges joyfully
4.4. Manage change
4.5. Develop others
4.6. Create a joyful culture

Novelty in Leadership

4.7. Novelty and trends

3. BRANCHES - Working with others

Social Skills

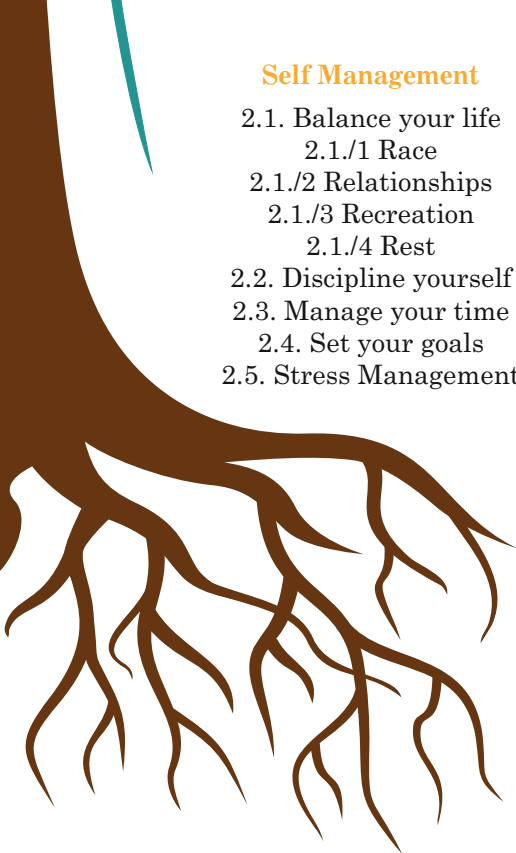
3.1. Enhance communication
competencies
3.2. Choose your
communication style
3.3. Deal with negativity

Leadership Skills

3.4. Motivate others
3.5. Resolve conflicts
3.6. Negotiate effectively
3.7. Decide boldly
3.8. Give support
3.9. Delegate

Working with Groups

3.10. Work dynamics
3.11. Build your team
3.12. Understand
your people



Self Management

- 2.1. Balance your life
 - 2.1./1 Race
 - 2.1./2 Relationships
 - 2.1./3 Recreation
 - 2.1./4 Rest
- 2.2. Discipline yourself
- 2.3. Manage your time
- 2.4. Set your goals
- 2.5. Stress Management

2. TRUNK - Becoming strong

Influence

- 2.6. Social power, influence & change
- 2.7. Improve your competencies
- 2.8. Styles of leadership
- 2.9. Levels of leadership

Leadership Theory

- 2.10. Leadership timeline
- 2.11. Leadership theories
 - 2.11./1 The great man theory
 - 2.11./2 Trait theory
 - 2.11./3 Behavioral theories
 - 2.11./4 Situational theories
 - 2.11./5 Functional leadership
 - 2.11./6 Relational theory
 - 2.11./7 Shared social identity Leadership

1. ROOTS - Building a foundation

Why to become a leader

- 1.1. Need for a leader
- 1.2. Finding solutions
- 1.3. Lead or follow?
- 1.4. Are you ready?!

Values

- 1.5. Be an example
- 1.6. Be-do-have
- 1.7. Pursuing leader's character
- 1.8. Adding joy to leadership

Nature or Nurture

- 1.9. Are leaders born or made
- 1.10. Personality & Leadership
- 1.11. Boost your knowledge
- 1.12. Broadening perception
- 1.13. Discovering your life call

1. ROOTS

Roots are one of the most important parts of the tree. Looking from the outside we cannot see them, and that is why they represent our internal world consisting of our values, aspirations, character etc...

The first role of the roots is that they support the tree, they need to be deep and wide so that the tree can grow tall and **resist** strong winds like different **challenges** coming in our lives (which will test our character and values).

The second role is that they take water and nutrients from the soil for the **benefit** of the **whole tree**, like when we discover our life call and set our values it will bring a tremendous drive in our life and then we can share it and inspire others by our example.

In this chapter we will **inspire you** to be introspective and to **ask yourself** why do you want to become a leader.

We will try to go deep and understand ourselves better, find out what our strengths and weaknesses are and how to become a role model leader.

We will try to find our **life call** which will help us persist and go through all the challenges coming our way. We will also see what values we stand for and what contribution we want to give to society.

Here we will give you guidelines which will show you in which direction to go, and in the Online course we will go deeper to show you how to start your journey.

*"When the roots are deep there is no reason to fear the wind."
~ African Proverb*

ROOTS - Building foundation

Why to become a leader

Values

Nature or nurture



Why to become a leader

1.1. The need for a leader

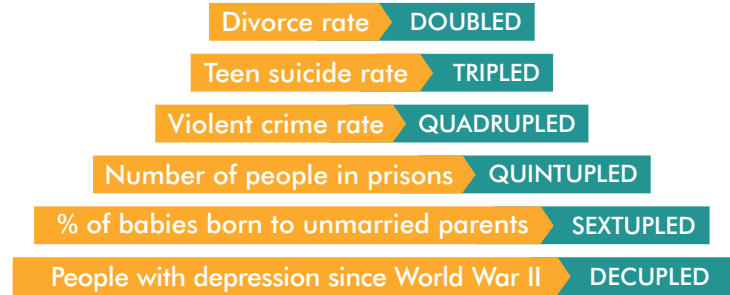
*If we observe carefully, we can find that some of the most important problems the modern society faces are **superficiality** and **selfishness**.*

We can see many technological wonders we could only have dreamt of a few years ago, such as people from all over the world communicating instantly. We can order and get whatever we desire in a matter of hours; we can elect our government, and influence change on a global level.

How to fill that void and what is missing when we have everything at hand?

Consider reading the extensively researched book: *The American Paradox – Spiritual Hunger in an Age of Plenty* by a Social psychologist David G Myers. He compared American statistics indicative of overall well-being across nearly half a century from 1960 onwards – a period that corresponded with high material prosperity.

This is what he discovered through in his research:¹



Why are these things happening? Why are young people spending most of their time behind screens, forgetting to communicate without technology, buying more and more things in pursuit of happiness but still becoming more and more lonely and sad?

Larger houses - Smaller families



Faster transport - Less time



Social media - Less relationships



More knowledge - Less wisdom



1.2. Finding solutions

We want solutions that are sustainable and beneficial for all, not just for one person or a group.

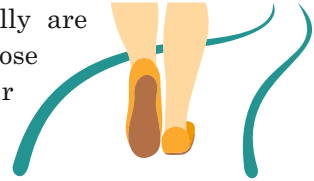
In order to find sustainable solutions and become **exemplary leaders** first we need to turn our focus to the inside of ourselves and find the **root cause** of the problem.

The modern culture's definition of success promotes wealth from being life's necessity to become life's purpose – a fundamentally flawed category.

Food is our necessity, but we don't make the pursuit of food our life's purpose².

Yet many people unwittingly make wealth their life's purpose – they equate becoming wealthy with becoming successful and happy, life's ultimate purpose.

Any solutions we find externally are sustainable to the degree that those changes are integrated in our everyday life.³



"Leadership is about taking responsibility, not making excuses."
~ Mitt Romney

If we don't **question** our choices and see the bigger picture, then there is a big chance that we are doing the wrong thing regardless whether it is a career issue, a world peace initiative, an altruistic act, or even a religious matter...

We can find many extraordinary leaders who have done questionable things even though some of them thought they had noble ideas. Hitler was one of them, wanting to get rid of the Jewish to purify humanity.

In order to give substance to our life, first of all we need to start on a **path of self discovery** to understand our self thoroughly and find our life purpose.

We can see from the past that people have done questionable things in the name of technological development, making a world better place or even in the name of religion, etc...

We can try to clean all the rivers, oceans, land and air but if we don't clean the greed and selfishness inside of our hearts it will pollute the world all again.⁴

To fill that inner void, we need to connect with our higher self, experience a **life of inner joy** and get rid of lower propensities like fear, selfishness, envy, etc...

This inner void can be filled when we connect with our true self, remove our selfish propensities and learn to truly love by serving others and connecting with our life call.

Most of those leaders were not broad-minded and had some hidden selfish motives or were just wanting to fill their inner void.

That's why we are presenting the holistic Tree of Life approach to you so you can become an exemplary leader who will leave a lasting sustainable legacy behind.



1.3. Lead or follow?

*World population has reached 7.5 billion. Life expectancy on planet Earth is about 700 000 hours if you are baby today. During this time of about 80 years, you will meet other people and will have three choices. You can **lead** them, you can **observe** them or you can **follow** them.*

WHAT WILL YOU CHOOSE?

to LEAD

Do you want to lead and leave traces in the hearts and minds of other people, from your family members to people whom you will not even meet in person?

to OBSERVE

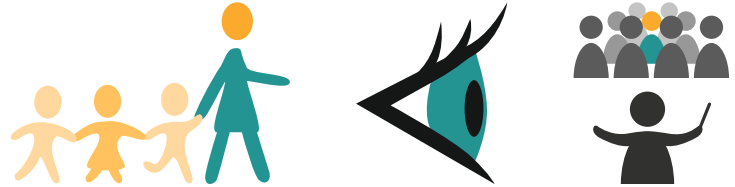
Do you want to just observe the world around you and choose not to participate in common endeavors?

to FOLLOW

Do you want to follow great leaders and contribute to shared goals?

Whatever you choose to do, you will most probably **experience all three** behaviors depending on the circumstances and variables like situation, age, position, skill, intelligence, group, values, personal preference or others. You might even decide not to choose anything, but you will still sometimes end up leading, sometimes following and sometimes only observing others.

Imagine a kindergarten teacher leading kids in her school in the morning and then observing a fight from the bus on the way home and finally following a choir conductor on a late-night rehearsal.



The choice of leading — observing — following might not even consciously cross her mind, yet she did all three.

Therefore, it is important to learn more about leading and following even if you have no leadership ambitions whatsoever, because you will be **engaged in all** those activities.

For those who have leadership ambitions and want to leave an

imprint and **influence** the lives of other people, to learn more about leading and following becomes of paramount importance.

If one has an even higher ambition to become not only influential but also an **ethical and joyful leader** with honesty, moral courage, vision, compassion and care, fairness, intellectual excellence, creative thinking, good timing, aesthetic sensitivity, selflessness on the one hand and **effective and efficient leadership** on the other hand, learning more about leadership is a must.

"Leadership is practiced not so much in words as in attitude and in actions."
~ Harold S. Geneen

Today people work in **multiple teams** with a leader role in one and a follower role in another. Future leaders might be followers at present. The follower and the observer roles are extremely important.

Misleadership of Hitler during WWII was possible, among other things, due to the passive role of many followers not recognizing autocratic leadership.

Therefore, one should lead or follow or observe depending on the **context** but what is needed in all cases is the **understanding**, skills and internal motivation to **act** ethically and in accord with Joyful Leadership **values**.



1.4. Are you ready?!

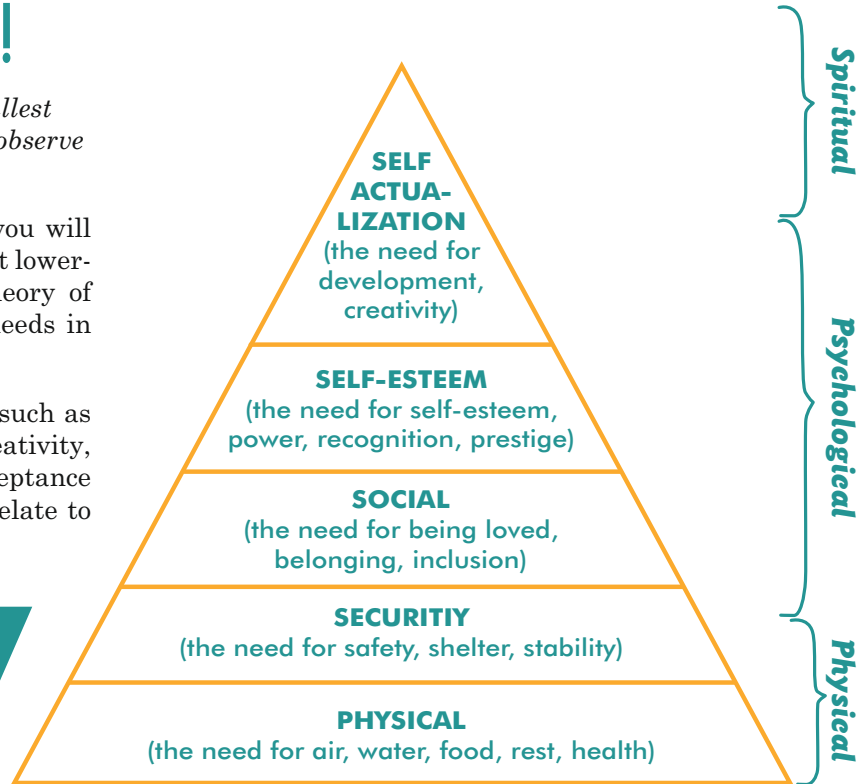
If you want to “self-actualize” or reach your fullest potential as a human being, you will lead/follow/observe to the best of your abilities.

According to the psychologist Abraham Maslow⁵ you will **grow** into self-actualization only after you have met lower-level deficiency needs. Maslow introduced “A Theory of Human Motivation” where he describes human needs in five distinct phases.⁶

Self-actualization requires uncommon qualities such as independence, awareness, originality, morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts, objectivity and honesty. These qualities relate to finding your life call.

Accepting a leadership call is a part of **your life call.**

The same qualities are needed in Joyful Leadership.



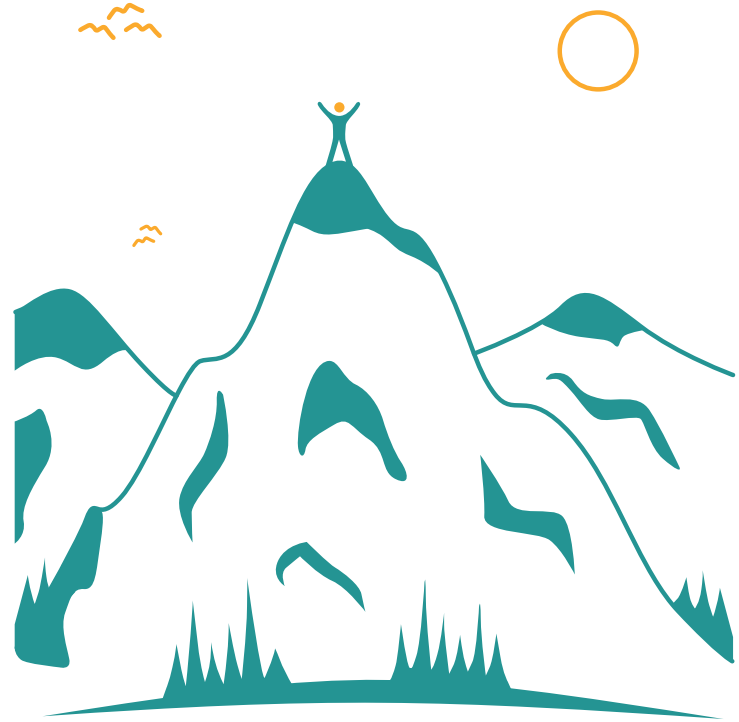
Leaders are confident in their abilities, not threatened by the environment or culture, and able to create vision and approaches for programs to achieve common benefits.

The needs in the Maslow pyramid are hierarchical. Many experts assume that putting one's **life into perspective** is needed to get and make the most out of life.

Leaders operating in a hostile or toxic environment must rely on their skill sets, leadership styles and communication skills to avoid being dragged into the negative culture of the organization they operate within. They are ready **to act** as leaders, even in adverse circumstances, once self-actualization and knowledge are present.

Leaders motivates others but who motivate leaders?

They motivate themselves intrinsically within the self-actualization process. Are you ready to lead and take the first step on the leadership ladder? Yes, if you are willing to try with self-actualization. As a joyful leader climb the Maslow pyramid and reach your full potential through self-actualization.



Values

1.5. Be an example

We want to introduce the leader whose foremost motivation is to care about people he has influence on — meaning that he feels privileged to lead them.

His **care** should be manifested in his concern about their holistic and sustainable well being and he should be conscious that he is guiding them in the right direction to **benefit all**.

He manifests a serving attitude by choosing proper leadership styles according to situations, by motivating others to reach a common vision and empowering them to also become leaders.

He **sets standards** by his character and example, by practicing self mastery, by modesty and wisdom and by

being principle centered. In order to properly lead he needs to be able to recognize others' propensities so he can align them with his own noble vision so that all of them can achieve the desired goals.

He is also concerned about **creating lasting values** and sustainable solutions concerning Social, Environmental and Economical aspects. He always questions whether he is on the right path benefitting the individuals, the organization and society.

There are thousands of handbooks on leadership on the market today and they all teach different aspects of the topic... But only a small portion has the potential to transform our character & values, to lead others by example and to empower them to give their best.

People will give their best when we become an exemplary leader, helping them to align their life call with our vision and when they feel that they are being cared for and are able to express their creativity.

"People don't care

how much you KNOW

until they know

how much you CARE."

~Theodore Roosevelt

1.6. Be-do-have

To achieve anything in life that is sustainable, first we have to develop the qualities needed, then take action and finally, claim the result. Are you ready to be successful?

So many people are trying to get the results first, but can anyone become an olympic champion without training? Can anyone train without being disciplined? No one became successful in sports, business, studies or anything else overnight. To achieve success we need to develop some qualities first, like steadiness, enthusiasm and discipline and we have to get rid of some qualities that hold us back like laziness, pride, envy etc.

There's a process for becoming successful. This is **the be-do-have process**. First we need to know what helps us on our way to success and what holds us back. Then we need to cultivate what helps and get rid of those that do not. To do so, it is important to be among people who are successful, inspired and disciplined. They can help us stay on track, inspire us when needed and push us when that is necessary.

"People may doubt what you say, but they will believe what you do."
~ Lewis Cass

This association can't be replaced with anything else. We need to take this seriously. While developing the necessary qualities we can start taking action. It is useful to develop regular daily, weekly, monthly rituals or routines that help us stay on track. Train and take action. Setting goals and measuring activities is unavoidable so we could get closer to who we want to become.

Another important aspect of attaining our goal is not to confuse actions with results.

Actions don't equal results.

Develop the qualities, take the right action and be among those who can help.

If we do these things, we will be **ready to be successful**. In this way success is guaranteed and everything we have achieved on the way to success will be deeply embedded in ourselves. Once these steps are embedded in us, we become like a success magnet and start helping others too.

1.7. Pursuing leadership character

Courage, responsibility & good qualities. These are all part of a good leader's character.



It is easy to determine the type of tree by its fruit. Similarly, it is easy to determine one's leadership by its results.

How many people are willing to follow us and for how far?

How many people are influenced by our values and how many are protected by us?

But, when the tree is still young and has not brought fruits yet, we have to be experts to tell what kind of tree it is.

Then you have to look at the bark, the leaves, the position of the branches, the sprouts, the flowers.

An expert can tell what tree we are speaking about and at the same time can tell if there is anything wrong with it and how to treat that problem. In this way an expert can improve the condition of the tree.

By looking at the qualities and values of a leader and comparing them with his activities, one can tell the condition of the leader.

This is why Joyful Leadership is so important. We can give others only what we have.

That is why the leader's character is so important.

"To be a leader means to have humility, to have respect and to serve the people who you are leading. And that type of character, that type of integrity not only brings real fulfillment to our own hearts, but also has a great effect on the lives of all the people around us."

~ Radhanath Swami

Inspired but patient, not lamenting, striving for solutions in case of problems, flexible, easy to work with, not attached to ideas, but strongly driven by his values, self-confident and self disciplined. These are all parts of a good leader's character, without which we cannot even lead ourselves, not to speak of others.

Having strong determination to preserve, deepening our values and helping others is also part of good leadership.

There are 6 elements that will help us run towards our goals:

- (1) being enthusiastic
- (2) endeavouring with confidence
- (3) being patient
- (4) action based on knowledge
- (5) good company
- (6) learning from great people.

To attain this we need to be convinced that our dreams are possible and we need to have specific and tangible goals. We have to know where we are at the moment and know the path towards our goals.



1.8. Adding joy to leadership

Value /'valju:/ noun - principles or standards of behaviour: one's judgment of what is important in life.⁷

"Leadership is about influence, nothing more, nothing less."

~ John C. Maxwell

A leader influences others with his values. We can give only what we have and we can expect the same in return. Thus developing good values is essential for good leadership.

Now we will highlight the two fundamental values of Joyful Leadership and two core emotions that work against practicing those values. Develop the former and avoid the latter to become a Joyful Leader.

The two fundamental values of the Joyful Leader. These values help the leader on the way to personal mastery, effectiveness and moral virtue.

1. SERVICE ATTITUDE

Service to others assumes a servant and a served. A Joyful Leader serves people in two ways:

(1) he cares for the people he is leading. This means that he is sensitive to and understands people's needs and problems and can address them properly.

(2) He engages everyone according to their propensities. How long can one do his job efficiently if it is not according to one's nature? Thus an expert Joyful Leader understands his followers and inspires them based on their nature.

"You need an attitude of service. You're not just serving yourself. You help others to grow up and you grow with them."
~ David Green

2. HUMILITY

Working in teams and empowering others is essential for every leader. Humility is the way to master these two skills. Leaders who are more concerned with the well-being of the

“True humility is not thinking less of yourself; it is thinking of yourself less.”

~ C. S. Lewis

team do not think that they are better than their subordinates and can empower them. These leaders are proved to be more effective and more successful. Their team is more loyal, more productive and this creates a culture that reflects the leader's values.

Emotions incompatible with Joyful Leadership that can harm the two fundamental values if overused or not used properly.

3. ANGER

How much can one control himself when he is angry? How can one think with a cool head when he is angry — not to speak of proper discrimination or finding alternative solutions. Anger shows the struggle for gaining power, attention and to be accepted as the boss. Anger undermines the leader's ability to

“For every minute you remain angry, you give up sixty seconds of peace of mind.”

~ Ralph Waldo Emerson

assess the situation, to use proper arguments and the ability to discriminate. It destroys the service attitude and humility as well.

4. PRIDE

Pride weakens one's proper understanding of oneself and one's position. Clear understanding and clear vision is crucial for a leader.

This also means that one is capable of observing oneself and his environment objectively and in relation to others.

By the influence of pride one loses the ability for objectivity and for understanding oneself. Pride also destroys humility and service attitude and thus the ability to work in teams and empower others, what to speak of attentive listening and learning.

“There are two kinds of pride, good and bad. 'Good pride' represents our dignity and self-respect. 'Bad pride' is the deadly sin of superiority that reeks of conceit and arrogance.”

~ John C. Maxwell

Nature or Nurture

1.9. Are leaders born or made?

Leadership is a complex phenomenon with no easy answers to many questions. Fortunately, today we have satisfying answers to some questions. Are leaders born or made? Does it make sense to teach or practice leadership if leaders are born?

If leaders are born and only rise to occasions, then leadership training does not make any sense. Then one could not improve his leadership ability and all that would be needed is to develop a good psychological test to detect born leaders. On the other hand, if leaders are made then we can take anyone and make a leader out of that person. Then leadership seminars and courses would make sense.

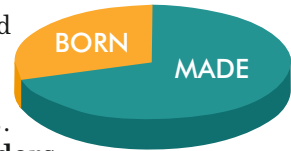
The Question is: Are Leaders BORN or MADE?

Over a century of research based on so many leadership theories has proven that there is a grain of truth in each one of them, so we have entered 21st century with an idea that there is some truth in both statements: “born and made”.

Nonetheless, we were not sure about the ratio of genetics to environment until 2005.

Richard Avery's study (2005)^s found that 30 percent of leadership is based on genetics, whilst 70% is dependent upon environment.

Therefore, to state it simply, **leaders are 30 percent “born” and 70 percent “made”.**



What does this mean for leadership workshops?

It is important to select future leaders based on personality and leadership potential and then help them to understand leadership, practice leadership and apply it in everyday life so as to become really influential leaders.

For every aspiring leader the challenge is to identify their latent potential and then to develop their competences through a learning process.

For many leaders who are taking the first steps on the leadership ladder, to discover their leadership personality can be a joyful journey of self-discovery.

1.10. Personality & leadership

Our personality impacts many areas of our life. However, could our personality also play a role in our effectiveness as a leader?

By reviewing the Big Five personality model, we can better understand a leader's personality, its impact on the leader's effectiveness and its impact on followers.

Personality drives our tendency to behave, to feel and to think in a certain way. It is difficult to change a person's personality – it is a set of traits that are relatively consistent over time and in various situations. However, we can grow and adapt as we become aware of the strengths and weaknesses within our personality.

For those in leadership positions, it is even more important that they recognize the impact of their personality.

