**Theme:** 4.

**Reading:** What Makes a Leader?

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**Brief Summary**

***Core idea:*** Analytical and technical skills are the minimum entry requirements for management but emotional intelligence is what separates the successful from the adequate.

**Five Components:**

***1.*** *Self-Awareness* -The ability to recognise one’s weaknesses and to talk about them. A leader will work to counteract these weaknesses and will explain to colleagues why s/he is doing this.

e.g. Mr. X has weak time management skills, thus he prepares well in advance and plans his time carefully and explains to co-workers why he does this to avoid misunderstanding/conflict.

***2.*** *Self-Regulation* -This stems from self-awareness. It is the ability to curb ones impulses and/or channel them for good purposes.

e.g. Ms. Y is angry when her team fail at a project. She is aware that she can get irrational when angry, so she tells her team that they will debrief the following day rather than right away. After reflecting on the reasons for failure and her/the individual team members contribution to that failure, she develops a reasonable solution. The next day she offers her feelings on the result i.e. she's angry/disappointed. Then explains why she thinks it failed and her solution and then asks the team for their input.

***3.*** *Motivation* -Having a passion for achieving for the achievements sake and not just the rewards.

e.g. Mr. X is dedicated to his job and achieving the targets set for him and his own targets. Regardless of the financial bonuses that result he strives to achieve. Motivated individuals most often are the people who really enjoy their work.

***4.*** *Empathy* -The ability to consider the feelings of others when making decisions. Being considerate and respectful, not a tough executive but not a doormat either.

e.g. Ms. Y must tell her staff that there will be several redundancies in their department. When talking to them, she chooses her words carefully, she lets them know that there will be several redundancies and that she will keep everyone informed as soon as she hears more. She tries to reassure them rather than scare them. People respect someone more if they