Substantial amount of research on personality has converged in the five-factor taxonomy of personality traits, termed the Big Five: Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism.^{9,10,11}



LEADERS OPPOSITE TRAIT

down to earth, practical, conventional,
prefers routine, uncurious, uncreative

negligent, lazy, impulsive, careless,
late, disorganized

quiet, reserved, withdrawn, loner,
passive, independent

critical, uncooperative, suspicious,
ruthless, irritable

anxious, worried, unhappy, tense,
prone to negative emotions, moody

TRAIT¹²

O

Openness - imagination, feelings,
action, ideas

C

Conscientiousness - competence,
self-discipline, thoughtfulness, goal-driven

E

Extroversion - sociability,
assertiveness, emotional expression

A

Agreeableness - cooperative,
thrustworthy, good-natured

N

Neuroticism - tendency toward
unstable emotions

LEADERS DESIRABLE TRAIT

imaginative, creative, original, curious,
wide range of interests, independent

hard-working, conscientious, efficient,
organized, punctual

outgoing, active, affectionate, joiner,
adventurous, talkative

helpful, trusting, emphatic, lenient,
soft-hearted, friendly

calm, even-tempered, secure,
comfortable, positive emotions

There is a great extent of research supporting the Big five leadership personality traits, their impact on a leader's effectiveness and their impact on followers. In the following table the main findings are shown.

RESEARCH AREA	MAIN FINDINGS
Leadership position ¹³	<p>There are 4 predictors of leadership emergence (who becomes a leader) from the strongest to less relevant: Extraversion, Conscientiousness, Openness to experience, and Agreeableness.</p> <p>Neuroticism failed to emerge as a significant predictor of leadership.</p>
Leadership effectiveness ¹⁴	<p>Executives were promoted to higher levels of leadership when they possessed the big five personality traits. Perception of the leader from the followers' perspective plays a role in a leader's performance.</p>
Group performance ¹⁵	<p>Group performance is directly related to the leader's personality. Groups with an emotionally stable, agreeable and confident leader cope with stress and pressure better and make less errors. Groups with a hostile or passive aggressive leaders made more errors and performed poorly.</p>
Team performance ¹⁵	<p>Followers tend to work harder for leaders who possess the Big five traits desirable for leadership.</p>

1.11. Boost your knowledge

There are 4 common ways how we can learn: (1) by listening to an authoritative source, (2) by observing the experiences of others, (3) through our own experience and (4) not learning even from our own experience.

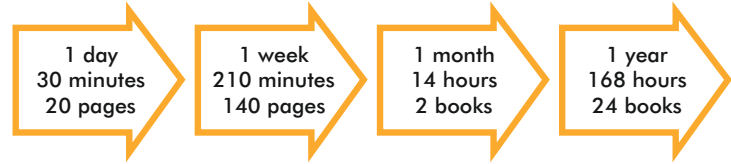
"If you stop learning you stop growing, if you continue learning no one can stop your growing."
~ Zig Ziglar

Our Joyful Leader should always try to be in the first, second or third category and never in the last one. They should always try to improve themselves just.



One can notice that sometimes different people can't learn the same thing from the same teacher. It is because the character of the teacher is important for learning. The teacher's character and the compatibility between the student and the teacher plays a significant role in learning.

We overestimate what we can do in a day and underestimate what we can do in a lifetime. In the picture below you can see what one can achieve in investing only 30 minutes of time in oneself every day.



Learning starts with:

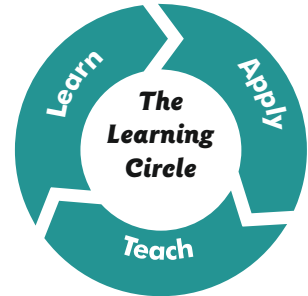
- developing humility
- growing the desire
- finding the teacher
- asking questions

Application makes one:

- gain expertise
- learn from mistakes
- understand the how

Teaching helps to:

- deepen knowledge
- understand connections
 - know the effects
 - explain the why



1.12. Broadening perception

To be able to lead others in the right direction we need to question our paradigms and think outside of the box.

Before we start finding solutions externally, our Joyful Leaders needs to start a path of self discovery in order to understand themselves properly and to discover their life call which will be their guiding star while leading.

Our path of self discovery starts with observing ourselves and understanding the levels of our consciousness.

When we observe ourselves holistically, we can roughly define us in three aspects, namely: physical, psychological and spiritual.



PHYSICAL / GROSS ASPECT

The physical or gross aspect addresses our bodily needs like food, rest, economic stability, etc. This level is necessary to maintain our life.



PSYCHOLOGICAL / SUBTLE ASPECT

The psychological or subtle aspect defines levels of our consciousness that cannot be perceived by our five senses. They include our conscious thoughts, emotions and also the unconscious mind where we accumulate impressions from our past which are moulding our habits and reasoning.

This aspect is important because it defines how we experience our life.



SPIRITUAL ASPECT

The spiritual aspect is the level of our true self and our pure consciousness which is different from our thoughts, emotions, past experiences, etc..

The more we come in contact with this level and differentiate ourselves from lower tendencies, the more we will experience a life of inner joy and selfless love through serving others.

We can also compare these three aspects to a **computer**.



Hardware can be compared to the **physical aspect** (our gross body).

Software can be compared to the **psychological aspect** (our subtle mental processes).

The user who is using the computer can be compared to the **spiritual aspect** (our true self).

Imagine that you put all your energy into satisfying the wrong needs (coming from a wrong identification): you would be miserable even if you achieve so much success externally. What to say if you spend most of your life trying to reach goals which will not make you happy at all...

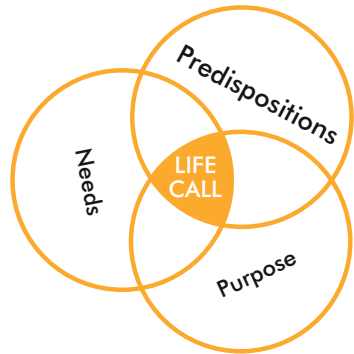
We want to inspire you to become a true seeker, to test your beliefs, to investigate who you really are and what the purpose of your life is.



1.13. Discovering your life call¹⁶

To become a Joyful Leader, you need to discover your own life call.

When you start this path, a fire will light inside you and it will fuel tremendous drive and commitment. To be able to actually discover your life call, however, you first need to adopt a holistic way of thinking about life which we mentioned before.



“Why settle for a life of mediocrity and emptiness when we have the opportunity to realize a life of greatness and contribution?”¹⁷
~ Stephen Covey

In the table below you can find what the components of each aspect are, its needs, dimensions and components that we will address when we will be searching for our life call.

ASPECTS	PHYSICAL	PSYCHOLOGICAL	SPIRITUAL
Basic needs	To live	To explore	Fulfillment
Dimensions	Needs	Predispositions	Purpose
Components/ Goals	Satisfying our basic needs	Engaging our talents & passions	Living our life purpose

NEEDS

Maintaining our physical self by taking care of its basic needs. Balancing our life by taking care of our mental and physical health & economic needs.

PREDISPOSITIONS

Finding things that we are talented for and passionate about. We can achieve that by matching things that we are good at and those that motivate us.

PURPOSE

Revealing our meaning of life and finding a way how to make a selfless contribution. This can be done by becoming true seekers and taking the path of self discovery.

16, 18, 19



2. TRUNK

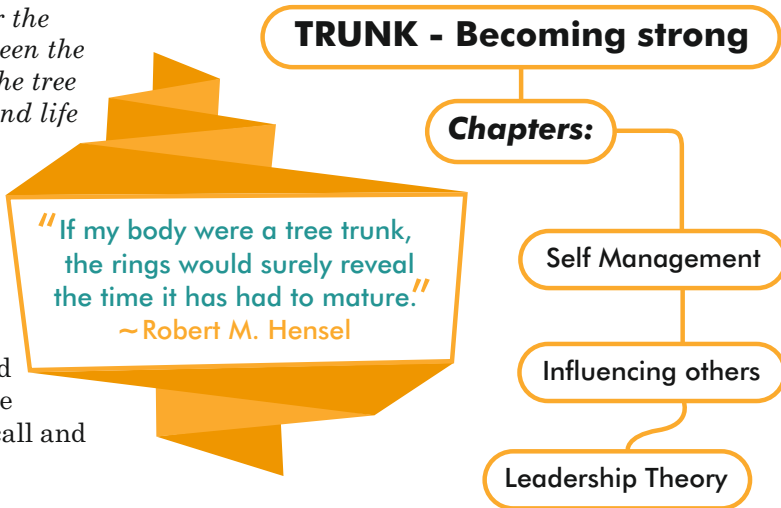
A strong trunk with deep roots gives structure for the whole crown to develop nicely. The connection between the roots and the trunk is the most vulnerable part of the tree and it is also crucial how we translate our values and life call into everyday practice.

We will become strong when we balance our life considering the 4 R's and become self-disciplined. To put our life call in practice we need to set the right goals and plan how to execute them.

Influencing others is a crucial part of leadership and in order to influence others for their benefit and the benefit of all, we need to be connected with our life call and noble values.

Leadership is a complex and extensive field so there is a lot of research and knowledge about how to put it into practice. Here we have presented a timelapse about how Leadership theories have developed and pointed out crucial ones for those who would like to master leadership.

Here we will show you all the necessary ingredients and in the online course and on the training we will also explain how to use them.



Now we are ready to start exploring our tree trunk topics...

Self Management

2.1. Balance your life

*Understanding the balance of the 4 R's
(Rest, Race, Recreation, Relationships).*

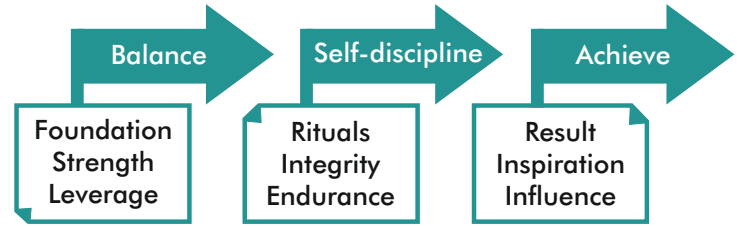
No one can change you or your life if you don't want it.

You are shaping your own future, so there's no one else to blame for the results. It is important to live a life of integrity. This also means that we have to live a balanced life.

Everyone has 24 hours in a day at their disposal and it is completely up to us what we spend the time on.

There are 4 main parts of life which a Joyful Leader calls the 4 'R's: Rest, Race, Recreation, Relationships.

The following part of the manual is especially dedicated to those four areas. It is tailored for those who would like to finish their task, not just make a 'good' plan for it.



There are 4 main parts of life which we call “The 4 R’s”:



Learning how to balance these is key to becoming an achiever. In the next pages we will give you several tools to be able to balance these areas so you can live a more successful and joyful life.

There's no one who can change you or your life if you don't want to. You are shaping your own future so there's no one else to blame for the results.

Main areas of life effected:

Health • Relationships • Effectiveness • Integrity

Symptoms of an imbalanced life:

- being stressed
- being overwhelmed
 - lack of sleep
 - having no time
 - overeating
 - addictions
- shattering relationships
 - burn-out

Symptoms of a balanced life:

- more freedom and leverage
- having control of your life
 - good habits or rituals
 - goals achieved
- getting rid of bad habits and time-wasters
 - easier decision making
 - proper allocation of time
- becoming what you really want to be



2.1./1 Race

Race, or work, is usually what most people think they should be successful in. According to our experience, if someone would like to be happy then being successful in all 4 areas is important, and for that you need a proper balance of these four.



Some people call work a race, a never ending race. Some people like their work, some don't. Some are doing it because there should be food on the table, some because they love to do it. No matter which category you are in, if you are a leader, then if you use the following principles, you'll be better, more productive and happier while you are doing your work.

9 ways how LEADERS approach LIFE:

- 1) Integrity is high priority.
- 2) Discretionary time is the greatest wealth.
- 3) Relationships are the most important.
- 4) Health is highly valued.
- 5) Training others is crucial.
- 6) Leaving a lasting legacy based on values.
- 7) Striving to understand their strengths and weaknesses and focuses on their strengths.
- 8) Lives a highly disciplined life.
- 9) Has a clear vision and determination.

Tools to manage your LIFE as a LEADER:

Develop a ROUTINE

- avoid time wasters
- keep yourself focused
 - prioritise
 - self discipline
- accept & reject tasks/projects

Design Your PROCESS

Data in

Triggers to do something, collecting information.

Data processing

Evaluate, measure, test, decide.

Data out

Act, delegate, put on hold, delete.

2.1./2 Relationship

We humans are social beings. We need solid and sound relationships to be happy, feel worthy and to reach great heights. Thus understanding the basics of relationships is crucial to live a balanced life.



If we categorize relationships then we can see that there are 5 types.

These types in order are: neutral, hierarchical, friendship, parental and loving relationship.

These are increasing in intimacy and closeness. Each and every one of them contains all the qualities and natures of all the previous types.

Working for someone gives the other person material security, spending time with someone shows that you really

"A dream you dream alone is only a dream. A dream you dream together is reality."
~ John Lennon

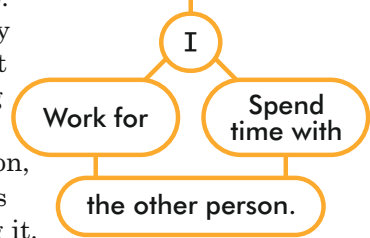
care and that they are very important for you. Both are necessary in a relationship. Working for someone is easy to understand, but when it comes spending time with the other person, so many of us are neglecting it.

It is not only for the other person, but for you too.

When you spend quality time with someone, you learn a lot and you can grow yourself, develop good qualities, understand the other person better and understand yourself better.

"How you make others feel about themselves says a lot about you."
~ Unknown autor

2 Principles of sound relationships:



2.1./3 Recreation

Recreation is the indicator of a balanced life. If you have time for recreation, then there is a good chance that you are balanced. Keep it that way.

How much time do you spend on recreational activities? Keep track of this and make conscious effort to increase it to at least 1 hour a day. It can change your life!



- yoga
- running
- hiking
- dance
- martial arts
- workout
- swimming
- diving
- etc.

PHYSICAL



MENTAL

- yoga
- chill out
- reading
- writing
- meditating
- listening
- playing chess
- etc.

There is physical and mental recreation.

Both are important.

The main idea is to recharge your batteries and be up and running enthusiastically.



2.1./4 Rest

Around 1/3 of our life is spent sleeping. Sleep is necessary for a healthy life. The body and the mind are recovering during this time.



Sleep is needed to gain energy, to clean the body of toxins, it's needed for clear thinking. So it's good not to mess up sleep if one would like to live a long, healthy and productive life.

POWER NAP:

A short sleep taken during the working day in order to restore one's mental alertness. It could be anything between 5-20 minutes.

Prepare for sleeping:

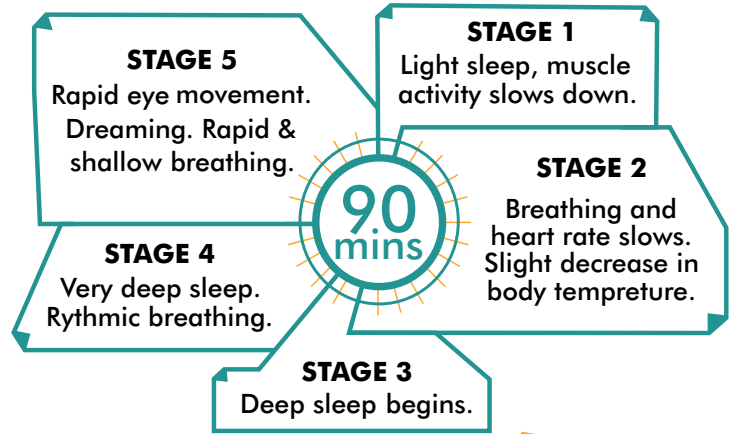
- Regularity
- Before 10 pm
- Task list for the next day
- Close the day
- Read from a book - a physical one that you hold in your hand
- Drink a cup of hot non-coffee beverage like milk
- 3 NO's rule

During sleep

- 3 NO's rule
- With no interruption

Waking up

- 3 NO's rule
- Wake up early
- Don't read e-mails



NO Internet

3 NO's Rule

NO TV

NO Radio

2.2. Discipline yourself

SELF DISCIPLINE

Self-discipline is an important quality that not only contributes to a leader's achievements and joy but also results in sustainable, long-term success in all aspects of life.

**"Mastering others
IS STRENGTH.
Mastering yourself
IS TRUE POWER."
~ Lao Tzu**

According to a study by Wilhelm Hoffman and colleagues (2013)²⁰, people with high self-control are happier than those without, they are more capable in goal conflict management and they make positive decisions more easily.

Self-discipline is a learned behavior. It requires practice and repetition in day-to-day life. Self-discipline in leaders requires several basic skills, including **time management, goal management and stress management.**

2.3. Manage your time

Time is constant and irreversible. Thus, time needs to be efficiently managed to be effective. Once wasted, it can never be regained.

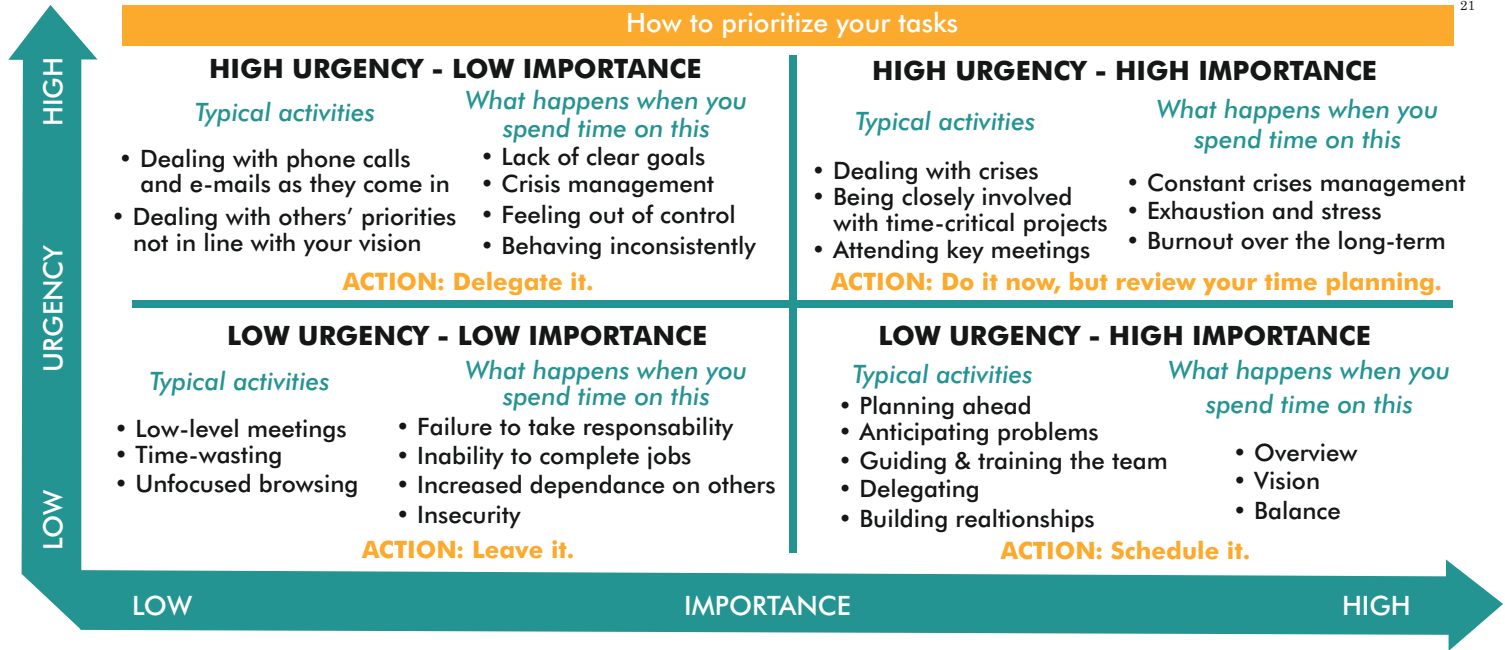
Leaders have a host of responsibilities that keep their schedules tight, and often overflowing. From managing a team to securing new projects and looking for new opportunities, leaders are tasked with juggling multiple tasks at once. Therefore, effective leaders put their time management skills into play to ensure that they maximize their time and accomplish their goals.

"Time is the scarcest resource of the manager; if it is not managed, nothing else can be managed." ~ Peter Drucker

What most people need to do is to analyze how they spend their time and implement a time saving method that will gain them the most time. Recognizing — and focusing on — what is important is critical to leader and team success. How the leaders spends their time reflects their own priorities as well as their organizational priorities.

PRIORITIZE YOUR TIME - PRIORITIZE YOUR TASKS

Prioritizing actions is something that should be scheduled every day. Remember that 10 minutes of planning "saves" 1 hour per day. A simple solution is to write a "to do" list. Categorizing tasks more systematically under the four headings shown below could be even more helpful.



2.4. Set your goals

What will you decide to accomplish today?

What will you decide to accomplish in the future?

What will you do with your life?

Goal setting is an effective tool to use in various walks of life. There is a common rule that successful people are goal-driven, whether they are in business, religion, sport, music, or any number of other areas.

Goals are aims or objectives that you as a leader would like to achieve. They are things that you cannot do currently – and would like to be able to do – or a state that you would like to be in.

By setting a goal you are committing to improving yourself and your organization so that you reach a new level of skill or performance.

Goal setting is the process of deciding what you want to accomplish and devising a plan to achieve the result.

For leaders, goal setting is an important part of personal growth and strategic planning.

Benefits of goal setting:

- Improved performance
- Increased motivation
- Focus and direction
- Confidence

Just setting goals does not guarantee all listed benefits.

To provide these benefits the goals that are set need to be effective.

A goal statement will generally be effective if it meets each of the requirements of **SMART**²².

S	M	A	R	T
SPECIFIC	MEASURABLE	ACTION-ORIENTED	REALISTIC	TIMELY
Clearly expressed what is to be achieved.	Setting goals that involve numbers in terms of quantity to measure the progress.	Goals are a clear indication of behavior - what must be done.	Challenging but achievable.	With specified schedules and deadline.

What types of goals can be set?

Subjective goals:

General statements of what you would like to improve.

Objective goals:

Specific, measurable statements of what you want to achieve.

With objective goals there are three further types that we can set: **outcome**, **performance** and **process goals**.

Each type has a different focus and a different purpose.

OUTCOME

End result or a final state.

PERFORMANCE

Tracking progress, specific standard, motivating people to perform better.

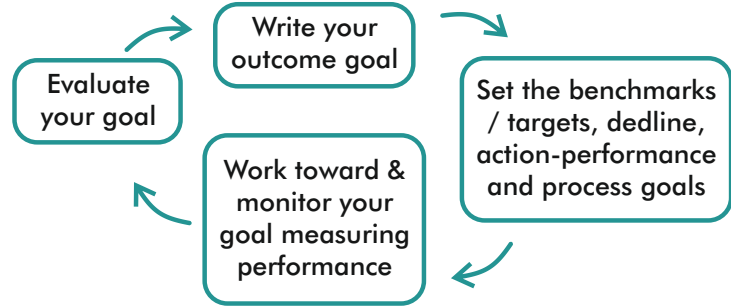
PROCESS

Technique and strategy - focus on the activities that will lead to an improvement and to the final outcome.

Setting them as a small goals rather than just actions will increase motivation and level of commitment.

IMPLEMENTING GOAL SETTING

There are 4 steps to implementing a goal setting process:



To make improvements, there should be a clear target of what you want to achieve. By breaking this target down into a set of goals, you will have something to motivate you and to focus on. Setting process and performance goals that lead to the achievement of your target will help you to take the necessary steps for getting to where you want to be.

Making these goals SMART will ensure that you have some effective outcome goals and increases the likelihood that you will make a lasting change.

2.5. Stress management

Stress is the body's reaction to harmful situations – whether they are real or perceived.

When someone feels threatened, a physiological reaction occurs in the body that allows the person to act in a way that protects or prevents injury. This reaction is known as “fight-or-flight,” or the stress response.

During the stress response, the heart rate increases, breathing quickens, the muscles tighten and the blood pressure rises. You've gotten ready to act.

STRESS PERFORMANCE CONNECTION

Each person handles stress differently. Some people seek out challenging situations which may appear stressful to others. A major life decision might be overwhelming for some people, while others may welcome the change.

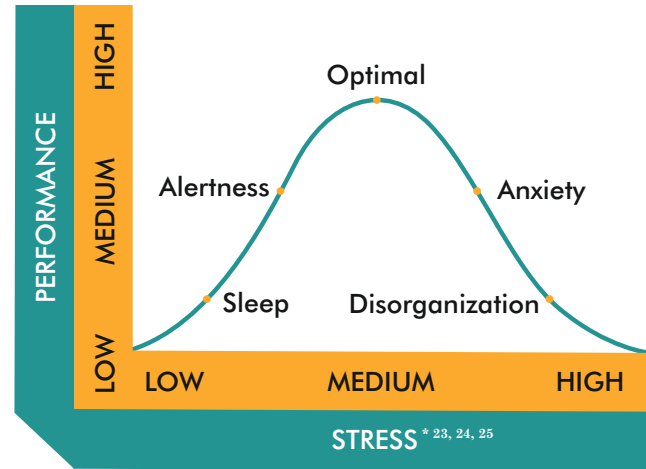
Basically, we talk about two types of stress: **positive (eustress)** and **negative (distress)**.

POSITIVE (EUSTRESS)

1. Enables concentration
2. Increases performance & creativity
3. Energize you into action

NEGATIVE (DISTRESS)

1. Loss of motivation
2. Reduces effectiveness
3. Physical, mental and behavioral problems



* Graph is adapted from several publications and books.

STRESS RECOGNITION THROUGH BEHAVIORAL CHANGE

Regularity becomes THE DELAY

Careful work becomes INATTENTIVE

Positive attitude becomes NEGATIVE

The openness to change becomes RESISTANCE

Cooperativeness becomes HOSTILITY

Creativity becomes ROUTINE

ARE YOU HARDY ENOUGH?

What exactly makes the difference between those who get pushed over the edge with stress and those who, when faced with stressors develop?

Psychologist, Dr. Salvatore Maddi, has discovered that hardiness makes the difference²⁶. Hardiness is a personality trait characterized by resilience and the ability to cope effectively with stress.

Research on many groups (soldiers, executives, athletes, and students) have replicated findings: hardiness predicts success, adaptive coping, and wellbeing.

People with high hardiness score perceive situation as challenge, while people with low hardiness score perceive the same situation as threat.

There are many explanations why some people are harder than others, but one thing that has been proven is that people can become harder with training.



SOURCES OF STRESS – DIFFERENT STRESSORS

EXTERNAL STRESSORS		
Physical environment	Organizational	Major life events
<ul style="list-style-type: none"> • Noise, light, heat, space... • Personal space • Technological change 	<ul style="list-style-type: none"> • Rules and regulations <ul style="list-style-type: none"> • Task demands • Social demands • Social interaction – power distribution • Ongoing change 	<ul style="list-style-type: none"> • Birth, death, disease • Marital status change <ul style="list-style-type: none"> • Losing a job • Promotion
INTERNAL STRESSORS		
Mind traps	Personality traits	Lifestyle choices
<ul style="list-style-type: none"> • Unrealistic expectations • Taking things personally <ul style="list-style-type: none"> • Rigid thinking • Exaggeration • Negative self esteem 	<ul style="list-style-type: none"> • Perfectionist • Workaholic 	<ul style="list-style-type: none"> • Caffeine and other stimulants <ul style="list-style-type: none"> • Lack of sleep • Overloaded schedule

COPING THE STRESS



CHANGE
your
THINKING



CHANGE
your
LIFESTYLE



CHANGE
your
BEHAVIOUR



CHANGE
your
ENVIRONMENT

To prevent stress overload and the health consequences thereof, we use:

Personal approaches to stress management: Changes in lifestyle (food, exercise, ...), physiological techniques (relaxation, meditation, biofeedback), cognitive techniques (restructuring, self-construction), reorganization of the situation (goal and time management, social support).

Organizational approaches (family support, anti-stress programs, flextime, employee assistance programs, participation, work environment modification ...)

The combination of several approaches seems to work best.

"If you want to master stress, be ready to learn how to choose one thought over another, how to reorganize your situation, and how to control your body. It takes practice but it will bring you great joy."

~ Petar Turčinović



Influence

2.6. Social power, influence & change

At the heart of leadership is influence. Influence is social power in action.

Social psychologists John French and Bertram Raven studied the phenomena of social power more than half a century ago²⁷. Their findings still help us to understand influence and to get knowledge about how to develop power bases to get the best from people.

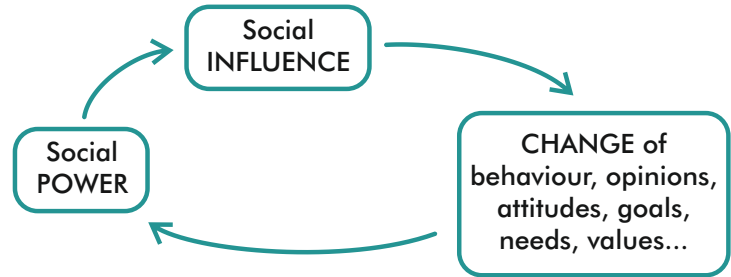
Do you know what is the source of your power?

By understanding different sources of power, one can use the cocktail of powers to become a Joyful Leader.

Power vs. influence, what is the difference?

Social power is the potential to influence other people.

Social influence is realized or used power. A leader can have great power potential but his influence might be very limited due to his poor skills in using social power.



There are 6 basic sources of power:

1. reward power
2. coercive power
3. legitimate power
4. expert power
5. informational power
6. referent power

SOCIAL POWER	SOURCE OF POWER	EXAMPLES	RESTRICTION	ADVANTAGES
Legitimate power	Belief that a person has the formal right to make demands, and to expect others to be compliant and obedient.	Prime minister, CEO, a policeman or a teacher.	Unstable - depends on the title or position. Followers are influenced by the position rather than by a person.	We do not have to explain why we demand something from people.
Reward power	Comes from the leader's ability to compensate people for compliance.	Raises, money, promotions, training opportunities, compliments.	Does not necessarily lead to internalization. Limited reward resources.	Expected future reward motivates followers to stay in the relationship.
Coercive power	Leader can punish others for noncompliance. The wise leader will use coercive power only as a last resort.	Threats and punishments are common coercive tools.	It leads to distrust and conflict. Followers are motivated to leave the relationship. No internalization. Short-term effectiveness.	It is easy to use. Increases self-esteem for those who use it.

SOCIAL POWER	SOURCE OF POWER	EXAMPLES	RESTRICTION	ADVANTAGES
Informational power	The leader controls the information that others need to accomplish something.	Having access to confidential financial reports.	Information might be used as a bargaining tool.	The leader can use information to empower followers.
Expert power	Leader's high level of skill and/or knowledge.	Surgeon "knows how to operate" and the patient obeys.	The power of an expert is limited to only one domain of life.	Knowledge and skills enable the leader to generally outperform others. Raises trust and respect in one area.
Referent power	It is based on the resource of respect and/or love. The result of a leader's perceived attractiveness and/or worthiness.	Leaders with values, integrity and honesty. Influencers and/or celebrities use referent power.	Misleadership.	Makes everyone feel good. Improves relationships and social climate. It leads to internalization.

LEADERSHIP STRATEGY BASED ON ADVANCED SOURCES OF POWER²⁸

To be a **Joyful Leader**,
one needs a more robust
source of power than a title,
an ability
to reward or punish,
or access to information –
one needs more
personalized
and **advanced** power
sources like expert power
and referent power.

Informational
power

Referent power
(respect)



Expert power
(knowledge)

2.7. Improve your competencies

*Kouzes and Posner²⁹ identified 10 key **traits** leaders have: intelligent, honest, forward-looking, inspirational, competent, fair-minded, supportive, broad-minded, straightforward, and dependable.*

Unlike traits that are ingrained behaviors and are mostly permanent and very difficult to change, **competencies** are simply combinations of skills and behaviors that are easily identified, measured and even changed.

Leaders are concerned with developing the competencies they need to become more effective.

Over 100 years of leadership research has outlined competencies that are associated with leadership effectiveness.

Here is our selection of the top 10 based on the broader research literature.

COMMUNICATION

Effective leadership is about developing and nurturing your relationships with followers. Assertiveness, active listening, emotional expressiveness and regulation, social control and sensitivity and similar skills are included.

EMOTIONAL INTELLIGENCE

Ability to communicate at the emotional level, understand emotions and emotional situations, and be in tune with own emotions.

COURAGEOUS BEHAVIOR

Having the courage to take calculated risks and the courage to stand up for what you believe and to do the right thing.

SOCIAL INTELLIGENCE

Understanding of social situations and dynamics, and ability to operate effectively in a variety of social situations. Good predictor of leadership³⁰.

PRUDENCE

Being able to understand others' perspectives, by being openminded and interacting with others. One of Aristotle's cardinal virtues.

INFLUENCE

The heart of leadership is about influencing others. A good leader is a master of social influence using different types of social power appropriately.

DECISION MAKING

The ability to lead a good decision-making process and to make good decisions himself/herself.

TOPIC EXPERTISE

Knowledge of all aspects of the job a group must do.

POLITICAL SKILL

Leader who can manage political behavior so that it does not lead to group or organizational dysfunction.

CONFLICT RESOLUTION AND NEGOTIATION

A skill that involves helping colleagues to avoid or resolve interpersonal or intergroup conflicts and negotiate strategically.

2.8. Styles of leadership

*In a global survey it was found that **86% of businesses** consider leadership to be the no. 1 talent issue. An important part of leadership is leadership style.*

A research led by psychologist Goleman indicates that **leadership style** made as much as **30% difference in the profitability of the companies studied**³¹. Therefore, leaders should not rely on a single style but adapt their style to the context.

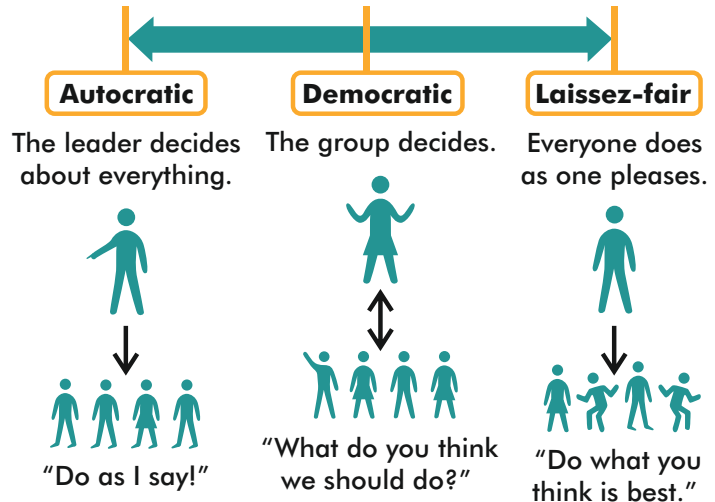
There are many conceptualizations of leadership styles, here is a selection of some of them:

First, the continuum of leadership styles based on the **relationship between leaders and followers** and the way how decisions are made in a group.

Second, many leaders use several styles and Goleman used the concept of Emotional Intelligence to demonstrate the importance of emotions in leadership and to identify 6 leadership styles. The emotions that the leader experiences define the culture of a group.

Recognize your emotions, regulate them, use them and empathize with others while nurturing people - that is the Emotional Intelligence recipe.

Third, successful leaders adjust their style depending on the readiness of followers to perform. Readiness means how able, willing, and confident followers are to perform required tasks.



Leading from within and being true to your own principles brings results.

LEADERSHIP STYLES	COERCIVE	AUTHORITATIVE	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
Description	Asks his group to comply	Leads with clear vision	Builds bonds and harmony	Consensus through participation	High performance standards	Develops competencies in others
Leader's goal	To control the group	Confidence and empathy	Good relationship skills	Collaboration and team spirit	Achievement and example	Developing others
Leader says	“Do what I tell you”	“Come with me”	“People come first”	“What do you think”	“Do as I do”	“Try doing this”

To determine the appropriate leadership style to use in a given situation, the leader must first determine the maturity level of the followers in relation to the specific task that the leader is attempting to accomplish through the effort of the followers.

As the level of followers' maturity increases, the leader should begin to reduce his or her task behaviour and increase relationship behaviour until the followers reach a moderate level of maturity.

As the followers begin to move into an above average level of maturity, the leader should decrease not only task behaviour but also relationship behaviour.

"The best leaders don't know just one style of leadership - they're skilled at several, and have the flexibility to switch between styles as the circumstances dictate."

~ Daniel Goleman

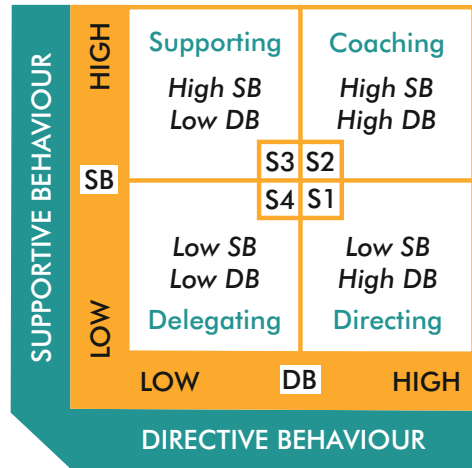
Once the maturity level is identified, the appropriate leadership style can be determined.

The four leadership styles are telling, selling, participating, and delegating.³²

High task/low relationship behaviour (S1-Directing) is referred to as "telling." The leader provides clear instructions and specific direction.

Telling style is best matched with a low follower readiness level.

High task/high relationship behaviour (S2-Coaching) is referred to as "selling."



Development Level of individual



2.9. Levels of leadership

THE THREE LEVELS OF LEADERSHIP³³

TIME FOCUS & CONTROL	CONTENT IS APPLIED ON LEADERS AND MANAGERS		WHO	MANAGEMENT LEVEL
Long time focus. Large span control.	Vision, Purpose, Communication, Values.	STRATEGIC Why	Systems - Organization Creating the vision	Mostly LEADER Top-Level Management
Medium time focus. Medium control.	Here & now. Short-term decisions. Risk management.	TACTICAL How	Processes Team of teams Plans to execute vision	LEADER + MANAGER Middle Management
Short time focus. Small control.	Behavior, Manager as coach, Work climate, Energy.	OPERATIONAL What	Individual tasks Execute the plans	Mostly MANAGER Frontline Management

What level of leadership are you operating at?

One of the challenges many leaders and managers face is in understanding the distinctions between levels of leadership.

By considering the foregoing descriptions of operational, tactical, and strategic leadership, you can develop an understanding of your own leadership and adapt to the needs of the situation and the organization.

1. STRATEGIC LEADERSHIP (WHY)

It is concerned with the long-term purpose and goals of an organization. It explains why we exist as an organization. A strategic leader is setting the direction for the organization. By having a compelling vision and mission, a strategic leader will motivate people to achieve the long-term goals and purpose of the organization. The leader is setting the vision that will determine our actions through the organization. A strategic leader is often identified as a CEO or an Executive director. Such a leader influences people to achieve the organizational vision and mission through objectives. Not all managers are leaders. Being in the leader's position doesn't make a person the leader.

2. TACTICAL LEADERSHIP (HOW)

Tactical leadership explains how we manage the organization and different processes to achieve organizational goals. Tactical leaders are establishing and implementing mechanisms and processes to ensure that the organization achieves its objectives.

Tactical leadership is concerned with short-term decisions and risk management for immediate gains. At the tactical level, leaders must balance the needs of team members with the needs of the mission or situation according to the vision. At the level of tactical leadership or middle management, we have functional managers that oversee functional areas such as marketing, finance, operations or different departments.

3. OPERATIONAL LEADERSHIP (WHAT)

Operational leaders build the structures and systems that allow the strategic leader's vision and objectives to be achieved. Operational leaders ensure that the needed is done in order to achieve organizational goals. They are frontline managers and they manage the operatives, the people who do hands-on work on the lower levels. Frontline managers may manage coordinators, assistants, interns and would be the first level of leadership that one would naturally step into. Project leaders also perform at an operational level. They motivate their team and define a set of steps or operations that must be done to achieve a specific objective derived from a tactical and strategic level.

Leadership Theory

2.10. Leadership Timeline³⁴

THE HISTORY OF LEADERSHIP THEORIES*

Leadership - The process of influencing others about what and how needs to be done to accomplish shared goals.

Leadership theory - Explains how some aspect of leadership functions and thus enables us to make predictions about leadership behavior.

* Created by the
Laboratory of Social Psychology

1849.



GREAT MAN

Leaders are born not made.
In times of need, great leaders
rise and lead people to safety.

1951.



BEHAVIORAL

Leaders are made not born.
Leadership is a set of behaviors
and styles.

1948.



TRAIT

We can identify traits of great
leaders and place people who
possess traits of successful leaders
in the leadership position.

1967.



SITUATIONAL

Leadership depends on the situation not only on the style used. It defines in which situations the leader is effective.

1973.



FUNCTIONAL

Concerned with what actions a leader takes to accomplish a task. The leader is taking action to fulfill functions to meet the needs of the team, task and individual.

2011.



SHARED SOCIAL IDENTITY

Getting people to want to do things. The leader is one of us, who does things for us, crafts a sense of who we are.

1978.



RELATIONAL

Leaders should find ways to motivate their people. Interaction with followers is crucial for effective leadership.

2018.



LEADERSHIP IN PROGRESS

Engaging Leadership, Integrated Psychological Approach Leadership, Authentic Leadership, Servant Leadership, Ethical Leadership, Courageous Leadership, Interdependent Leadership, Joyful Leadership...

2.11. Leadership theories

2.11./1 Great Men Theory



“Leaders are BORN, not MADE.”

*Have you ever heard the phrase,
“Great leaders are born, not made”?*

This quote sums up the basic idea of the **great man theory of leadership**. Great leaders possess characteristics or traits not found in the rest of the population.

The great man theory was proposed by Thomas Carlyle³⁵ in the 1840s with his saying “The history of the world is but a biography of great men”. He used men like Napoleon and Luther as examples and proposed that by studying such great men and heroes one could not help but develop his own heroic nature.

Underlying his thinking was the idea that those great men are born to lead when their leadership destiny calls with

their innate qualities ready. Most of his examples were military, religious or political leaders who came from the upper classes of society.

It seemed to Carlyle that **history can be explained by** the emergence of **these highly influential men**.



Today it is obvious that he has ignored leadership potential of men from lower social status and the female gender. His idea that **in time of need great leaders will rise** and lead people to safety, while appealing to many of his contemporaries, seems oversimplified and obsolete today.

Despite of that, there are, even today, some people who side with his basic idea “Leaders are born not made”. Top executives, sports personalities, and even politicians often seem to possess an aura that sets them apart from others.

Taken to the extremes, Carlyle's idea means that there is **no need for any leadership training** or education because leaders are born.



2.11./2 Trait Theory

“Leaders are BORN and SELECTED.”

*The trait theory which states that **individual attributes define leadership style** followed from the great man theory as a means of categorizing the qualities demonstrated by proven leaders.*

The idea behind such endeavor was that we can identify such qualities and then identify, recruit and place people who possess leadership qualities or traits in the leadership position.

This practice was applied for officer selection within the military and one can find it to some extent even today.

It is generally accepted that **leaders require a certain set of traits if they are to be effective and efficient leaders** but there is no consensus as to a definitive list of traits and skills. Yet, some qualities have a tendency to persist.

YEAR	AUTHOR	LEADER'S QUALITY
1974.	Stogdill ³⁶	adaptable, alert, ambitious, assertive, decisive, dominant, energetic, persistent, self-confident, cooperative
1986.	Lord, De-Vader and Alliger ³⁷	dominance, masculinity, conservativeness
1991.	Kirkpatrick and Locke ³⁸	drive, leadership motivation, honesty, integrity, self-confidence, emotional stability, cognitive ability
1999.	Daft ³⁹	alertness, originality, creativity, personal integrity, self confidence
2009.	Adair ⁴⁰	enthusiasm, integrity, toughness, fairness, warmth, humility

The trait theory enjoyed a recent renaissance as meta-analysis methodology revealed a final set of attributes common across many leadership situations including **intelligence, self-sufficiency, being open to new ideas, social extroversion and the ability to adjust to change.**



Studies suggest that, although some traits are common in many situations, leadership is contextual.

This statement implies that **there is no universal extraordinary leader.**

People who are good leaders in some situations may not be good leaders in others.

Situations call for different combinations of qualities as well as environment within which the leader operates – NGO, military, business, or charity.

Trait theory assumes that leadership qualities are stable characteristics that leaders are born with.

Such an approach implies that required qualities cannot be developed with training and experience.

It is difficult to imagine that some qualities cannot be at least enhanced.

Another limitation of this theory is that evidence is unclear in **separating cause from effect.** For example, does self-confidence create leadership or does success as a leader build self-confidence? Or does it work both ways?

Finally, traits do a better job at **predicting** who will become a leader than in distinguishing between **effective and ineffective leaders.**

Trait theory obviously adds to the question of what makes a great leader, but it cannot be the complete answer.

Being aware that **trait theory has reached its limits** researchers have turned their attention towards the behavior of the leader.

2.11./3 Behavioral Theory

AUTOCRATIC STYLE



"Leaders are MADE."

If there are specific behaviors that identify leaders, then we could teach leadership. This is an exciting avenue.

If training works, we could have an infinite supply of effective leaders.

Behavioral theory considers leadership a set of behaviors and styles.

An example of **behaviors** are high self-esteem behavior while examples of **styles** are authoritarian, democratic, laissez-faire style or the famous Grid Model.

German-American psychologist Kurt Lewin⁴¹ identified three different styles of leadership that were applied when making decisions.



It is a leadership style characterized by individual control over decisions with little input from followers. Leaders take decisions without any consultation with other team members. This style is considered most appropriate in military combat, where decisions of life importance must be made instantly, and orders must be carried out without challenge. Operating rooms represent another situation where orders must be carried out without delay as well as in a rowing race where there is no room for debate about the rowing tempo. The autocratic style was found to cause the greatest level of discontent amongst team members. Carried to an extreme, autocratic style can become highly dysfunctional. When autocratic style is used, rules must be observed. First, leaders need to respect their subordinates to improve morale. Second, when insisting that something must be done in a certain way, explain why. Third, be consistent and fair in taking hardline positions. Fourth, leaders should ensure that subordinates understand what their expectations are up front, time permitting listen to other points of view, even if you are unwilling or unable to adopt their ideas.⁴²

DEMOCRATIC STYLE

Every member of the organization should have a voice in what goes on. This style is characterized by social equality and sharing of authority with subordinates. Idea sharing is fundamental and democratic leadership can foster innovation and creativity. It works best in situations where organizational members are knowledgeable, skilled, and have ample time to contribute. It can become suboptimal in situations in which members' roles are unclear or time is of essence.⁴³ Also, it can be difficult to manage when there is a range of opinions.

LAISSE-FAIR STYLE

All decision-making authority is delegated to one member with little or no guidance unless requested by other members. There is high degree of autonomy for members, so there is a risk of confusion and lack of direction. These problems can lead to member dissatisfaction.⁴⁴ The leader is basically just a record keeper and team members must be both capable and motivated for work.

Adoption of this style should be conscious decision by the leader and not just an excuse from by a lazy leader. It might work well in scientific teams or similar intrinsically motivated groups of people. Generally, Lewin has shown that democratic style was most effective in decision making. Autocratic style tended to lead to revolt. Less able and capable team members performed not as well in the laissez-fair style.

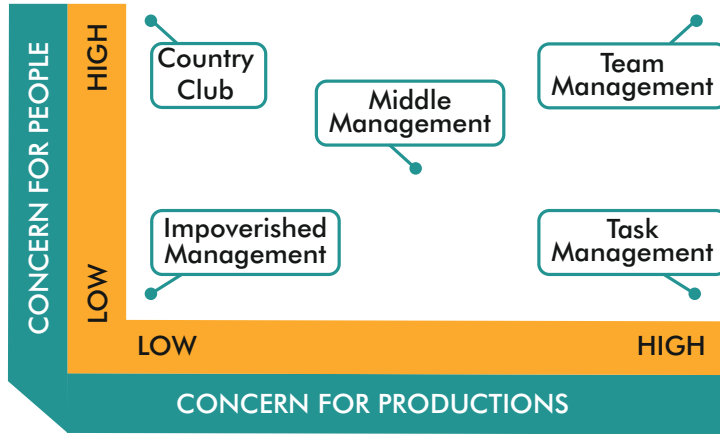
PATERNALISTIC STYLE

Erben and Guner⁴⁵ influenced by Lewin introduced the paternalistic style as opposite to the autocratic style. The leader nurture subordinates in the manner of a parent. He demonstrates concern, takes care of their needs and develops a familial culture. This family culture can help control behaviors in uncertain situations where other types of control are difficult to apply. People who follow a paternalistic leader may have better morale and skills than those with an autocratic leader. Paternalistic leaders inspire trust and loyalty, so subordinates feel more comfortable. The downsides of a paternalistic style are that it may not result in rapid response in a crisis and that paternalistic leaders may devote more attention to preferred members which gives rise to jealousy.

MANAGERIAL GRID

Building on Michigan studies, Blake and Mouton⁴⁶ presented a two-dimensional view of leadership with five leadership styles.

The first dimension was **concern for people** and the second was **concern for production**.



Country club management

– leaders try to ensure that people feel good and comfortable assuming that if they are happy, they will work harder.

Task management

- similar to the autocratic leadership style. Leaders believe that employees are only means by which tasks are accomplished.

Impoverished management

– these leaders are largely ineffective as their main concern is to avoid being held responsible for any problems that occur.

Team management

– this is the style that leaders should aspire to and adopt. People and production needs coincide and the resulting culture is one of trust and respect, which results in high-performing teams.

2.11./4 Situational Theory*



Fiedler contingency model

This theory states that effective teams depend on a match between a leader's style and situational demands.⁴⁷

Leadership style is measured on Least-Preferred Coworker scale (LPC). It is assumed that the leadership style is part of one's personality and leaders are task or people oriented.

Defining the situation includes three dimensions and the higher levels of contingency dimensions mean that more situational control is present.

What types of leaders are most effective under various situational control?

CONTINGENCY DIMENSIONS	SITUATIONAL CONTROL
Leader-member relations	Confidence and respect followers have for their leader.
Task structure	How complex is the task procedure?
Position power	Influence including power to reward – promote, hire and fire.

Task oriented leaders (Low LPC)
- **more effective when situational control is either very low or very high.**

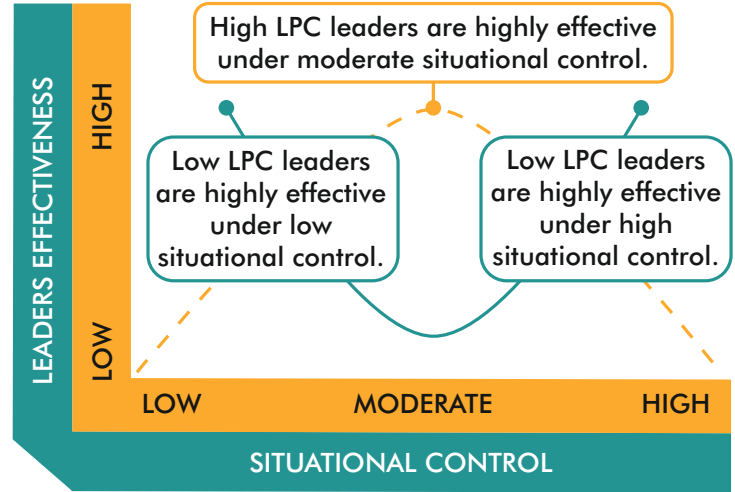
People oriented leaders (High LPC)
- **more effective when situational control is moderate.**

** Other well established situational theories: Path-goal Model, Hersey-Blanchard's model, Tannenbaum Schmidt continuum, Leader-Participation model (Vroom & Yetton)*

Can you explain the rationale for these findings? According to the model **the best way to enhance leadership effectiveness is to match the right leaders to the given situations.**

Leader match programs are often organized, and they start with the assessment of Leadership style with LPC scale.⁴⁸

Several studies have found this theory to be effective in improving group effectiveness and many companies including Sears have used this model with success.



2.11./5 Functional Theory



1973.

Adair's action centered leadership

*Action Centered Leadership (ACL) is concerned with what actions a leader must take to accomplish a goal.*⁴⁹

Adair describes the leader as “taking action to fulfil functions to meet the needs of the team, the task and the individual“. Task needs – to achieve the common task. Team needs – to build the synergy of teamwork. Individual needs – the needs which individuals bring along into the group like salary (physical) or psychological needs.

THEORY

The 3 circles overlap to represent the fact that if the leader fails to meet the needs of either task, team or individual, it has impact on the other two circles. The action will fail.

LEVEL

Team leadership – up to 20 people in a team report to you.
Operational leadership – more team leaders report to you.
Situational leadership – more operational leaders report to you and you are responsible for the organization.

LEADERSHIP FUNCTIONS

1. Defining the task
2. Planning
3. Briefing
4. Controlling
5. Evaluating
6. Motivating
7. Organizing
8. Setting an example

ADAIR ON LEADERSHIP

- “The six most important words...
I admit I made a mistake”
- “The five most important words...
I am proud of you”
- “The four most important words...
What is your opinion?”
- “The three most important words...
If you please”
- “The two most important words...
Thank you”
- “The one most important word...
We”
- “The last, **least** important word...
I”

2.11./6 Relational Theory



Transformational leadership

Transformational leadership⁵⁰ is an inspirational leadership that motivates people to do more in achieving high performance.

Transformational leaders find ways to motivate their people. Interaction with followers is crucial and it could be inferior, **transactional** (based on reward and punishment) or superior, **transformational** (based on referent power).



Transformational leaders use their charisma to revitalize the organization providing contagious enthusiasm and raising aspirations, confidence and commitment of followers.⁵¹

The transformational leader transforms followers to achieve their potential and inspires them to elicit performance beyond expectations.

Joyful Leadership represents a variety of transformational leadership.

Research has demonstrated that **transformational leaders are very effective.**

TRANSACTIONAL LEADERS	TRANSFORMATIONAL LEADERS
Do the thing right.	Do the right things.
Know how to express themselves.	Know how to listen to others.
Know the answers.	Ask the questions.
Think short-term.	Keep their eyes on the vision.
Make people do things.	Make people want to do things.
Have a win mentality.	Have a win-win mentality.

J. Collins's study "Good to Great"⁵² describes the research of American companies (Wells Fargo, Gillette, Kimberly-Clark) who made the leap from good to great companies and sustained it for at least 15 years.

The leaders of those companies were modest and humble with ambition for their institution not for themselves. They were truly inspirational leaders motivating their people to create great companies.

Do you want to try this kind of leadership?
Here is some basic "How to's".

Basic guidelines for becoming a TRANSFORMATIONAL LEADER

1. Develop an appealing vision.

Clear vision guides followers towards goals and makes them feel good about doing so.

2. Articulate a strategy for bringing the vision to life.

No elaborate plan; state the path needed to achieve the mission.

3. Express confidence in followers' capacity to carry out the strategy.

Followers must believe they can carry out the vision.
Leader builds followers' self-confidence.

4. Celebrate small successes and accomplishments toward the goal.

Early success builds confidence. Ceremonies are useful in building optimism and commitment.

5. Take dramatic action to symbolize key values.

Things leaders do reinforce vision. Destroying the poor product indicates concern for quality.

6. Set an example as a leader.

Leaders serve as role models. If a leader makes sacrifices followers will probably join in.

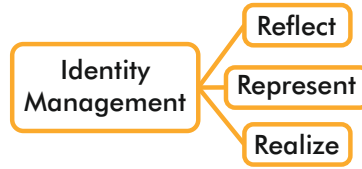


2.11./7 Shared social identity leadership

Personal and social identities help individuals answer the question “Who am I?”

Shared social identity does not automatically lead to good or bad behavior. It increases the importance of group norms and these norms can be good or bad. Social Psychology is the birth science of this theory.

Social Identity Leadership stops advocating that the leaders must tell their followers what they should do. In contrast, it proposes that **followers will do the right thing when leaders help them understand who they are** in relation to their groups and organizations.⁵³ It is important for leaders to understand the whole group, its norms and rules, its history and identity, and its relationship to other groups. Leadership is not about getting people to do things, rather getting them **to want to do things**. Leaders are encouraged to inspire their people to achieve a shared vision and cement the feeling of common purpose and identity.



Authors recommend leaders to accept the three **R's of identity management**.

Reflect means that leaders should extensively observe and listen to their group members, thereby getting to know the group members themselves. **Represent** means that the leader and his or her actions are perceived as the embodiment of the group's norms and values. **Realize** describes the achievement of group goals. How can social identity be **measured**? Typically, we use scales to measure the individual's degree of seeing him or herself as a group member. Even using a single item (i.e., “I identify with my group”) is a valid assessment of employee identification.

The psychology of this theory is based on **4 principles:**

1. The leader must be seen as “one of us”
2. The leader must be seen to “do it for us”
3. The leader must “craft a sense of us”
4. The leader must “make us matter”

3. BRANCHES

Here we will show you important skills and approaches and in the online course and on the training we will go through them deeper so you can put them into practice.

Branches represent how we outreach and work with others.

Even though working with others is an essential part of leadership, we are presenting it after roots and trunk because first we need to be strong and properly rooted to be able to work with others.

Branches also give form to the tree and each tree is unique because of it. It also has its character just as our leader has.

We will never be able to be like somebody else but we can work to develop different skills and utilize them in our leadership.

The tree develops new branches from day to day so we will also create different new relationships during our lifetime and we need to ensure that important ones don't wilt.



BRANCHES - Working with others

Chapters:

Social skills

Leadership skills

Working with groups



Social Skills

3.1. Enhance communication competencies

The ability to communicate with people effectively is essential if one is to become a leader.

Effective Leadership Communication includes expressive speaking, empathetic and active listening, sensitivity to feelings, informative management and strategic communication.

Communication is not just an expression - It is a two-way process that involves sending and receiving information. Information (or data that have been interpreted, analyzed, and have some meaning to some users) are influenced by message quality, accuracy and clarity. The message is influenced by the age of the sender and/or receiver, gender, values, beliefs, culture, experiences, needs etc.

COMMUNICATION COMPETENCIES	
Listening skills	Hearing, listening and active listening.
Nonverbal	Body movements and postures (gestures, head movements and posture, eye contact, facial expression), touch behaviors, personal space and distance, paralanguage (speaking rate, pitch, volume, tone of voice, vocal quality), personal presentation and environment.
Verbal	Words and their meaning, Active listening, Assertiveness.
Written	Written words and their meaning.

NONVERBAL COMMUNICATION

Psychologists estimate that more than 70% of business communication is nonverbal (does not involve words).



Nonverbal signs send us a message and/or reinforce the meaning of the verbal communication; they allow us to emphasize particular parts of a message, or can even contradict verbal messages.

A skillful leader can observe nonverbal signs, seeing the overall picture, follow the verbal communication and link important facts and feelings at the same time during the communication.

To be a successful leader, it is necessary not only to understand how body language impacts perceptions, but also to be consciously aware of and choose behaviors that that exert influence.

ACTIVE LISTENING

The ability to listen effectively is probably the most important communication skill. Research shows that daily communication consists, on average, of 45% of hearing, 30% of speech, 16% of reading and 9% of writing.^{54,55}

Active listening is a technique to understand and accept the message.

INCLUDES:

- Listening
- Reviewing
- Understanding
 - Feedback
- Building relationships
- Applying verbal and nonverbal active listening skills

ACTIVE LISTENING

TECHNIQUE	GOAL	ADVICE	EXAMPLE
Encouraging	Show interest. Encourage a person to speak.	Do not express agreement or disagreement. Use a positive tone of voice.	"Interesting", "Aha", "Yes" ...
Reflection	Demonstrate that you are listening and understanding. Check your understanding of their feelings.	Repeat the basic feelings of the interlocutor.	"You feel like it ...", "It was pretty disturbing you ..."
Asking questions	Demonstrate that you are listening, clarify ambiguities, collect and organize information.	Speak clearly, put the question in context. Think about the question before asking.	"How did you feel?", "What do you see as a solution to the problem?"
Paraphrasing	Demonstrate that you are listening and understanding. Check understanding of the facts.	In your own words, repeat the basic ideas of the speaker.	"In other words, you have decided ...", "If I understood correctly ..."
Summarising	The overall picture, linking important facts and feelings.	Repeat all that was said at some time.	So, it is important for you to...

WHY AND WHEN YOU SHOULD APPLY ACTIVE LISTENING

- satisfy one's real needs
- collecting information
- better understanding of the other person
 - assessment
- building / improving relationships
 - conflict management
- providing support in a crisis

ASSERTIVENESS IN LEADERSHIP

Assertiveness is one of the key leadership skills for achieving success in leading a group of people.

ASSERTIVE VS AGGRESSIVE VS NON-ASSERTIVE BEHAVIOR

Assertiveness is a direct, honest expression of your own feelings and needs.

Unlike aggressiveness, it does not involve hurting another person, or violating their rights.

When you are assertive, you are aiming to equalize the balance of power, as opposed to just “winning the fight”, possibly through negative ways such as humiliating or hurting another person.

Leaders who practice assertiveness are more interested in negotiating a new solution with the other individual than in just “I win; you lose”.

Non-assertive behavior is the opposite to assertive, involving anxiety due to "public scenes" and the fear that others will not appreciate us if we assert our rights.



Non-assertive



Assertive



Aggressive

BEHAVIOR	OUR BEHAVIOR	BEHAVIOR OF OTHER PEOPLE
Non-assertive behaviour (passive)	We deny ourselves and feel inhibited, injured. Our self-esteem is low. We are anxious, and we let others choose. We are not achieving our goals.	Others feel sympathy, guilt or pity towards us. Others are achieving their goals at our expense.
Agresive behaviour	We achieve our goals at the expense of others. We express our feelings but injure others along the way. We decide on behalf of others.	Others are hurt, defensive, humiliated or exploited and they do not satisfy their needs.
Assertive behaviour	We improve ourselves and act in accord with our feelings. While respecting the rights of others we achieve our goals. Our self-esteem remains high.	The needs of others are respected while our needs are expressed. Others can achieve their goals, keep their self-esteem high while honoring the clarity of our behavior.

By being assertive, leaders express their legitimate needs, wants, ideas and feelings – and in this way, create honest relationships. At the same time, assertive leaders are enabling others to respond with their own needs, wants, ideas and feelings. That way being assertive can help relationships to become more authentic. Expressing your feelings about other people's behavior gives them an

accurate indicator of where they stand and enables them to modify their behavior. Assertiveness is a **mutually beneficial behavior** for leaders and followers alike.

Unresolved dissatisfaction in human relations accumulated on one side can produce a complete failure of a relationship.

Assertiveness is not only about what you say but also about how you say it. There are many forms of assertive behavior – the basic form is simply to stand up for your beliefs, opinions

or feelings. Learning to be assertive takes time and practice. Four simple Assertive Communication Techniques that will allow you to become more assertive can be found below.

EXAMPLE: 4 SIMPLE ASSERTIVE COMMUNICATION TECHNIQUES

Use "I" statements	<p>"I want", "I need," or "I feel" ...</p> <p><i>"I feel strongly that we need to bring in a third party to mediate this disagreement."</i></p>
Empathy	<p>Recognize and understand how the other person views the situation, then express what you need from him/her.</p> <p><i>"I understand that you're having trouble working with John, but this project needs to be completed by Friday. Let's all sit down and come up with a plan together."</i></p>
Change your verbs	<p>Use verbs that are more definite and emphatic: "will" instead of "could" or "should," "want" instead of "need," or "choose to" instead of "have to."</p> <p><i>"I want to go on this training course because I believe that it will help me to progress in my career."</i></p>
Broken record	<p>Simply keep repeating what you have said.</p> <p><i>"Yes, I know, but, like I just said, I feel sad about ...". If people still don't get the message, then keep rephrasing your message. Eventually they will realize that you really mean what you're saying.</i></p>

NEW TECHNOLOGIES COMMUNICATION

BENEFITS

- Fast, immediate access to information
 - Immediate access to people in power
- Instant information exchange across a distance
 - Makes schedules & office hours irrelevant
 - May equalize group power

HOW DO NEW TECHNOLOGIES AFFECT BEHAVIOUR?

- Impersonal communication
- Interpersonal skills may diminish
 - Non-verbal cues lacking
 - Alters social context
- Easy to become overwhelmed with information

TIPS FOR THE EFFECTIVE USE OF NEW COMMUNICATION TECHNOLOGIES

Provide social interaction opportunities.

Don't assume immediate response.

Is the message necessary?

Build in feedback opportunities.

Regularly disconnect from the technology.

Strive for message completeness.

3.2. Choose your communication style

Leadership is about influencing followers and the process happens through communication.

The no.1 thing for any leader – improve your communication skills.

Leaders use communication skills not only to connect with followers but also as spokespersons for their teams, as diplomats in solving conflicts among members, as advocates of change and as vision representatives.

High-level communication skills are needed for all these activities. The road to these skills starts with the basic communication skills and psychologist Ronald Riggio (2018) gives some suggestions how to improve these 5 basic skills.⁵⁶



BASIC SKILL	DESCRIPTION	HOW TO IMPROVE IT?
Emotional Expressiveness	This is the ability to effectively emphasize emotion in your communications. This is particularly important when trying to motivate followers, and when making presentations. The expression of positive effect and enthusiasm is critical.	You need to get some feedback, whether that is asking trusted friends for it, or videotaping yourself, get a sense of how good you are at expressing feelings. Try wearing a smile – greeting others with a smile and general positive affectivity will help. Great leaders are upbeat and optimistic.
Emotional Sensitivity	This is skill in “reading” others' emotions and is related to empathy. A leader needs to be able to understand the followers' feelings and concerns and react to them appropriately.	To improve emotional sensitivity, focus on facial expressions and tone of voice. Use active listening techniques, such as reflecting (“I hear you saying you are satisfied, but I sense that you're not...”).
Emotional Regulation	At times, you need to rein in your strong emotions – particularly the negative ones.	Again, get feedback about your emotional expressions from others. When experiencing strong emotions, take time to think, or when angry, count to ten.
Social Sensitivity	Where Emotional Sensitivity is an ability to read others' emotions, social sensitivity is an ability to read social situations, and learning how to “fit in.”	Enhance your powers of observation. Study the cues being given off by others. Learn the culture of the group or organization you are leading and learn how to adapt.
Social Control	“Knowing how to be”. This is playing the role of the leader. Take charge in situations where you need to.	Thinking ahead and adequate preparation (rehearsing) of leadership situations will help.

3.3. Deal with negativity

While leading others a Joyful Leader can come in contact with difficult people who can act negatively.

They could be temporarily negative or it could be their basic mood or attitude.

No matter what the situation is, you usually feel that they take your energy away, they drain you and you may even feel depressed, too. This happens to most people. At some time in their life they feel trapped or they don't see a way out.

That is natural, but the way you react to those situations or to those negative people is an acquired skill that anyone can master. This is of course not about dealing with psychological problems, for that you need to direct people to a professional.

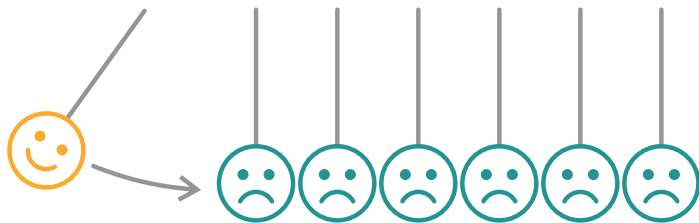
Here are some techniques that can help in dealing with negative people. Use them to test what works for you and what does not. If you become negative, let other people help you if you cannot help yourself.

HOW DO YOU FEEL?

When you are around negative people you usually feel drained, exhausted, depressed, attacked, unsafe, tense, on guard, negative, off-putting vibes, you can even feel ill and you cannot wait to get away from them.

WHO ARE THEY?

Dr. Judy Orloff says you might recognize them by the following names: : the sob sister, the blamer, the drama queen, the constant talker or joke teller, and the fixer-upper (requires endless help).⁵⁷ They are the people who almost always talk about how bad things happened to them, they complain and never do anything about their problem other than blaming others.



STRATEGIES FOR DEALING WITH NEGATIVE PEOPLE

1. You don't have to cheer them up, solve their problems or have a solution.

Most people try to cheer negative people up. It just won't work and in most cases it is not your business, so better to move to the second strategy.

2. Provide support

It is often helpful if you just provide a non-judgmental listening and a compassionate ear.

3. Just smile and remain detached

Some negative people are just looking for your negative reaction. Don't give in. Learn to distance yourself from them. You can even leave the place.

4. Do not engage in negativity

Nothing is easier than to react to a negative comment with negativity. Don't argue; just say comments like: ok, I see; follow up with your positive thoughts, but don't contradict the person.

5. Steer the conversation

If you see the possibility to change the topic, then gently try to move in that direction.

6. Focus on the positive

Say: "Now tell me something positive." Of course this is not the first step, but you can get to a stage in the conversation when you can tell them this.

7. Reinforce the positive

Always appreciate when they do something good, give your compliment, reminding them of fun times is also a good strategy.

8. Set boundaries

You need to set your own boundaries. You should be there when you're needed but at the same time you have to set limits to the time spent with negative people especially if you are not strong emotionally at the moment.

Leadership Skills

3.4. Motivating others

*Apart from motivating herself/himself to assume a leadership role, the issue of motivation becomes crucial for leaders in **motivating followers** and “getting them moving”.*

“Motivation is the art of getting people to do what you want them to do because they want to do it.”

~ Dwight Eisenhower

An effective leader must understand the basic needs of followers and have a thorough knowledge of motivational factors for others.

Individuals are motivated when they are working towards personally **meaningful goals** that are achievable.

One possible approach is to focus on intrinsic vs extrinsic motivation (internal vs external motivation) and use them interchangeably.

Finally, empowering others is one of the key skills in leadership.

Empowered people don't just feel competent, they feel confident that they can perform adequately.

They feel a sense of personal mastery and believe they can learn and grow to meet the challenges. Therefore, you help followers climb the Maslow pyramid towards self-actualization.



INTRINSIC / internal motivator

- Challenges** – meaningful goals
- Curiosity** – arousing curiosity in the environment
- Control** – help them feel being in control
- Fantasy** – use mental images
- Competition** – use with caution
- Cooperation** – helping others motivates

EXTRINSIC / external motivators

- Recognition** – encourages individuals
- Education** – helps personal development
- Add responsibility** – individual challenge
- Individualized triggers** – search personally
- Avoid de-motivators (criticism)** – if possible
- Positive performance feedback** – reward

CORE DIMENSIONS OF EMPOWERMENT

DIMENSION	EXPLANATION
Self – efficacy	A sense of personal competence.
Self – determination	A sense of personal choice.
Personal control	A sense of having an impact.
Meaning	A sense of value in activity.
Trust	A sense of security.

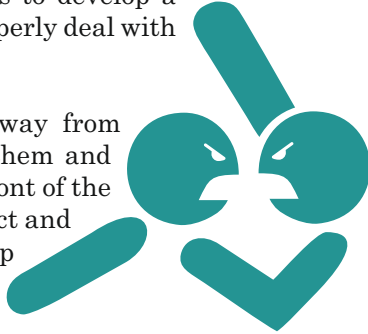
When people are empowered they have a sense of self efficacy – the feeling they have capability and competence to perform a task successfully.

3.5. Resolve conflicts

*Conflicts are a part of the leadership package.
Should we avoid them?*

It is important to reduce the amount of conflicts, but avoiding them is all but impossible. Should we just live with them? No. The best thing is to develop a skillset that helps you to properly deal with conflicts.

People often try to hide away from conflicts and are afraid of them and thus they shut the door in front of the possibility to resolve a conflict and have the right relationship reestablished.



There are several conflict resolution methods, like the Conflict Layer Model, the IBR model, or the Bell and Hart's Eight Causes of Conflict. The followings are excerpts from conflict resolution methods. The one we will use the most is the IBR (Interest Based Relational Approach).

Going through the IBR method is a good exercise, however it may not be the solution for all situations. What is usually suggested is that there should be a skillset or a toolkit in your hand to deal with conflicts, so we included a list of exercises, practices that helps developing skills to deal with and handle conflicts:

1. Experience conflict in a controlled environment.
2. Practice self validation and experience personal success and failure within a group.
3. Understand the difference between being aggressive, assertive and nonassertive
4. Learn to negotiate and develop social effectiveness.
5. Cooperation and belonging to a group.
6. Dealing with differences of opinion and understanding the group's value system.

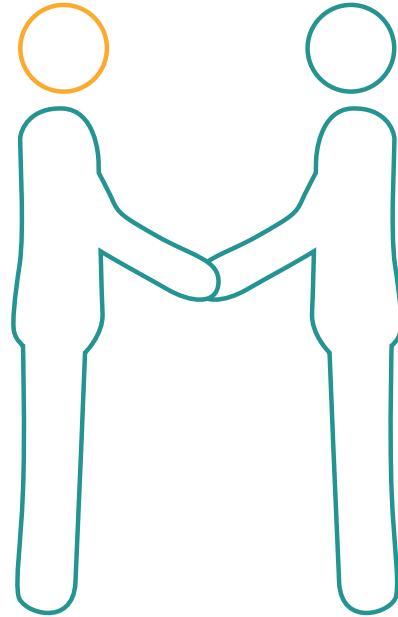
6 steps of the IBR method:⁵⁸

1. Make sure that good relationships are a priority.
2. Separate people from problems.
3. Listen carefully to different interests.
 4. Listen first, talk second.
 5. Set out the "facts".
6. Explore options together.

CAUSES OF CONFLICT

- Resources
- Styles
- Goals
- Pressures
- Perception
- Policies
- Roles
- Values

You can use these to recognise the root cause of conflict between people. In turn, this can help you devise effective conflict resolution strategies and create a workplace that is not disrupted by tension and disharmony.



3.6. Negotiate effectively

COPING WITH DIFFERENCES -

- RESOLVING CONFLICTS THROUGH NEGOTIATION

Groups and individuals are interdependent.

Their interaction can take a cooperative or competitive course depending on many factors and the leader's potential to channel it constructively is an important one.

Conflicts and differences are necessary components of life and a prerequisite for growth.

Negotiation is a process through which we resolve those differences and provide growth or stagnation.

Therefore, a leader must understand conflict resolution and master negotiation.

WHAT CAUSES CONFLICTS?

The list is long but here are some answers:

- needs not met
 - prejudice
- poor communication
 - intolerance
- values being challenged
- making assumptions
 - desire for power
 - lack of empathy
 - ignorance
 - self-interest
 - cultural threat

Basic rule in conflict resolution – every conflict can be resolved; the only limits are the imagination of parties involved and the time available for negotiation.

Conflict is inevitable, but combat is optional. Resolving conflict through negotiation is common practice today.

WHO DECIDES & PRICE	TYPES OF CONFLICT RESOLUTION		
<p>Parties decide the outcome. Lower costs.</p>	<p>Communicate - Explain and talk things out. Ideas and thoughts must be explained tactfully. The dispute can be prevented.</p>	<p>Negotiate – Requires skill, experience and discipline. Motivation to work out differences is needed.</p>	<p>Mediate – parties in a conflict of interest meet with a third party who will act as mediator in their communication.</p>
<p>A neutral mediator decides the outcome. Higher costs.</p>	<p>Arbitrate - parties with conflicting interests meet with a third party who has the power (agreed) to impose his/her decision.</p>	<p>Litigate – when leaders can't work out a conflict they go to court where the judge and lawyers assess the situation and the judge makes a binding decision.</p>	<p>Legislate – the conflicts are resolved through a new law or rule designed to handle similar situations.</p>

Some helping procedures you can use during negotiation and conflict resolution:

COMPROMISE	AVOID	APOLOGIZE	SHARE	TAKE TURNS	GET HELP	CHANCE
<p>Create a new, better solution for both parties or both give up something.</p>	<p>Sometimes it is not worth your time or the trouble. Let it go!</p>	<p>Say “thank you” when someone else says “Sorry”.</p>	<p>People's feelings are more important than things.</p>	<p>Everyone is O.K. Listen to the other.</p>	<p>Ask for advice, a mediator or an arbitrator.</p>	<p>Luck decides who wins. Toss a coin.</p>

TIPS FOR IMPROVING NEGOTIATION:

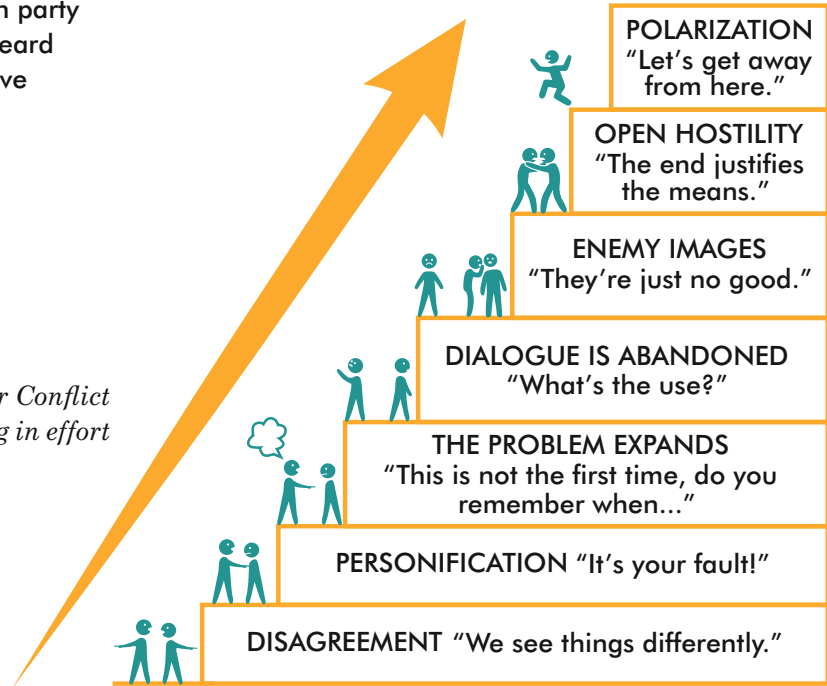
- commit to finding a solution that satisfies each party
- listen carefully and restate what you have heard
 - remain calm and avoid becoming defensive
 - use "I" statements
 - describe your emotions
 - choose a good venue to talk
 - be open to CREATIVE solutions
 - acknowledge points of agreement
 - talk about the issues not the people
- be specific in describing what you need

This modified illustration by the Danish Center for Conflict Resolution demonstrates the alternatives to putting in effort in negotiation.

Diffuse tension in negotiation with phrases like:

- "I appreciate your perspective"
- "I understand your expectations"
- "What I heard you say is..."
- "How can we resolve this "

CONFLICT ESCALATION

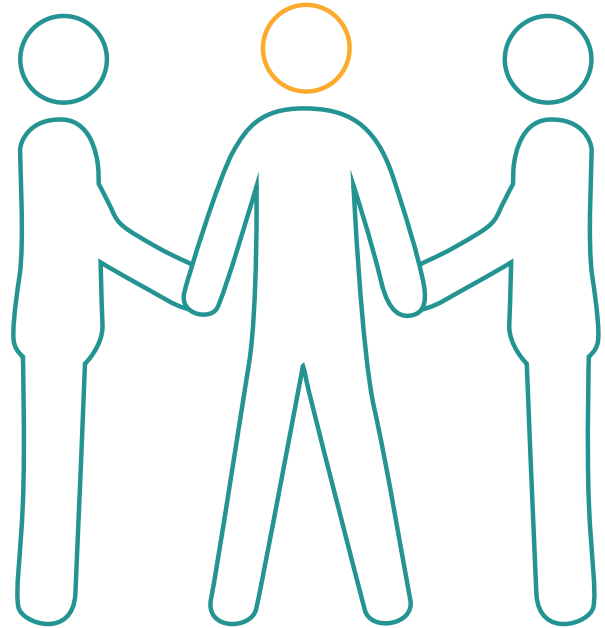


How to strategically negotiate in conflict resolution?

THERE ARE TWO WELL TESTED TECHNIQUES:

1. Superordinate goals and **common** identity increase the likelihood of peaceful resolution of differences and foster **integrative agreement**.

2. GRIT technique of negotiation includes a method of **restoring negotiations** between two parties who are deadlocked. GRIT reestablishes negotiations by urging one side to initiate a concession. According to the **norm of reciprocity**, people are expected to reciprocate benefits from others.



3.7. Decide boldly

Integrating ambiguity, uncertainty, and information overload into a decision.

Decision-making is the fundamental requirement in strategic planning and execution. No one, including great strategic leaders, has complete mastery over their environ-

ment. They must make decisions in time that are flexible but not indecisive, objective but not dismissive and rigorous but not interminable. What helps or hinders leaders in making quality decisions? The answer is social perception – the process by which people come to understand one another and social situations. Out of 30 error types here is a sample of 6 usual errors people make in the process. These errors can be eliminated or controlled only after rigorous training.

ERROR	EXAMPLE
<p>Fundamental Attribution Error The tendency to underestimate the impact of situations on other people's behavior and to overestimate the role of personal causes.</p>	<p>Students are surprised when they realize that their leader professor who is so eloquent in a lecture hall stumbles and mutters in less formal surroundings like a soccer game.</p>
<p>The Actor-Observer Effect The tendency to attribute our own behavior to situational causes and others' behavior to personal causes.</p>	<p>A political leader caught in a sex scandal explained that he could not resist the “female temptation strategically planted by his opponents”. In his opinion, other leaders engaged in sexual affairs are notoriously immoral and insincere people.</p>

ERROR	EXAMPLE
<p style="text-align: center;">False-Consensus Effect</p> <p>The tendency of leaders to overestimate the consensus for their own opinions, attributes and behavior.</p>	<p>A unit leader decides to take route C to reach the destination and estimates that 63% people would prefer the same route, while only 38% preferred the route.</p>
<p style="text-align: center;">Confirmation Bias</p> <p>Leader's tendency to seek, interpret, and create information that verifies their existing beliefs.</p>	<p>Political leaders refuse to withdraw their support for programs that do not work. Soccer coach clings to a strategy that is ineffective. They stubbornly insist on searching and creating information that supports their position.</p>
<p style="text-align: center;">Outgroup Homogeneity Bias</p> <p>The tendency to assume that there is greater similarity among members within outgroups than within ingroups.</p>	<p>For groups other than their own leaders tend to believe that “If you have seen one, you have seen them all”. “If you have seen one lawyer, you have seen them all”.</p>
<p style="text-align: center;">Egocentric Bias</p> <p>Bias toward perceiving and recalling yourself as a central actor in various kinds of events.</p>	<p>Leaders in sport teams were asked to describe a turning point in the games they played. 80% of them egocentrically selected the games where their team was responsible for the turning point.</p>

3.8. Give support

Counsellor (noun) - a person trained to give guidance on personal, professional and psychological problems.⁵⁹

Most organizations invest millions in training their people, whether they are leaders, employees or even partners. These investments are lost for the organization when people leave. This is especially sensitive for non-profits, like youth organizations since they usually cannot keep their people within the organization by giving large salaries or other incentives. In this situation one of the key solutions is to develop a caring organizational culture.

Counselling is a fundamental part of any organization that would like to establish a long lasting culture and would like to retain their best people.

That means having a counselling system that is organised by trained individuals who are looking for the opportunity to help when others need it. Each and every one of us will get

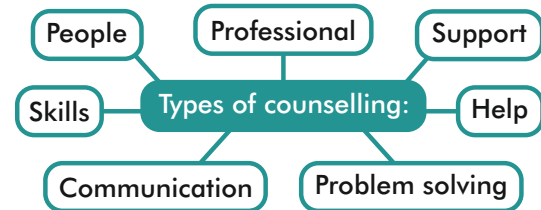
COUNSELLING IS:

- Understanding what's happening in one's life
- Non judgmental
- Confidential
- Changing - work out what changes you can make and how
 - Responsive to individual needs
 - Listening

into a situation in life when we need help and support or just someone who we can talk to. There are phases in everyone's life that are critical and when one needs assistance.

The counsellor cares for the individual's physical, emotional and spiritual well-being. There are two main areas of developing a

culture. One is organizational cultural training and the other is personal care.



Both could be done as a part of a well developed counsellor system. We will be dealing with that in the part of the manual about cultural management.

The best cultural training in any organization is the leader's example. How he/she behaves, talks, celebrates, deals with sensitive situations etc. Thus one of the Joyful Leader's main task is to develop the appropriate qualities, behaviours and habits.

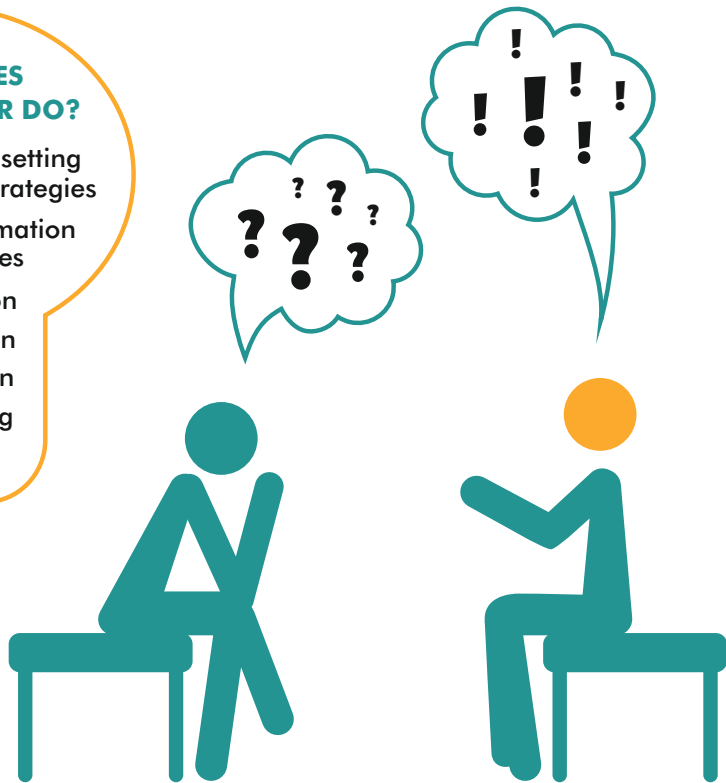
The counsellors can only emphasize these within the organization and help others to understand and implement these in their own lives.

WHAT DOES A COUNSELLOR DO?

- Assists in goal setting and developing strategies
- Provides information and resources
 - Facilitation
 - Meditation
 - Discussion
 - Mentoring
 - Meeting

QUALITIES OF A COUNSELLOR

- Selfless • Listener • Responsible • Learned
- Balanced • Compassionate • Loyal • Patient
- Recognizes time, place and circumstance



3.9. Delegate

Delegation – \ de-li-gā-shən \ noun – the act of empowering to act for another.⁶⁰

This is the core concept of management and leadership. Without delegation, management can be highly ineffective. Some even say that the difference between a good and a bad one is the ability to delegate and get things done through others. Delegation is the assignment of any responsibility or authority to another person to carry out specific activities. Delegation may seem to be very simple: I tell someone to do something. But delegation is much more than that. We should be careful to understand: responsibility, accountability, tools, resources, goal, measuring and deadlines too.

Who to delegate to?

Individuals must be ready for delegation. When assigning responsibilities the individual must be willing and ready to be delegated the task. One of the rules of delegation is

that you should delegate the task to the lowest possible level in the organization.

Why delegate?

People don't delegate simply because it is a lot of work beforehand. You have to define a lot of things and sometimes even set up systems so that the delegation would work efficiently. Many times people say it is easier if I do it myself. It could be true, but that really limits the organization's growth.

Think about an important thing: If I do it myself, is this the best use of my time? If you properly delegate then you are helping to develop the skills of those who you delegated the task to so next time you would be more confident to give them similar tasks.

The art of delegation is worth learning.

It saves you time and money, it develops the skills of individuals working with you, you'll be more effective and it also lets you think more strategically.

The RACI Model:⁶¹

There are several models for delegation and clearly defining the roles in a simple or a complex project. We will deal with only one of these here and that is the RACI model which describes the participation by roles in completing tasks for a project. It clearly defines responsibilities, accountability and the flow of information and instructions.

Responsible (also Recommender)

Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required.

Accountable (also Approver or final approving authority)

The one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one who delegates the work to those responsible. In other words, an accountable must sign off (approve) the work that the responsible provides. There must be only one accountable specified for each task or deliverable.

Consulted (sometimes Consultant or Counsel)

Those whose opinions are sought, typically subject matter experts; and with whom there is a two-way communication.

Informed (also Informee)

Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

THE RACI MODEL IN ACTION

EVENT ORGANISATION	ROBY	MILE	PATY	JASMIN
Organize program	A	C	R	I
Book a venue	C	A	R	I
Invite speakers	A	I	C	R
Send invitations	R	I	A	I
Organize catering	C	A	I	R

Working with Groups

3.10. Group dynamics

SOCIAL PSYCHOLOGY OF INGROUP PROCESSES

A group is a set of people who are interacting in a face-to-face relationship, feel they belong together and have a common goal.

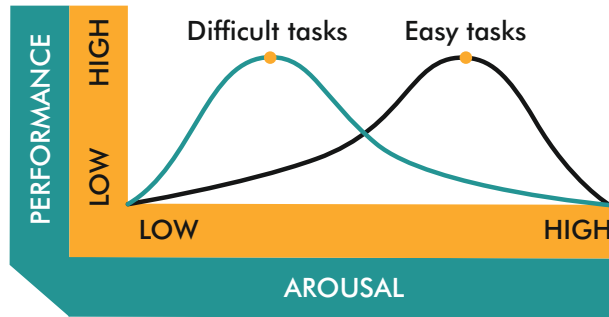
A collective is a set of people who do not have face to face interaction but are engaged in a common activity. A team is a closely connected group of people, often with complementary skills, who work together and hold themselves mutually accountable in the pursuit of a common goal. The special benefit of working within a team is synergy. Groups influence their members through roles, status, norms, and cohesiveness. The leader must understand these group processes within his team.

SOCIAL PSYCHOLOGY WITHIN A GROUP

DESCRIPTION

Social Facilitation

*When others
AROUSE US.*



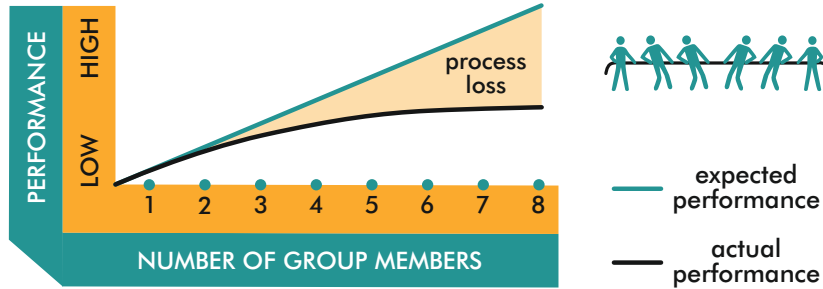
The presence of others enhances our performance on simple tasks but impairs it on complex tasks. This effect seems to occur because others arouse the individual and increase the drive to exhibit the dominant response.⁶²

SOCIAL PSYCHOLOGY WITHIN A GROUP

DESCRIPTION

Social Loafing

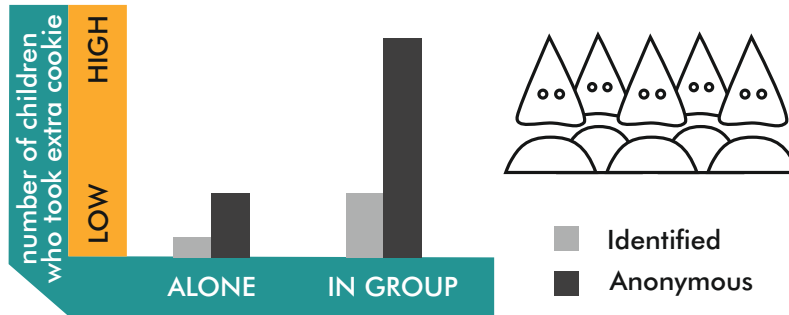
When others **RELAX US.**



Group produced reductions in individual output happened when individual contribution is not identifiable, or the task is highly involving. Individual is working less hard in groups than when alone.⁶³

Deindividuation

When **PEOPLE LOSE CONTROL.**



Diminishes personal sense of individuality and loses constraints towards deviant behavior. Two types of cues can loosen constraints:
 Accountability cues (anonymity and not being held responsible) and Attentional cues (that reduce self-awareness).

Teams and groups differ in their internal processes. The following table assesses some differences.

TEAM		GROUP
Shared leadership roles.	Leadership	Clear and strong group leader.
Members appreciate their independence. Personal and team goals are best achieved by mutual support.	Understanding	Members understand that they are together due to administrative division and purpose.
Members own the process. They have helped to establish the common goal.	Ownership	Members focus on themselves and the goal is often perceived as a nuisance.
Members contribute to the best of their ability.	Creativity	Typically, members are told what they must do.
Mutual and individual.	Accountability	Individual accountability.
Runs effective meetings.	Meetings	Runs efficient meetings.
Discusses, decides and does the work with others.	Process	Discusses, decides and delegates.

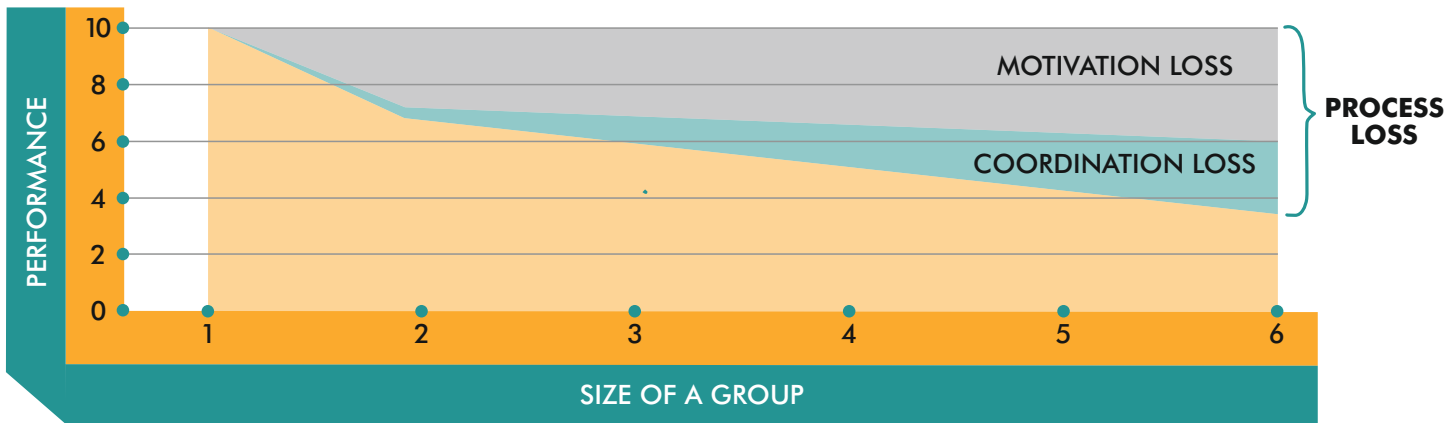
PSYCHOLOGY OF GROUP EFFECTIVENESS

The leader wants to have an **effective group**. An important determiner of the outcome is the **group process loss** which includes coordination and motivation loss.⁶⁴

Motivation loss - team members fail to work as hard as they would as individuals. **Coordination loss** occurs when there is too much waiting time among members to get things done. Such variables as the type of task and group structure determine how efficiently a group will perform

and how much process loss will occur. Difficulties in the group process include production blocking, which slows the production of ideas because members must wait for their turn to contribute. Biased sampling is the second difficulty in which groups fail to find out information that is not shared among members.

Finally, communication networks may be inefficient or produce information overload for individuals occupying central roles.



GROUP DECISION MAKING

Group discussions tend to polarize members' opinions and lead to a more extreme decision and often produce the groupthink phenomenon. Explanations for these effects focus on diffusion of responsibility, social comparison process, and persuasive arguments used to support positions. What are the pitfalls to avoid in group decision making?

"When all think alike

then no one is thinking."

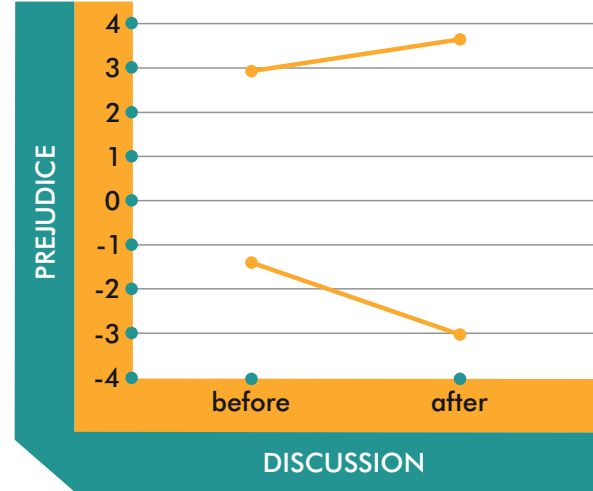
~Walter Lippman

Groupthink occurs when members make poor decisions while trying to maintain group harmony.⁶⁵

Groupthink is most likely to occur in highly cohesive groups that have a strong and respected leader.

Avoid groupthink by using the "devil's advocate", careful consideration of a proposal, and as a leader, avoid stating your clear preference.

Group polarization – a tendency to shift towards more extreme views after a group discussion. A leader must be aware of this tendency and be ready to prevent the shift.⁶⁶



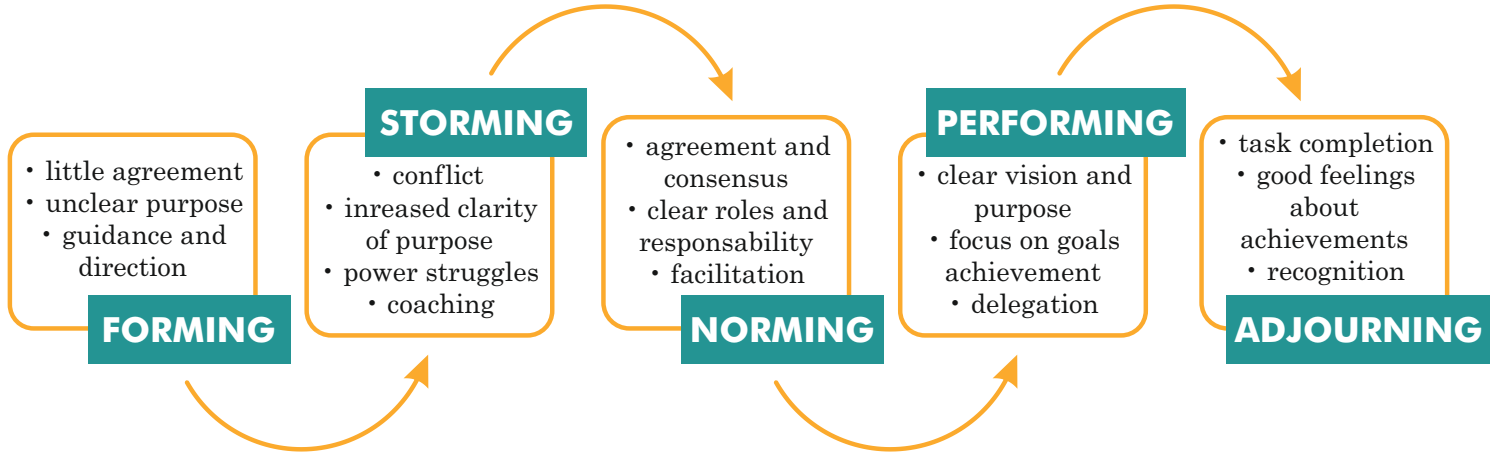
Remember: **Groups don't think, people do!**
What do you think is the difference between "groupthink" and "teamthink"?

3.11. Build your team

A team is a group of individuals with complementary skills committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually responsible.

Commitment may not always be present from the outset, but it is essential for team sustainability.

Creating high-performance teams can be a challenging task, and it does not happen overnight. Teams evolve in predictable stages according to Tuckman Group Development Model⁶⁷ and leader can figure out stage his/her team is in and be able to prepare easier transition to higher stage.



Team building is a continuous process of enabling a group of people to reach their goals and improve their effectiveness through leadership and various exercises, activities and techniques.

Leader task is to build cohesive teams through mutual trust. He:

- Develops others — builds effective teams
 - Builds trust — sets personal example; sustains a climate of trust
- Demonstrates the values and decisions consistent with the organizational ethic
 - Leads others—balances subordinate needs with vision and mission requirements
- Builds consensus and resolves conflict

QUALITIES TO MEASURE GOOD TEAMWORK

IDENTITY

Develops through a shared understanding of what the team purpose and values are. Team members understand and share a mutual vision.

COHESION

The unity or togetherness among team members. Comes from mutual trust, cooperation, and confidence.⁶⁸

CLIMATE

Effective teams operate in a positive, engaging, and emotionally safe environment. An engaging environment drives team members' desire to work together on shared missions; they feel a sense of self-worth and they are accomplishing something more important than they are.⁶⁸

3.12. Understand your people

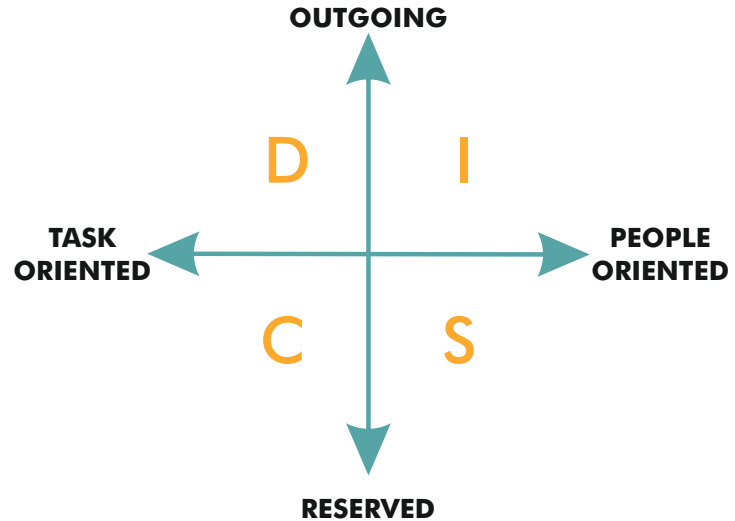
To create a vibrant team where each person will be motivated and willing to engage their maximum potential we need to understand our team better.

Understanding personality types is helpful for appreciating that even though people are different, everyone has value, with special strengths and qualities, and that everyone should be treated with care and respect.

In terms of 'motivating others' you cannot sustainably 'impose' motivation on another person.⁶⁹ You can inspire them perhaps, which lasts as long as you can sustain the inspiration, but sustainable motivation must come from within the person. This implies that you need to discover, and at times help the other person to discover their personality – and life call which we wrote about before – so they could achieve their own unique potential.

There are many different models of defining personality

types, e.g.: Jung's, Myers-Briggs, Belbins, DISC, etc. The DISC model⁷⁰ is very easy to understand. By sorting people in four groups, namely; are they more people or task oriented and are they more outgoing or reserved, we can easily understand their personality type as shown below.



The “D” personality style

Style: Task-oriented / Outgoing

Description: Dominant, Driving, Doers

Symbol: Exclamation point – emphatic in everything they do, D types can be very self-sufficient, relying on their natural abilities and talents to get them through difficult situations. They are never satisfied with the status quo. They are constantly looking for new and better ideas and ways of doing things.



The “I” personality style

Style:

People-oriented / Outgoing

Description:

Inspirational, Influencing, Impulsive

Symbol: Star – they love recognition and being the center of attention, high I's are very friendly. They seem to talk to or wave to everyone they see. They know no strangers. After you have been with them five minutes, you feel like you have known them all your life.



The “S” personality style

Style:

People oriented / Reserved

Description:

Steady, Stable, Supportive

Symbol: Plus/Minus – They bring a balance to the people equation, an S is very orderly and efficient, preferring to know that things are running smoothly...They prefer the standard, tried and proven way of doing things... One of their mottos is, 'Working together we can do it.'



The “C” personality style

Style:

Task-oriented / Reserved

Description:

Competent, Cautious, Careful

Symbol: Question Mark – They want to know the why behind what they do, the C type is usually extremely gifted. They are very bright and have a high capacity for intellectual achievement. They know how to take a big project and break it down into little components.



4. LEAVES

Leaves use the nutrients coming from the roots and energy from the sun to transform them through photosynthesis into energy that the tree can use and produce fruits.

Leaves change according to seasons and we will also need to adjust our strategies to reach our noble vision and to withstand all the changes which will occur on our path.

When we choose our values and life call and exemplify them with our lifestyle we can use them to develop a strategy as to how to realize our noble vision and make a contribution to others' lives.

We will also see all the novelties and trends in Leadership to understand how we have developed our Joyful Leadership concept through newest research.

**"The challenge of leadership is to be strong, but not rude;
to be kind, but not weak;
to be bold, but not bully;
to be thoughtful, but not lazy;
to be humble, but not timid;
to be proud, but not arrogant;
to have humor, but without folly."**

~ Jim Rohr

Here we will show you the principles and in the online course and on the training we will show you what it looks like in practice.

LEAVES - Facing challenges

Chapters:

Making ideas work

Dealing with change

Novelty in leadership



Making ideas work

4.1. Strategic leadership revealed

Joyful Leadership is helping leaders to work strategically, to be more proactive and value-based, thus planning is a crucial element of it.

A Joyful Leader should know how to put the framework, the elements, the pitfalls and the process of strategic planning into everyday practice.

THE STRATEGIC PLANNING FRAMEWORK

1. Where are we now?
2. Where would we like to be?
3. How to get there?

PLANNING PITFALLS:

- Lack of ownership
- Lack of communication
- Lack of empowerment
- Out of the ordinary
- An overwhelming plan
- A meaningless plan
 - Annual strategy
- No implementation
 - No reporting
- No accountability

ELEMENTS OF A STRATEGIC PLAN

Vision statement

Where the organization is headed. What will your organization look like 10 years from now?
The dream.

Mission statement

Core purpose. Why you exist.
What we have to do to achieve the vision.
Never changes.

Values and guiding principles

Clarify what you stand for, what you believe in.

Situational analysis

Assess the organization's strengths, weaknesses, opportunities and threats. Environmental and organizational scan.

Advantages

What are you best at? What can you potentially do better than your competitors?

Strategic objectives

Connect your mission to your vision. These are long-term, continuous strategic areas. What are the activities that you need to do to achieve your vision?

Strategies

The guides that match the organization's strengths with the opportunities to position your organization in the mind of the customer.

Goals, priorities

These turn the strategic objectives to specific performance targets. You can use goal setting tools like SMART (Specific, Measurable, Actionable, Realistic, Time-framed).

Plans, action items

Specific action plans that lead to implementing your goal.

Measuring

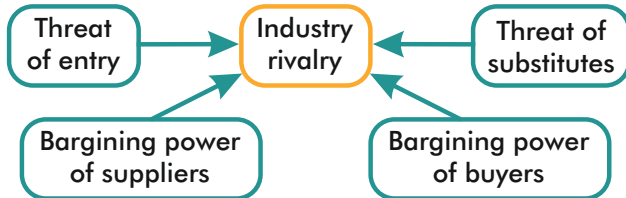
Measure and manage your strategic plan.

TOOLS FOR STRATEGIC PLANNING

Here you can see a list of tools that could be used during the strategic planning process. This is not an exhaustive list. There are many more tools, we listed some that are most commonly used.



PORTER'S 5 FORCES:⁷³



BALANCED SCORECARD STRATEGY MAP - EXAMPLE OF AN ORGANISATION:⁷⁴



See more in next topic 4.2.

4.2. Visionary leadership in action

TRANSLATING IT TO MISSION, GOALS, TARGETS AND MEASURES

Transformational and Joyful Leadership define vision as its core component and many other theories acknowledge the importance of a vision.

Charismatic leaders may choose to use their charisma to lead followers towards a more positive vision for the future (Martin Luther King, Steve Biko, Mahatma Gandhi). Articulation of a vision is affected by limbic system activity and can be traced on the neurological level.

Thus, **having a vision is influential socially, psychologically and biologically**. Providing inspiration starts with a clear vision for a better future.

A Joyful Leader in an organization will often develop the **whole system** based on an agreed vision.

Typical system in an organisation based on vision:⁷⁵



Leading through vision together with **setting out values** is emotionally appealing and motivating but it is not enough in a business environment.

Thus, translating the vision (the dream or picture of your future) into the mission (what we must do to make it real) and then setting precise goals with appropriate measures to monitor the execution is needed if the organization is to be effective and efficient.

A wise leader will **involve the whole team** in developing the vision from the start.

People are motivated by a clear understanding of what they need to do to accomplish the vision.

Each person will learn how to contribute meaningfully toward team goals ensuring personal and team growth in a win-win situation.

It is not a surprise that **90% of the fastest growing US companies are run by their founders with vision** and skills to change during organizational transitions.



Circling through the system in the kaizen manner during change ensures the growth and vitality of the organization.

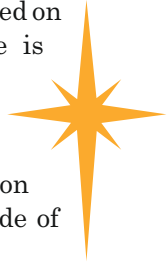
“Leadership is the capacity to translate vision into reality.”
~ Warren Bennis

Perhaps the best-known system operating in thousands of companies is the Balanced Scorecard.

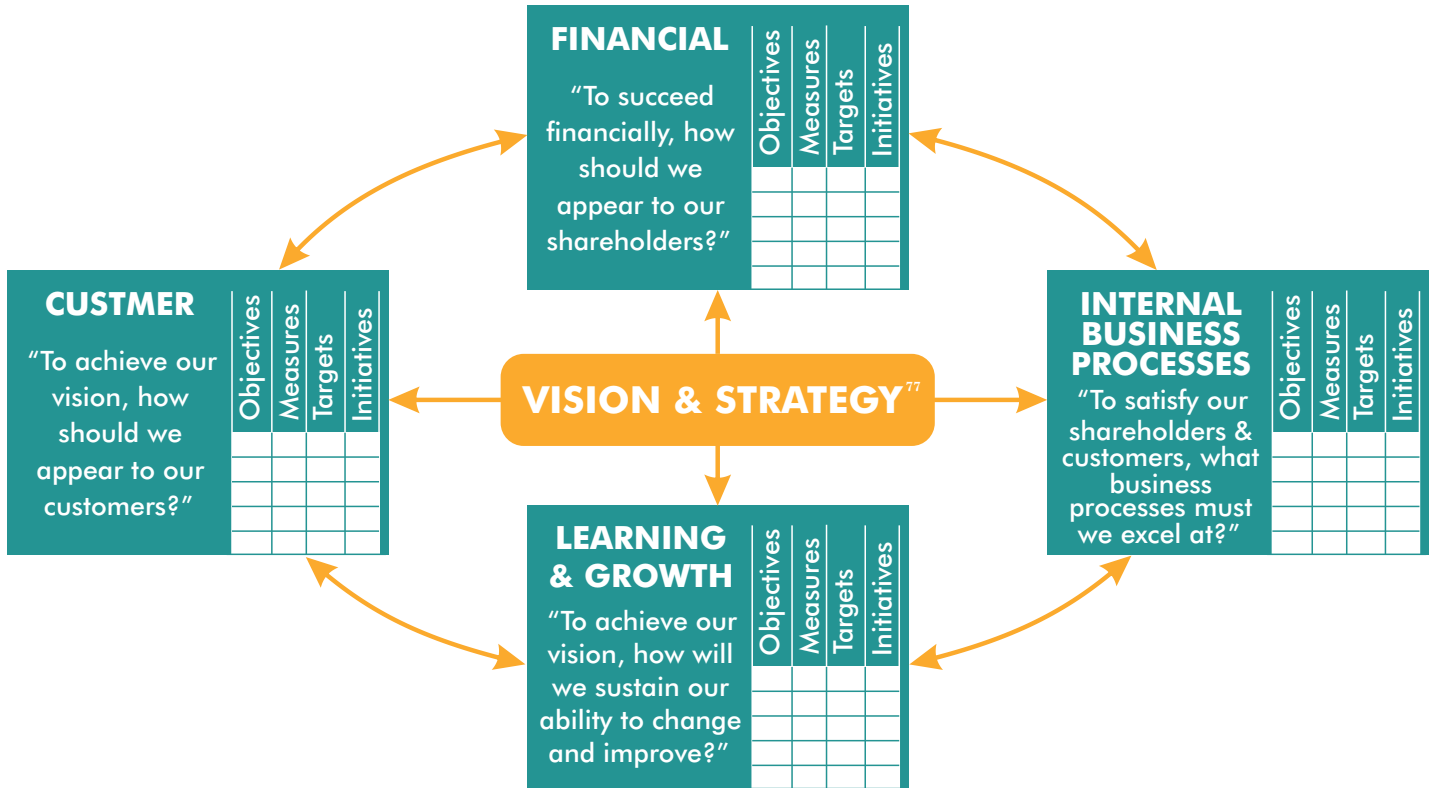
The Balanced Scorecard (BSC) was originally developed by Dr. Robert **Kaplan** of Harvard University and Dr. David **Norton** as a framework for measuring organizational performance using a more **balanced** set of performance measures.⁷⁶

They revolutionized conventional thinking about performance metrics based on the idea “What you measure is what you get.”

Its objective is to translate an organization's mission and vision into operational actions as a mode of **strategic planning**.



Now leaders have a tool to use in implementing leadership in real life.



Dealing with change

4.3. Facing challenges joyfully

When we take up a leadership position, challenges will inevitably come our way. If we want to grow as a leader we should eagerly welcome challenges.

Challenges are neither good nor bad — it just depends on how we handle them. A Joyful Leader prepares himself / herself before the challenges come so that he is strong enough to handle them.

In previous chapters we taught different elements in roots, trunk and branches which are crucial to prepare ourselves to take on the challenge.

In the beginning we taught how to discover our life call so that we know in which direction we would like to go.

Having that Vision in focus, all the impediments (even present failures) will just open new ways of how to reach our goal and will not diminish our motivation.

Practicing lifelong learning will help us to see all the challenges coming our way as opportunities to grow the skills and knowledge and to get realizations which will help us in the future tremendously.



Through self-management we can control ourselves to stay joyful despite all the stressful situations we will encounter.

Depending on whether the challenges are coming from outside or inside our organization, by learning leadership knowledge and developing leadership skills we will be able to handle these situations with utmost elegance.

Social challenges will come regularly and if we understand team development and develop social skills we can use all of

that as opportunities to make our team stronger and the relationships among members better.

"Realizing our spiritual nature enables us to find within ourselves an unchanging core that becomes our shelter amidst the changing world around us."
~ Chaitanya Charan

Moreover, when we identify with some position, project or organization, we will feel threatened when challenges affect them, but if we look at our position, project or organization just as a means to serve others and realize our noble vision, we will always look at the challenges as an educational process and see what we need to learn out of them and how to grow thanks to them.

If we dive deep in our self and connect with our spiritual side we will not be disturbed by the always changing nature of this world.⁷⁸

We will connect with our life purpose and continue to pursue our noble vision.

A Joyful Leader always welcomes challenges with optimism and prepares himself / herself in advance, so he / she is strong enough to handle them when they come.



4.4. Manage change

Change is inherent in life. During the life of an organization change will inevitably happen. Change can be perceived as a threat or an opportunity to grow. What it turns out to be depends on how we manage it.

BASIC PRINCIPLES FOR CHANGE MANAGEMENT

Identify

Identify what you want to accomplish. Set a goal and find ways to measure the result.

Buy-in

All layers of investors and management should have a solid buy-in, which is the reason to change and accept the expected result.

Plan

Make an executable plan, identify steps, set measures and deadlines and outline all the responsibilities. Have a complete roadmap for change.

Resources

Allocate all the resources in time for the process. It should be based on proper data collection and processing.

Communicate

This is not a stage of the change process, it is the overarching element of it. Key-words: transparency, regularity, two-way. Communication is crucial to eliminate fear and misunderstanding.

Monitor & manage

You have to monitor everything and should focus more on resistance and budget. Both are crucial. You can't change without dealing with resistance. Without a controlled budget you cannot be sure that the process can be finished or maintained.

Celebrate

Recognize every milestone and achievement. This helps members of the organization to stay enthused and will strengthen the buy-in.

CHANGE MANAGEMENT MODELS

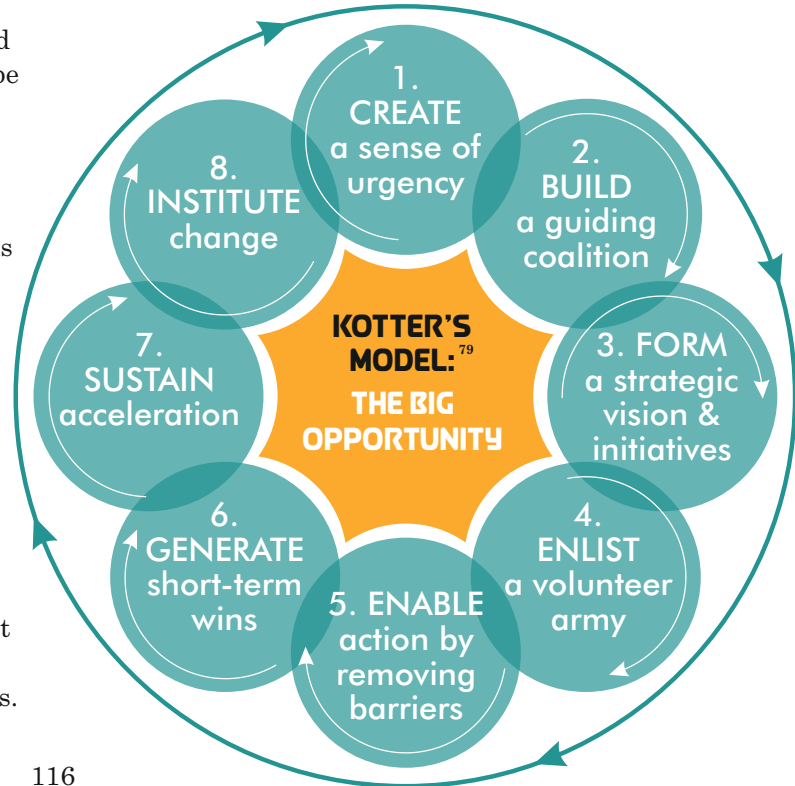
Review

Just like communication, reviewing should be a thread that is woven through the entire process. You have to be open for reviewing and redoing the whole process if necessary.

There are two types of change: one that is caused by outside (or inside) circumstances and the other, which is strategically planned to encourage improvement. With a long-term vision you can resolve external changes so it is highly suggested that every organization formulates a plan for change. When we speak of Joyful Leadership, one of the aspects that help a Joyful Leader to stay on track is that he plans ahead, knows how to handle change and drives the organization through stormy waters through strategic leadership.

The time available to adapt to change has greatly shortened in recent years. Therefore proactive and fast preparation for change is needed. As it is with most concepts, there are several change management models.

We will list some of the most popular ones here.



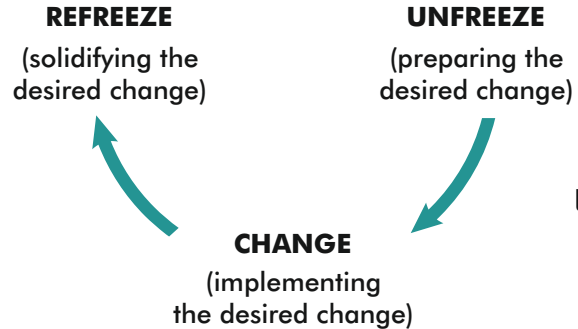
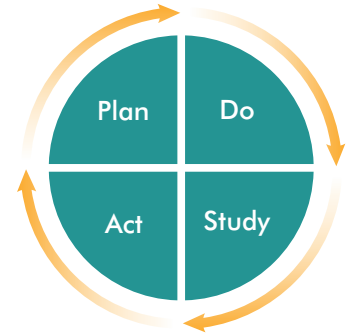
ADKAR MODEL ⁸⁰

The people side of change



Phases of a change project

DEMING CYCLE ⁸¹



LEWIN'S MODEL ⁸²

4.5. Develop others

Joyful Leadership is about growing together in a strategic proactive way. A Joyful Leader is striving to help others, to give value to others and thus develop others.

4 key elements of developing others that leaders should do:

- 1) Performance discussions
- 2) Involving team members
- 3) Appreciation and recognition
- 4) Find a job that fits the employee

Individual development in an organization is one of the key factors for the retention of people. So it is crucial for the leader to identify the individual needs, the training areas and the driving forces that pushes someone to stay or leave the organization.

3 main factors are required for successfully developing others:

- 1) The individual
- 2) The trainer (or leader / or teacher)
- 3) The process

We have to consider the individual's and the trainer's nature, age, present skills, styles, abilities and the training needs and see how the individual and the trainer match. Most times this is not even considered and thus development will not happen and it is not the fault of the trainer or of the individual. It was the failure to properly understand the matching of the two. Once we understood the first two aspects, we can choose the process and then developing can start.

There's also another important aspect of developing others: the trainer should show a good example in his own life how the trained skills, abilities, methods etc. are being used efficiently. Without personal example the training would not have as long lasting effect as otherwise possible.

Activities a trainer should do

- identify competency gaps
- develop a personal development plan for the individual
 - assess performance
 - train, instruct, demonstrate
 - provide on-the-job learning
- arrange for the proper budget allocation for training
 - reward

"Treat people as if they were what they ought to be and you help them to become what they are capable of being."

~ Johann Wolfgang von Goethe

THE LEADERS' APPROACH

Assess information

You need to have valid and descriptive data that you can use. To gather this information you can use: self-assessment, reports, customer feedback, 360 feedback etc.

Buy-in

Involve all interested parties in all phases possible to ensure buy-in.

Make a development plan

Define the details of the plan including responsibilities, goals, action points, timeframe, measurement, milestones.

Execute the plan

Based on the development plan execute all the items and provide the necessary data for monitoring.

Measure progress

Measure based on the assessment system that you defined when developing the plan. Ask for and give feedback on the progress and change items of the plan if necessary.

4.6. Create a joyful culture

MEANING & GOAL

As we wrote in the counselling part of the manual, there are 2 main areas of developing a culture.

One is organizational training, including social training and the other is personal care. Both could be done as a part of a well developed counsellor system.

Cultural management is a discipline that makes an effort to influence the attitude, behaviours and thus the culture on a larger scale in a group of people.

Cultural managers analyze and understand social systems to design the appropriate methods to achieve the desired results within the target group.



The goal of the Joyful Leader's cultural management is to establish and maintain common values,

vision and goals, set mutually accepted morals and ethics and to develop a high level of trust and confidence within the community, organization or team.

To reach the goal the Joyful Leader uses, among others, the following tools:



TRAINING

Training is a way to transfer knowledge, develop new skills and cultivate talents.

If a training has the right proportion of knowledge vs. practice and the students have good examples before them and see the possible outcome, then it has the potential to develop a culture. That culture has a direct effect on three levels that are strongly interconnected.

The following systems are crucial to developing an organizational culture as the result of cultural management.

3 levels of training effect:

- individual systems
- social systems
- environmental systems

The key word for each one of these is transparency.

The members of an organization should know clearly what are their rights and obligations, what is the organizational structure, what are the boundaries, how to propose change, what are the aspects of care, what issues to communicate, how and to whom. If these are set up properly then there is a solid foundation to build the organization.

Leadership & management

Financial
Education
Care
Communication
Rewards & punishments
Growth

Novelty in leadership

4.7. Novelty and trends

THE WAY FORWARD FROM 2018 AND ONWARD

The 21st century is unfolding and revealing general challenges leaders face like globalization, migration, innovation, communication, including social media, employee engagement deterioration and talent management.

For example, the number of highly engaged employees is falling to the range of only 25-35% depending on the country.

Leaders must learn to deal with critical mindsets for individuals to feel engaged and have a purpose in work.

Understanding and developing optimism, purposefulness, autonomy, competence and resilience (hardiness) becomes a must.

The Joyful Leadership attempt is one of the answers to the issue.

Looking from 2018 and onward one can find various trends in leadership and one such list was recently assembled by Forbes Coaches Council members.⁸³

While there is no general “right” way to be a leader, it seems there is a good way to be a leader taking into consideration “L'esprit du temps”.



TREND	DESCRIPTION
<p>Encouraging All Team Members to Be Brand Ambassadors</p>	<p>Leaders are starting to recognize that every employee is an opportunity to provide the market insights into the culture, quality and standards of the organization. By leveraging social media, particularly LinkedIn, every employee can become an ambassador.</p>
<p>Investing In Human Capital Development</p>	<p>Leaders will recognize the long-term benefit of focusing on human capital development. Taking a vested interest in helping employees thrive in all areas of their lives (not just work) will create more engagement, productivity and overall happier employees.</p>
<p>Increasing Emphasis on Empathetic Leadership</p>	<p>Value-driven Generation Y and Z talent will continue to leave command-and-control cultures for collaborative workplaces. The value of leadership empathy will be sky-high in 2018 and onward. The ability to understand, relate to and be sensitive to employees, colleagues and communities will be paramount. We will see an even greater emphasis on listening, relating and coaching to drive effective leadership.</p>

TREND	DESCRIPTION
<p>Focusing on Individual Growth</p>	<p>With so much focus on diversity and inclusion, we may have overlooked the value and power of separation. 2018 and the following years will be the years of individual growth. Many will turn to their employers for help and support in clarifying one's purpose and how to actualize one's full potential.</p>
<p>Leading by Actions and Examples</p>	<p>Vocally supporting policies and procedures, but actions saying otherwise – forget it. With so much light being shed on unacceptable behavior in all workplaces, leaders will begin to understand they need to not only hold their teams accountable for proper behavior but hold themselves accountable as well.</p>
<p>Turning Organizations into a Truly Customer-Centric Business</p>	<p>With robust customer feedback mechanisms and reporting, there is simply no excuse for not adapting to what customers really want today. Customers are no longer loyal to a brand, they're loyal to experiences that work for them. Talking is not enough. It is time to act.</p>
<p>Embracing 'Work-Life Blend'</p>	<p>Industry leaders are recognizing how working from home helps acquire and retain top talent. In 2018 and onward, companies will recognize that work-life blend is key. They won't just opt for bean bag chairs and ping pong tables, but create jobs and schedules that allow staff to better blend their work and lives to reduce burnout.</p>

TREND	DESCRIPTION
<p>Paying Attention to Internal Factors That Are Under Their Control</p>	<p>To make better decisions, we crave certainty. However, smart leaders are recognizing that nothing is certain in the outside world. From 2018 onwards, the winners will be those who redirect their attention to what is happening inside their organizations, getting clear on who they want to be and what success looks like.</p>
<p>Taking Workplace Sexual Harassment More Seriously</p>	<p>More employers will be less tolerant of sexual harassment in the workplace and will work to deal with claims more seriously to set the tone for their organization.</p>
<p>Taking a Stand on Social and Political Issues</p>	<p>New recruits will demand to know. From 2018 onwards, we will see a big emphasis on leaders developing their ability to be ambassadors for the values of their companies. Leaders will be articulating a point of view on sociopolitical issues such as diversity and inclusion, immigration and refugees. Remaining quiet or staying out of the fray is no longer an option.</p>
<p>Proactively Promoting and Retaining Women Leaders</p>	<p>One of the major leadership issues for 2018 and subsequent years will likely involve proactive efforts to promote or retain women leaders. Another likely trend will be developing new, creative strategies for retaining skilled staff.</p>

TREND	DESCRIPTION
<p>Implementing Agile Talent</p>	<p>With the rise in freelancers and remote work, companies will be moving more towards the implementation of policies and procedures to work with agile talent. Organizations will need to train their managers to effectively onboard and utilize the agile talent to complete projects more efficiently while maintaining a strong organizational culture.</p>
<p>Having an Objective Outsider</p>	<p>Many companies are great at in-house training and coaching, and there is great value in working in the same environment as your coach or mentor. However, it is often difficult to be objective when you see the same people every day. Having an independent outsider helps all to gain clarity.</p>
<p>Promoting Continuous Education</p>	<p>As the business landscape persistently grows in competitive intensity, every organizational member must be smarter. Therefore, continuous learning will be at the forefront of management's agenda to gain and sustain a competitive advantage. Learning will not be confined to formal training performed within the business. Learning will extend to a growing number of online micro-learning platforms.</p>

5. FRUITS

Fruits are the end product of the tree and there is an old saying that the quality of a tree can be recognized by tasting its fruits. Fruits can be bitter, sweet, sour, etc. as the results of our leadership.

If fruit doesn't grow naturally and we use all kinds of chemicals, we can get quantity and nice external appearance but the quality and taste will not be very good. That is why we need to develop ourselves holistically and mature naturally so that the fruits that we produce will be of good quality and will gradually grow in quantity.

Seeds are a crucial element of a tree which needs to come if we practice Joyful Leadership. We can see how good a leader is by how many qualified leaders he creates and what kind of legacy he leaves behind.

**" If your actions
inspire others to
dream more,
learn more,
do more and
become more,
you are a leader."**

~ John Quincy Adams

Here we will show you short examples of Joyful Leadership which can inspire you and show you what it looks like in practice.

FRUITS - Producing results

Chapters:

Work pays off

Examples

Seeds



Work pays off

5.1. Finally! What exactly is Joyful Leadership

The older leadership models capture some parts of effective leadership, but they are largely ignoring the leadership process in the context of the psychological, ethical and philosophical self of the leader.

Joyful leaders address challenges while practicing self-mastery.

They try to meet the needs of the challenge (situation), team and individual with a servant attitude on the one hand and awareness of the privilege to lead on the other.

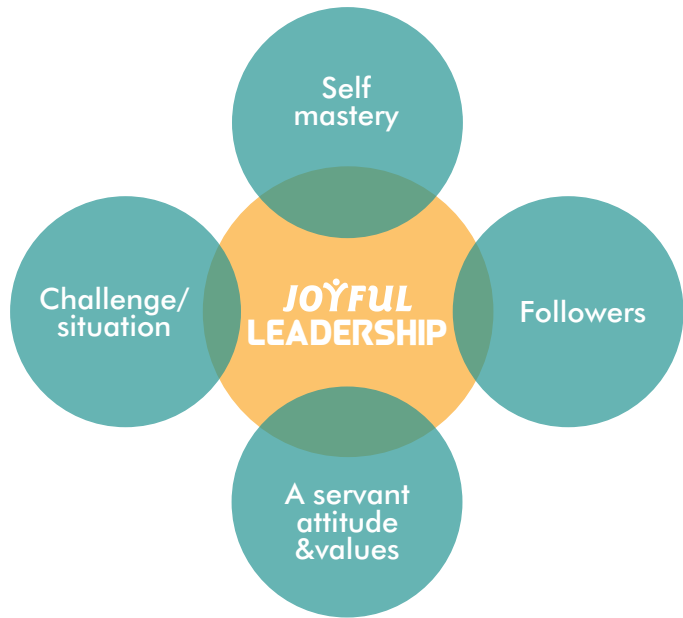
The emotion of joy rests on the mastery achieved and on the awareness of the privilege to lead for the benefit of all.

Therefore, we have defined Joyful Leadership as **“the process of influencing others with joy about what needs to be done and how to accomplish shared goals for the benefit of all”** and a *Joyful Leader* as “one who by virtue of his vision takes the responsibility to inspire and influence people to accomplish group goals that benefit all”.

Joyful Leaders feel honored to lead and are willing to use all their personal and team assets to accomplish this noble vision. The strength of their conviction when meeting challenges comes from the personal mastery they have achieved, the two-way interaction with followers, a servant attitude with moral virtue, and strong values as shown in the figure on the next page.

There is no Joyful Leadership without leadership joy to start with.

Joyful Leadership is not only descriptive but prescriptive as well. It functions like a self-fulfilling prophecy. The leader's joy has a potential to elicit similar emotion in followers. This emotions in turn reinforces and energizes the leader for even more joyful leading. Without this emotion a Joyful Leader would be only a transformational one.



Joyful Leadership **develops from within**, and it grows through a process of self-discovery. Joyful Leaders know who they are and what they want because they honor their

values. These values guide them in everything they do.

An answer to what you believe or value as a person is crucial if you want to be a **leader with integrity**.

The value of serving others and the virtue of being humble coupled with the feeling of being honored to lead are at the **core of Joyful Leadership**.

They are road signs to a master Joyful Leader.

Therefore, Joyful Leaders are **authentic integrators** within the leadership process and even in difficult circumstances joy is a necessary ingredient if one is to be such a leader.

They are psychologically appealing to followers due to their courage, noble vision, personal mastery and exemplary behavior – all presented with strong conviction and joy.

To become and stay a Joyful Leader one must engage in everlasting personal mastery according to the saying **“Simple living, high thinking”**.

Examples

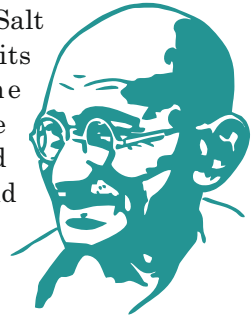
5.2. Leading ideas - - Mahatma Gandhi

His name was Mohandas Karamchand Gandhi. His followers called him “Mahatma”, which in Sanskrit means “Great Soul”.

At the age of 19 he left home to study law in London. Upon returning to India he set up a law practice in Bombay with not much success. Consequently, Gandhi became an Indian immigrant in South Africa where he was subjected to discrimination and even beating by white members of the community.

After 20 years in South Africa he returned to India in 1915 and we can envision him in an ashram (modest religious retreat) near Ahmedabad praying and meditating.


Here our story of a great leader and “Salt march” commences only to reach its public peak in 1930 when Time Magazine named Gandhi “Man of the Year”. In this ashram Gandhi planned superb leadership action that would shake the foundations of Britain's colonial Empire and eventually lead to the independence of India. The Satyagraha, or civil disobedience as we know it, entered the political jargon and has demonstrated the superiority of leadership based on a referent power source over leadership based on a coercive power source in the so called “Salt March”.⁸⁴



Britain's Salt Act of 1882 prohibited Indians from selling salt or collecting even small lumps of natural salt from the shore. Even worse, they had to pay a heavy salt tax and were forced to buy salt from their British rulers. Gandhi felt deep injustice and started a preplanned chain of events to influence his compatriots as well as the British rulers and to change the Salt Act as a step to the independence of India.

“My ambition,” he wrote, “is no less than to convert the British people through nonviolence and thus make them see the wrong they have done to India.”

The first step was to write a letter to the Viceroy of India, Lord Irwin, in March 1930. Here are some excerpts from it.



*“Dear Friend,
Before embarking on Civil Disobedience and taking the risk I have dreaded to take all these years, I would fain approach you and find a way out...Though I hold the British rule in India to be a curse, I do not therefore consider Englishmen in general to be worse than any other people on earth. I have the privilege of claiming many Englishmen as dearest friends. Indeed, much that I have learnt of the evil of British rule is due to the writings of frank and courageous Englishmen who have not hesitated to tell the unpalatable truth about that rule...For my ambition is no less than to convert*

the British people through non-violence and thus make them see the wrong they have done to India. I do not seek to harm your people. I want to serve them even as I want to serve my own...If people join me as I expect they will, the sufferings they will undergo, unless the British nation sooner retraces its steps, will be enough to melt the stoniest hearts...I respectfully invite you then to pave the way for an immediate removal of those evils and thus open a way for a real conference between equals. But if you cannot see your way to deal with these evils and my letter makes no appeal to your heart, on the 11th day of this month I shall proceed with such co-workers of the Ashram as I can take to disregard the provisions of Salt laws...It is, I know, open to you to frustrate my design by arresting me. I hope there will be tens of thousands ready in a disciplined manner to take up the work after me.

*I remain, Your Sincere friend.
M.K. GANDHI”*

The letter was widely publicized and Gandhi's need to negotiate before taking drastic actions was obvious, but the reaction of the British Court was well described by Winston Churchill's comment. One can picture the scene as the uniformed Viceroy sipped tea with the "half-naked fakir". Viceroy Irwin turned down the interview and the Court laughed.

On March 12, 1930. Gandhi and 78 men and women began their 241 miles long march from the ashram to the coastal town of Dandi. For 24 days they walked through village after village explaining their goal and by the time they reached Dandi on April 5, Gandhi was at the head of a crowd of tens of thousands. Gandhi picked up a small lump of natural salt out of the mud "With this," he announced, "I am shaking the foundations of the British Empire." Thousands of journalists and supporters gathered to watch him commit his symbolic crime. Some 80,000 people were arrested including Gandhi who was taken into custody. Others went on. Over 2500 marchers ignored warnings by police and made an unarmed advance on the salt depot. Journalist Webb Miller writes "Police rushed upon the marchers...and rained blows on their heads..."

Not one of the marchers even raised an arm to fend off the blows. They went down like ten-pins". Winston Churchill admitted that protestors had "inflicted such humiliation and defiance as has not been known since the British first trod the soil of India". The world was astonished.

The British Viceroy finally agreed to meet and negotiate with Gandhi and in March 1931 they produced the Gandhi-Irwin Pact. The "Salt Law" was abolished.

Once the process started it could not be stopped and India gained its independence in 1947. Britain granted independence but split the country into two dominions: India and Pakistan. Gandhi urged Hindus and Muslims to live peacefully together – only months before Gandhi was shot dead by the militant Hindu named Nathuram Godse. Gandhi was adored and followed by millions of people during and after his lifetime but was also attacked by a few who objected his practice of sleeping with naked young ladies in the same room. His answer was that this behavior was practice of self-restraint behavior and self-control.

LESSONS LEARNED

- Gandhi was **able to influence Indians and Britons** mostly through a **referent power** source. Most Indians loved and respected him while most Britons, even if they were no fans of Gandhi, had to respect him. Educated in London, he understood the Western need for justice and living in India he demonstrated empathy with oppressed Indians. He predicted the British arrest but also that Indians will continue after his arrest.
- Gandhi showed **humility**, a **servant attitude** and **respect**, while demonstrating against injustice towards Indians. No trace of hate, no prejudice, no belittling of British people.
- He literary “Walked the talk” and has set a personal example. His internal conviction, joy and respect for all parties including the British administration and the British sense for fair-play was exemplary.

- Gandhi has developed a **visionary and strategic leadership plan** together with tactical and operational elements around the “Salt law” despite doubts expressed by his colleagues. “We were bewildered and could not fit in a national struggle with common salt” remembered Jawaharlal Nehru who later became India's first prime minister. Rather than launching a frontal assault on more high-profile injustices, Gandhi proposed to frame his protest around the visible and salient but common salt issue that was later branded as a world topic.

- While Gandhi demonstrated excellence in understanding British-Indian relationships and was superb in predicting their behavior he was much less capable in understanding and predicting the ethnic relationship between the Hindu and Muslim population in general and national extremists. The price to pay for this imperfection was his assassination. **A leader can be superb in one situation but not so good in another.** Therefore, one can be a leader and a follower depending on the situation.

- Gandhi's action during the Salt march demonstrates **risk proneness as a leadership quality** and high standard in setting prominent values to follow: “I cannot intentionally hurt anything that lives” – he wrote to the Viceroy.
- **One does not have to be perfect to become an effective leader** in at least one area nor must one be perceived as faultless by everyone. Yet it seems there must be no cognitive dissonance within his/her value and ethics system as perceived by them.

Finally, joy, courage, and trust seem to be necessary ingredients if one is to motivate millions into action that benefits all. Today, Gandhi is perceived as a superb example of a transformational and Joyful Leader.



5.3. Leading people - - Martin Luther King Jr.

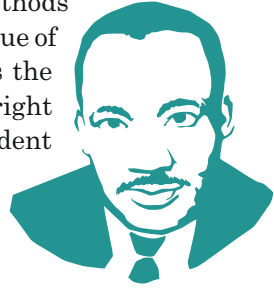
King was 39 years old when his life was ended by a bullet of an assassin after numerous assassination attempts. He gave his life for the cause he believed in.

At that time, he was recognized as one of great leaders of modern times and was called “the moral leader of the nation”. He was to receive the Nobel Prize for his courageous leadership and his advice was sought by presidents Kennedy and Johnson.

Who was this boy born in 1929 in Atlanta? He grew up in a black neighborhood with his father, a Baptist minister. Martin was a hard working student, considerate of his peers.

King became head pastor of the Baptist church in Montgomery 25 years later after receiving his Ph.D. in philosophy at Boston University.

Dr. King wrote that Gandhi's methods were “the guiding light of our technique of nonviolent social change.” King was the right man in the right place at the right time when on December 1955 an incident happened in Montgomery. African American Rosa Parks paid her fare and boarded a bus in the “Negro section” at the back of the bus.



Six whites boarded the crowded bus and the bus driver ordered the blacks to give up their seats so that whites could be seated. Rosa Parks remained seated and for this she was arrested. It was time to act. King urged that the action be nonviolent and one day a boycott of the bus line by the Black people was planned.

King expected a boycott turnout of about 60% only to be amazed later by almost 100% participation. He was elected to lead the Montgomery Freedom movement and the boycott evolved into a 382-day event until the Supreme Court declared the Alabama law requiring race segregation on buses null and void.

Later King organized the March on Washington to give impetus to the Civil Rights Bill of Kennedy-Johnson and 250 000 people showed up on August 23, 1963 waiting for Martin Luther King to speak. ⁸⁴

The famous speech followed:

"...I say to you today, my friends, that in spite of the difficulties and frustrations of the moment, I still have a dream. It is a dream deeply rooted in the American dream.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: "We hold these truths to be self-evident: that all men are created equal." I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slaveowners will be able to sit down together at a table of brotherhood...

I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character... When we let freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up

that day when all of God's children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual, "Free at last! Free at last! Thank God Almighty, we are free at last!"

After the speech there was a moment of silence and then a thunder of approval. Dr. King was able, by using only words, to keep the Black Freedom movement from turning into violence. Coretta King describes a situation after a bomb was thrown at his home in Montgomery and over 1000 angry and armed blacks gathered ready to fight with the police. King delivered a speech and stopped the blacks in a manner that a white policeman commented "If it had not been for that nigger preacher we'd all be dead". Martin Luther King Jr. was not only a great leader but also a great follower. He followed the leadership of Dr. Benjamin Spock and others in a demonstration against the Vietnam war. ⁸⁴

As a leader he was able to invite other powerful political leaders like Kennedy to join the movement.

LESSONS LEARNED

- King's leadership during the challenging times of the civil rights era was transformational for the people he served. **Inspiration was the common denominator of his influence.**

- **Vision – pursue the impossible.** King was able to envision the idea of a black or female president and years after his assassination Obama became president. You cannot improve your society or organization if you don't believe something better is possible.

- **The determination, conviction and joy regarding his vision of a better future were contagious.** Referent and legitimate power formed the base of his influence. He was the legitimate elected leader of the Black Freedom movement and a reference authority of a possible better future.

- **Empathy** was shown not only with Rosa Parks but with all segregated people. He even moved his family into a run-down building in Chicago for six months when he was

working to end housing inequalities. As you work to lead your team get in the arena with them on a regular basis, so you can better understand what they are dealing with.

- **A lifelong learning,** King made many references to philosophers and other historical thinkers like Gandhi thus learning to improve his leadership skills. One can take cues and guiding principles from other leaders.

- A transformational leader focuses more on the end-goal for the greater good, rather than his/her own comfort. You'll have to **put the mission ahead of your personal comfort** if you want the vision to be realized. Courage is the name of the game in referent power.

- **Empower the powerless and thousands will follow.** The “I have a dream” speech is remembered because it demanded equality in civil rights and voting rights, education, employment and housing. King has helped the protesters to form a new sense of self-identity and pride. You must impress followers by their own power, not just by yours as a leader.

- **Great leaders are often great followers.** Being a leader in one situation might boost your ego but do not forget that others might be more appropriate leaders in a given situation and you can support the change by being a great follower. Serving others is the goal of Joyful Leadership and humility is a prevention mechanism to self-gratification.



5.3. Leading faith - - A. C. Bhaktivedanta Swami

Abhay Charanaravinda Bhaktivedanta Swami Prabhupada (1 September 1896 – 14 November 1977) was a spiritual teacher (guru) and the founder preceptor (Acharya) of the International Society for Krishna Consciousness (ISKCON), commonly known as the “Hare Krishna Movement”.

Born Abhay Charan De in Calcutta, he was educated at the Scottish Church College in Calcutta. He graduated in 1920 with majors in English, philosophy and economics, but rejected his diploma in response to Gandhi's independence movement. Before adopting the life of a pious renunciant (vanaprastha) in 1950, he had been married with children and owned a small pharmaceutical business. In 1959 he took a vow of renunciation (sannyasa) and started writing commentaries on Vaishnava scriptures. In his later years, as a travelling Vaishnava monk, he became an influential

communicator of Gaudiya Vaishnava theology to India and specifically to the West through his leadership of ISKCON, founded in 1966.



As the founder of ISKCON, he emerged as a major figure of the Western counterculture, initiating many thousands of young people on six continents.

He received criticism from anti-cult groups, as well as a favourable welcome from religious scholars such as J. Stillson Judah, Harvey Cox, Larry Shinn and Thomas Hopkins, who praised Bhaktivedanta Swami's translations and defended the group against distorted media images and misinterpretations. In respect of his achievements, religious leaders from other Gaudiya Vaishnava movements have also given him credit.⁸⁵

He has been described as a charismatic leader, in the sense used by the sociologist Max Weber, as he was successful in acquiring thousands of followers throughout the world.⁸⁶ His mission was to broadly propagate Gaudiya Vaishna-

vism, a school of Hinduism, outside of the borders of India. He used the Bhagavata Purana as a central as it had been taught to him by his guru, Bhaktisiddhanta Sarasvati Thakura who requested him to print books and spread Gaudiya Vaishnavism message in the English.

In 1965 at age 70 he left India, obtaining free passage on a ship called the Jaladuta over the Atlantic to the United States, with the aim and hope of fulfilling his spiritual master's instruction. His trip was not sponsored by any religious organization, nor was he met upon arrival by a group of loyal followers. His only possessions were a suitcase, an umbrella, a supply of dry cereal, about eight dollars worth of Indian currency, several boxes of books and the magnitude of his intended task that weighed on him.

In 1947, the Gaudiya Vaishnava Society recognized his scholarship with the title Bhaktivedanta, meaning “one who has realised that devotional service to the Supreme Lord is the end of all knowledge”. His later well known name, Prabhupāda, is a Sanskrit title, meaning “at whose feet masters sit”.⁸⁷

It was in July 1966 that he founded the International Society for Krishna Consciousness (ISKCON) in New York City. He spent much of the last decade of his life setting up the institution.

Since he was the Society's leader, his personality and management were responsible for much of ISKCON's growth and the reach of his mission. After a group of devotees and a temple had been established in New York, another centre was started in San Francisco in 1967. From there he travelled throughout North America with his disciples, popularizing the movement through street chanting (sankirtana), book distribution and public speeches.⁸⁶

Once ISKCON was more established in USA, in 1969 a small number of devotees was sent to London, England, where they came into contact with The Beatles.⁸⁸

George Harrison took the greatest interest, spending a

significant time speaking with Prabhupada and later in 1971 producing a Radha Krsna Temple album of Vedic devotional songs that had two hit singles with the UK branch of the Hare Krishna movement.

Over the following years his continuing leadership role took him around the world 14 times, setting up over 108 temples and communities on six continents.

By the time of his death at age 81 in 1977, ISKCON had become an internationally known expression of Vaishnavism.⁷⁷

In the 12 years from his arrival in New York until his final days, he:

- authored more than eighty books (with many available online) on Vedantic philosophy, religion, literature and culture* (including four published originally in Bengali)
- initiated thousands of disciples, awarding sannyasa initiations to some

*<https://www.vedabase.com/en>

- introduced the Vedic gurukula education to the Western audience
- directed the founding of the Bhaktivedanta Book Trust, which claims to be the world's largest publisher of ancient and classical Vaishnava religious texts
- founded the New Vrindavan religious colony in West Virginia
- introduced international celebrations such as Jagannatha processions
- through his mission, he followed and communicated the teachings of Chaitanya Mahaprabhu and introduced bhakti yoga to an international audience

In his discussion with the historian Arnold J. Toynbee in London, Prabhupada is quoted as saying: “I have started this Krishna Conscious Movement among the Indians and Americans and for the next ten thousand years it will increase.”

After his death in 1977, ISKCON, the society he founded continued to grow. According to the most recent issue of Back to Godhead magazine, also founded by Prabhupada, **there are presently over 400 temples and farm communities listed to visit.**

The magazine lists only the major centres, there are many more homes turned temples that hold programs as well that in the proximity of regular temples (Back to Godhead). Prabhupada's initiated disciples and grand disciples in the tens or hundreds of thousands, while millions of believers who accept his teachings as genuine and bona-fide throughout the world.

It is believed that Bhaktivedanta Swami's most significant contribution are his books.

Within the final twelve years of his life Bhaktivedanta Swami translated over sixty volumes of classic Vedic scriptures (such as the Bhagavad Gita, Chaitanya Charitamrita and the Srimad Bhagavatam) into the English language.

His books have won praise for their authority, depth, and clarity from professors at colleges and universities like Harvard, Oxford, Cornell, Columbia, Syracuse, Oberlin, and Edinburgh, and his Bhagavad-Gītā As It Is, is now available in over sixty languages.

In February 2014, ISKCON's news agency reported to have reached a milestone of distributing over half a billion books authored by Bhaktivedanta Swami Prabhupada since 1965.⁸⁹

Speaking at the inauguration of ISKCON's cultural centre in New Delhi in 1998, Atal Bihari Vajpayee, then India's prime minister, said:

“If today the Bhagavad Gita is printed in millions of copies in scores of Indian languages and distributed in all nooks and corners of the world, the credit for this great sacred service goes chiefly to ISKCON. ... For this one accomplishment alone, Indians should be eternally grateful to the devoted spritual army of Swami Prabhupada's followers. The voyage of Bhaktivedanta Swami Prabhupada to the United States in 1965 and the spectacular popularity

his movement gained in a very short span of twelve years must be regarded as one of the greatest spiritual events of the century.”

George Harrison expressed his appreciation of Prabhupada with following words:

“The thing that always stays is his saying: “I am the servant of the servant of the servant.” I like that. A lot of people say, “I’m it. I’m the divine incarnation. I’m here and let me help you.” You know what I mean? But

Prabhupada was never like that. I liked Prabhupada's humbleness. I always liked his humility and his simplicity. The servant of the servant of the servant is really what it is, you know.⁹⁰



LESSONS LEARNED:

- **Fearlessness** – This is actually the translation of his legal name, and he proved it in practice when he went alone to America on a cargo ship in his elderly years, without any resources or anybody waiting for him there and enduring great personal hardships.
- **Vision** – After he arrived in USA with almost nothing, when some people asked him what he was doing there, he would say that he already has 108 temples all over the world and that only time was dividing him from that.
- **Legacy** – In many cases when a great personality passed away, their movements fell apart, but this didn't happen with his movement due to the successors he empowered and the way he organized the movement while he was alive.
- **Training** – He left a great amount of literature behind and gave many lectures to train his future disciples so they could continue to lead his movement.

- **Simplicity** – He established many temples and accumulated great resources but he was not attached to any of these and didn't consider himself the owner of any of it. He said that he would be the happiest if he went back to India and stayed in a simple ashram (where he had lived before) but that would be selfish so he stayed to serve others.

- **Servant attitude** – Even though his disciples were glorifying and following him he was always considering himself to be the servant of the servant of the servant.

- **Humbleness** – After a few years he became internationally famous, and was giving lectures in front of hundreds and thousands of people and when people asked him why he is standing on stage he would reply it was only to be able to serve them better but he would rather sit on the floor. “Sri Prabhupada has already had an amazing effect on the world. There's no way of measuring it. One day I just realized, God, this man is amazing! He would sit up all night translating Sanskrit into English, putting in glossaries to make sure everyone understands it, and yet he never came off as someone above you.” – *George Harrison*

- **Principle based** – He was never exclusive, always distinguishing principles from details, confirmed by one of his statements: “ Actually, it doesn't matter – Krishna or Christ – the name is the same. The main point is to follow the injunctions of the Vedic scriptures that recommend chanting the name of God in this age.”

- **Friendliness** – “He just made me feel so comfortable. I always felt very relaxed with him, and I felt more like a friend. I felt that he was a good friend. Even though he was at the time seventy-nine years old, working practically all through the night, day after day, with very little sleep, he still didn't come through to me as though he was a very highly educated intellectual being, because he had a sort of childlike simplicity. Which is great, fantastic. Even though he was the greatest Sanskrit scholar and a saint, I appreciated the fact that he never made me feel uncomfortable. In fact, he always went out of his way to make me feel comfortable. I always thought of him as sort of a lovely friend, really, and now he's still a lovely friend.”
George Harrison

- **Age free leadership** – At the age of 69 he left India to spread his teachings in the west. In the last twelve years of his life, he became a recognised influencer. Therefore, it is possible to become a leader at any age.

- **Culture free acceptance** – In spite of his Indian origin, Srila Prabhupada was accepted in various cultures and on different continents.

- **Benefit for all** – Established food for life programs and said that people within a 40 km radius around temples should be fed, and today his movement with 211 affiliates in 60 countries is distributing more than 2 million vegetarian meals a day.



5.4. Leading from zero - - Oprah Winfrey

Through the power of media, Oprah Winfrey has created a unique connection with people around the world. As the host and producer of the top-rated, award-winning The Oprah Winfrey Show, she has entertained, enlightened and uplifted millions of viewers for 25 years.

Her accomplishments as a global media leader and philanthropist have established her as one of the most respected and admired public figures. She has built her brand into a business that is worth over a billion dollars. She is an exemplary Joyful Leader who has great ability to empower and transform people.

Oprah Gail Winfrey was born in Kosciusko, Mississippi on January 29, 1954 to a poor, unwed, young mother. Her grandmother raised her and taught her to read at the age of three. She went to live in Milwaukee and she ran away from home at the age of 13. At the age of 14 she found the man she

believed to be her biological father in Nashville and had a home again. In her father's home she had discipline and high values placed on education. She graduated from high school and from Tennessee State University.⁹¹



“Books were my pass to personal freedom. I learned to read at age three, and discovered there was a whole world to conquer that went beyond our farm in Mississippi.”

Oprah began her broadcasting career at WVOL radio in Nashville while still in high school. At the age of 19, she became the youngest person and the first African-American woman to anchor the news at Nashville's WTVF-TV. She had a talk show in Baltimore and then moved to Chicago in 1984 to host “A.M. Chicago” at Channel 7. Soon the name was changed to **“The Oprah Winfrey Show.”**⁹² It entered national syndication in 1986, becoming the highest-rated talk show in television history. In 1988, she established

Harpo Studios, making her the third woman in the American entertainment industry (after Mary Pickford and Lucille Ball) to own her own studio. Produced by Oprah's Harpo Studios, The Oprah Winfrey Show reached more than 40 million viewers a week in the United States as the top-rated talk show and was licensed to 150 countries internationally.

In 2011, Oprah created **Oprah Winfrey Network (OWN)**, the first and only network named after, and inspired by, a single iconic leader. Oprah provides leadership in programming and attracts superstar talent to join her in primetime, building a global community. OWN is a joint venture between Harpo, Inc. and Discovery Communications. The network is available in 85 million homes.

Oprah's Lifeclass is a multi-platform experience with millions of students from over 200 countries around the world engaging with Oprah on-air, online and via social media.

In 2006 **Oprah Radio**, was launched as a 24/7 destination for the listener who wants to get motivated, stay informed,

and relate to others who are striving to live the best lives possible.

In 2000, Oprah introduced **O, The Oprah Magazine**, a monthly magazine that has become one of the leading women's lifestyle publications. It is credited as being the most successful magazine launch in recent history and currently has a circulation of 2.35 million readers each month.

Through her company's film division, Harpo Films, Oprah has produced projects based on classic and contemporary literature that have garnered the highest industry honors for quality acting and production. Not to be limited by only being a talk show host, Oprah made her acting debut in 1985 as "Sofia" in Steven Spielberg's *The Color Purple*, for which she received Academy Award and Golden Globe nominations.

Online Leader – Oprah.com averages 43 million page views, 6.5 million unique users per month and has close to 7 million members. It is a premier women's lifestyle website.

In 2008, Oprah.com launched the first international interactive webinar series in conjunction with the Book Club selection.

Oprah Winfrey is a **philanthropist** and **fighter for civil rights**. Overcoming abuse in her childhood, she has developed her life's full potential and carved out a significant place in history.

Her courage, wisdom and genuine nature have landed her numerous awards and the respect of millions worldwide.

Among significant others (such as Margaret Thatcher and Neil Armstrong), Oprah has received numerous awards including the Presidential Medal of Freedom.

"You've got to follow your passion. You've got to figure out what it is you love – who you really are. And have the courage to do that. I believe that the only courage anybody ever needs is the courage to follow your own dreams." - Oprah Winfrey

LESSONS LEARNED

- **Refuse to Lose – “Turn your wounds into wisdom.”** Overcoming abuse in her childhood, (she was raped and had a miscarriage before age of eighteen) Oprah has taken life open-mindedly and has carved out a place for herself in history. She has learned from her experience “I would like to thank the people who've brought me those dark moments, when I felt most wounded, betrayed. You have been my greatest teachers.” – Oprah Winfrey
- **Knowledge can defeat ignorance** – Oprah has believes that education is the door to freedom, offering a chance at a brighter future. Amongst her various philanthropic contributions, she has donated millions of dollars toward providing a **better education for students** who have the merit but no means. She created "The Oprah Winfrey Scholars Program," which gives scholarships to students determined to use their education to give back to their communities. She established the Oprah Winfrey Leadership Academy Foundation, to which she has contributed more than \$40 million toward the creation of the **Oprah Winfrey Leadership Academy for Girls** in

South Africa. The Leadership Academy is a state-of-the-art independent school that engenders high standards of academic achievement and service leadership for girls who show outstanding promise despite their impoverished backgrounds and social circumstances. Her vision is that the Leadership Academy will help develop the future women leaders of South Africa.

- **Referent power and a serving attitude** – Oprah leads by example and holds herself to a higher standard. It is her nature to always be improving professionally and personally and that **inspires people** to take her advice. She encourages her followers to do their best and **helps them to succeed** even if it means they no longer stay with her organization. She has surrounded herself with a great, loyal team and maintained an emotional and personal connection with her followers. She has helped many people develop into leaders such as Gayle King, Dr. Phil, Nate Berkus, and Dr. Oz. Oprah exhibits many of the **servant characteristics** such as being able to listen, empathize, persuade, and building a community. These qualities enabled her to grow her business. She also has loyal employees with a low turnover rate.

- **Care for powerless people** – Through the Oprah Winfrey Foundation, she has awarded hundreds of grants to organizations that support the education and empowerment of women, children and families. From 1998., Oprah's Angel Network raised more than \$80 million, with 100% of the donations funding charitable projects and grants across the globe. Oprah's Angel Network helped establish 60 schools in 13 countries, create scholarships, support women's shelters, and build youth centers and homes – changing the future for people all over the world. The Angel Network distributed its final grants, six \$1 million donations to U.S. charter schools.

- **Life philosophy** – For her, life is simple “**You opened your hearts, and miracles happened**”. When asked about her philosophy - how she lives and leads others, she is quoted as saying: “Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not”.

- Oprah displays an enormous amount of **social intelligence**. Social intelligence is found in a leader who exhibits understanding of their own emotions and that of others, taking action appropriately.⁹³ Oprah interacted with many

people in many different environments over the years. Her ability to inspire people, and make them better and her ability to be empathetic to people show her high social intelligence.

- **People follow leaders who are transparent and relatable.** Oprah once said “I am a woman in process. I'm just trying like everybody else. I try to take every conflict, every experience, and learn from it. **Life is never dull.**” People trust Oprah with their darkest secrets and invite her to share in their greatest accomplishments. Personal battles (like weight gain) which she has openly shared through the years are issues with which people can **identify**.

- **Humanist** – Being an empathetic and caring individual, Oprah doesn't take justice and humanitarian issues lightly. Refusing to hold her tongue or hide in the shadows, her history for fighting for the common good is nearly unparalleled. From initiating the National Child Protection Act in 1991 to transforming lives for the better through education with initiatives such as The Oprah Winfrey Leadership Academy for Girls, Oprah has proven the power of one strong leader to positively impact many lives.

- **Without fear to fail** – Oprah has insisted on every woman thinking of herself as a queen. A queen must take many decisions and handle responsibilities. As such, she does not have time to fear failure. There were several times that Oprah herself failed, but she used that failure as a stepping stone to her success. In fact, Oprah “failed” first in the exact same field she later excelled in. She was an anchor in Baltimore but was fired from that job. She had to deal with harassment and sexism, just like every woman does at some point.

- **Success as a choice, change as a challenge** – “The greatest discovery of all time is that a person can change his future by merely changing his attitude” – Oprah has always had a supremely optimistic mind. She has seen the worse of life, and she has made the best of it. One of her sayings is “**we can't become what we need to be by remaining who we are.**” This is a way of saying that even when you're broken, you can rise from the ashes and become something new. Success could be the change we want to see in the world or the life we want to live. Either way, Oprah tells us that our path is there for us to walk on, not to sit and wait for something good to happen. For those who are struggling with physical and mental obstacles, Oprah is like a shining light.

We all have a platform from which we may influence the world "Maybe it is 20 people, maybe it is 30 people, 40 people, your family, your friends, your neighbors, your classmates, your classroom, your co-workers. Wherever you are, that is your platform, your stage, your circle of influence. That is your talk show and that is where your power lies. In every way, in every day, **you are showing people exactly who you are**. You're letting your life speak for you. And when you do that, you will receive in direct proportion to how you give in whatever platform you have. Start embracing the life that is calling you and use your life to serve the world."



5.6. Leading technology - - Mate Rimac

*Passion, and sacrifice to create something new brings joy.
MATE RIMAC – inventor of the fastest electric car and
CEO at the Rimac Company (Croatia).*

“It all starts with passion. Everything starts with passion. I was crazy about cars all my life. When you do things like this (your company creates the fastest electric car in the world) you must sacrifice a lot.”⁹⁴

Mate was born in 1988. in Livno as the oldest of three children. He lived with his family in Germany until 2000 when they moved to Samobor. Back in Croatia, his parents founded a family construction company.

Mate started inventing when he was young. Even nowadays he claims that “I was an average student”.

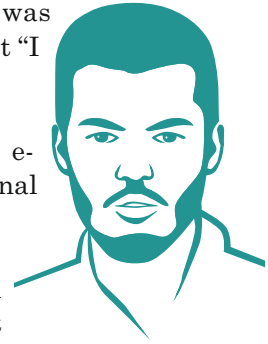
During high school he created the e-glove and won the electronic national competition prize.

Inspired by Nikola Tesla, he wanted to make not only environment friendly economy cars but also fun and ever faster car.

When he was younger he used to repair his racing BMW car in his garage and replace the engine with an electric engine that he invented.

After every race, there were some problems with the car. He went back to his garage and came out with engine improvements. Each time the car was better and better.

In 2010. he won the car race competition and won public attention. At the same time, Tesla motors were launching the Roadster known as the fastest electric car.



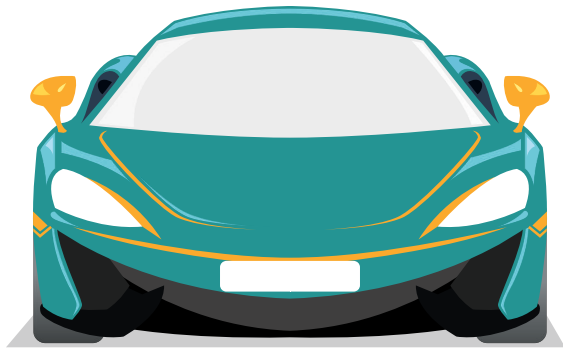
Rimac has shown that his old racing car with invented electric motor was faster than the Roadster.

In 2011, he set 5 Guinness records with that car and the records still hold today.

Despite his success and appreciation, his ultimate goal was to make his own car. At that time there were no start-ups in the car production field.

Inspired by two people who started their car company from nothing – Horacio Pagani (Italy) and Christian von Koenigsegg (Sweden), he learned from their examples.

We can hardly imagine how difficult it was back in 2009 to start an auto company from scratch in Croatia (a small country with no tradition in car industry, with a population of 4,3 million, and with no Venture Capital Funds).



Some experts* told him – “It is impossible to make such a car in Croatia – and the sooner you give up, the less people will go down with you.” Mate Rimac replied: “Let's see if it is impossible to make cars in Croatia!”

**Professors of University of mechanical engineering, Croatia*

Without capital or an impressive CV, he engaged six people to work with him.

He lived and worked on the company premises. In 2011 the electric car Prototype 1 was shown at the Frankfurt auto show.

With no capital of their own, they became a company which produced car parts for other companies.

Today Rimac company has more than 350 employees from 21 nations.

The car is a complex product and complex technology is needed to produce an electric car. Rimac has decided to produce most car parts on his own because he lacked capital but also due to lack of existing technology.

The newest “Rimac Concept Two EV shakes the earth at the 2018 Geneva Motor Show”^{95,96}.

LESSONS LEARNED

Mate Rimac became a role model and a hero for many young people with innovative minds. He started from scratch. The value he added to electric cars comes from creation, persistence and sacrifice.

- **Care for people** – In the media he stated “My passion were cars, but now people come first!”
- **Strong vision and dealing with challenges** – “Our company is all about raising the bar. In terms of technology, in terms of performance. To make the impossible possible.”⁹⁷
- **Team identification and celebrating team members** – “The guys did an amazing job.” He claimed in the lecture he gave at the Leap Conference (2018, Zagreb)
- **Cooperation vs competition** – Rimac company produces battery packs and smart parts for the Koenigsegg company. “From hero to a friend, from role model to a customer. It's not something you do immediately. You must prove yourself... over the years. It takes years to build an image so that companies trust you.”

- **Leaders perspective of accident, risk and challenge.**

After Richard Hammond crashed with Concept One, Rimac was faced with not so great media exposure. Hammond got out of his overturned car and the car burned. Rimac claimed that this car crash took 10 years out of his life, but he pointed to another perspective. What were the disaster outcomes?

- World news spread the information about Concept one car crash.
- Rimac got media attention, he analyzed the event and explained it using arguments.
- Fortunately for the other seven Concept One owners, the value of their cars went up!
- In the next generation Concept Two model, he installed one detail - the Croatian futuristic fire extinguisher Pastor with the label "In case of hill climb extinguish fire. "It was a great marketing slogan. "The world has burned about the Rimac car", but this time not due to the incredible power of the car or its technological performance. One year later Mate Rimac admitted "There are disasters like that every

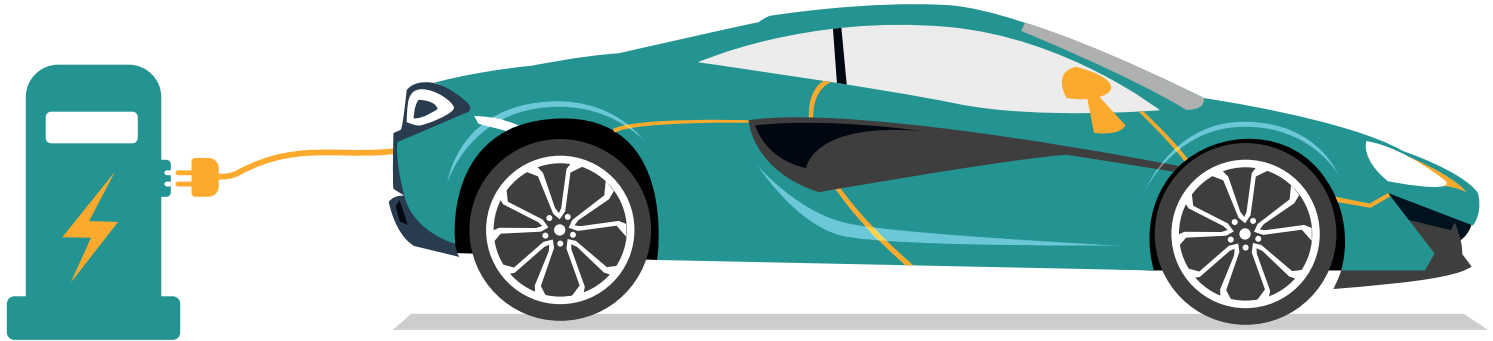
week. Every week, when you are running a car company. Disasters inside the company that nobody sees. But somehow, we kept going."

- **Environment, people and serving attitude:** "You cannot build just your own island. It is important to give back and to do whatever is possible to create a better environment for everybody."
- Rimac's company is producing **electric, environmentally friendly cars, and the fastest cars in the world.** Out of all cars produced today, only 1% are electric cars. That number will increase over time. With the know-how and experience, Rimac's team is willing to help others to produce affordable, environmentally friendly cars. The Rimac company is also known for producing top electric bicycles.
- **Care for powerless people** – empower the spirit to become stronger than life's troubles! Rimac provided help for a young and disabled Roland Bugnar who has a history of progressive muscular dystrophy and has spent his life in a wheelchair. The Rimac company made a unique

wheelchair battery that allowed him to move smoothly uphill. They helped him to try out the sports grounds, to ease the overwhelming hilly terrain he lived in, and they brought him independence and freedom, what many immobile people dream of.

- **Personal values** expressed in a gentle manner using informational power - Mate Rimac wrote on Facebook about meat eating: „This is a topic that annoys many people and polemics are taking place.

I do not want to impose my attitudes, but I like to put some facts to encourage thinking he explains: “I've stopped eating meat primarily because of the numbers (... 150 billion animals a year, harmful gas emissions, 18 x less land surface, ... 1 burger 3000 liters of water = 2 months of showering) ... and I think it is one of the best things I did. I invite you to look at the facts and make your decision.”



5.7. Leading digitally - - Jay Shetty

Jay Shetty is now an award winning host, storyteller and a viral content creator. Since launching his video channel in 2016, Jay's viral wisdom videos have garnered over 1 billion views and gained over 3 million followers globally.

This makes him one of the most viewed people on the internet internationally.

Born and raised in London, Jay was a shy, introverted young boy who always strived to make a positive difference. As a child he was bullied for being overweight and a little nerdy but he never let these experiences affect him. Like any teenager, Jay spent most of those years experimenting with what the world had to offer. Tired of being simply “good”, Jay's thrill seeking ventures saw him get suspended from school on multiple occasions as he tried to find his identity.

He lost two of his best friends when he was 16, one in a car accident and the other due to gang violence. These tragic events really made him reflect on what a blessing life was and he felt the need to find deeper purpose and meaning.



After meeting a monk when he was 18, Jay started redefining success for himself. He now wanted a life of service, impact and passion as opposed to money, fame and power. After graduating with a 1st class BSc (Hons) Degree in Behavioral Science from Cass Business School, inspired to make a difference in the world, at 22 he went to live as a monk across India and Europe.

He traded his suits for robes, shaved his head and lived out of a gym locker for 3 years.

Jay meditated for 4-8 hours a day and experimented with various no water and food fasts to train the mind.⁹⁸

Often practicing meditation in extreme environments (hot and cold), he learnt ancient practices of breath and mind control. He studied the timeless philosophies and sciences of the east in great depth, focusing on seeing connections and messages for the modern world.

Half the day was spent on personal growth and the other on helping others.

This included everything from personal and collective meditation, study and reflection to teaching and philanthropy. For 3 years, Jay helped build sustainable villages, food programs distributing over 1 million meals per day and coached millennials across the world about consciousness, well-being and success.

Jay moved back in with his parents in London with no money to his name. Having committed career suicide he spent 9 months just updating himself on the world. Jay's

friends from business school began inviting him to speak at their companies as they were undergoing high amounts of pressure and stress.

Insights on productivity and how what he had learnt as a monk could be applied to the workplace. Noticing the world was going digital, Jay simultaneously went on to become a coach for executives` on-line branding and digital strategy at Accenture Social Media.

Arianna Huffington invited him to be the Host of HuffPost Lifestyle in New York. Jay moved to New York in September 2016. Jay moved on from HuffPost to create his own viral video agency and grow his brand. He now works with the biggest brands in the world.

He has been invited to keynote at leading companies including Google, L'Oreal, Facebook, Coca Cola, HSBC, EY, Microsoft and Accenture. In 2016 he won the ITV Asian Media Award for Best Blog and came 3rd in the Guardian Rising Star Award in 2015.

LESSONS LEARNED:

- He found an effective **remedy for modern problems**, which stem from superficiality and hectic lifestyle, in timeless wisdom of Vedic culture.
- He recognized the **power of modern technology** to reach large masses of people with ancient wisdom.
- He understood that one of the biggest problems youth faces is high expectations and time pressure, and the cure is to take **time for introspection and finding one's passion and life purpose**.

“When we take time to become aware of what are we grateful for, we can make a shift of consciousness from depressive and angry to positive.” - Jay Shetty

Seeds

5.9. Empowering others

TO EMPOWER OR NOT?

With solutions fewer and harder to find, the focus on leadership has intensified. In politics, business, education, public service, science, sport, the arts, the media and the not-for profit sector, there is an emphasized call for empowering others to become leaders.

Harvard-based leadership expert Ron Heifetz, interprets management as the domain of known problems able to be solved through proven solutions ('technical work') and leadership as the preserve of uncertain problems requiring novel solutions ('adaptive work').

Two questions are crucial to empowering others to become leaders:

1. Why should we empower future leaders to replace us?

Uncertain problems and novel solutions might be out of our reach, but empowered others might help our organization to survive and prosper. Also, empowering others to lead leaves more time for leaders to focus on selected crucial issues.

2. How can we empower others to become leaders?

There are many complex ways, but shortly: we can encourage them and give them information about leadership so that they are willing to try it. By sharing power and allowing themselves to be influenced by followers and by distributing power through delegation, leaders may foster the development of leadership in others.

Increasing attention has been paid to leaders
as **models** and **mentors**.

Modeling has been proposed as a mechanism to help persons learn to lead themselves. Modeling can be considered part of the concept of mentoring, in which a key component of the leadership role is the development of talented subordinates.

Leaders need to identify subordinates' potential, model appropriate behavior by serving as a referent, increasingly share power by giving access to others, and, ultimately, distribute power to rising leaders through delegation.

One of the most difficult, but important, elements of delegation may be allowing rising leaders to make mistakes.

When faced with a manager who had made a \$100,000 mistake and who suggested that maybe he should be fired, one leader said, “Why should I fire you when I've just invested \$100,000 in your development?”⁹⁹

Expanding the role of subordinates may expand the role of the leader as well

Leaders may be freer to engage in other activities such as long-term planning and entrepreneurship. Time management advocates have long expressed the same hope of better use of leadership talent for major decisions by delegating responsibility downward.

Joyful leaders have a strong self-belief, powerful sense of hope and resilience. They are optimists and, most critically, can stimulate all these capacities in rising leaders around them.

In an environment of Joyful Leadership, leaders and followers raise one another to higher levels of inspiration, motivation, creativity, performance and achievement.

Joyful leaders create leaders while managers create followers.

5.10. Back to the roots

*Knowledge is a powerful weapon and it can be used to do many good things for the welfare of others.*¹⁰⁰

That's why we started with ROOTS so that in the beginning we set the standards of values and character needed for our

Joyful Leader. Even though we will be focusing on different parts of our Tree of Life we need to continuously nourish our roots to maintain it strong and healthy.

Cultivating proper character and emphasizing a caring attitude towards our people will enable us to win their trust and dedication to reach a common vision for the

benefit of all. To truly become an outstanding joyful leader the first step is to learn all the knowledge presented here, but without putting it into practice it will just stay a concept.

There is
an old saying:
"Tell me with who
you associate
and I will tell you
who you are."
~ Johann Wolfgang
von Goethe

Putting it into practice and endeavoring to change our habits will help us to gradually climb the evolutionary ladder. Having feedback from mentors and occasionally evaluating our work will help us to address our shortcomings and gradually transform them to become Joyful Leaders.

Joyful Leaders are always striving for continuous improvement and are always observing which areas they need to upgrade to become outstanding leaders.

To support you in your heroic pursuit to become a Joyful leader we will offer you **additional Online courses, Leadership trainings and Personal mentorship.**

During the Online course, you can join our **Community of Joyful Leaders**, where you will be able to share your realizations and get inspired from others.

You can find more info here:

www.joyful-leader.com

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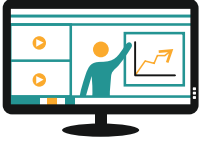
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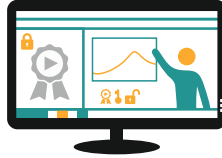
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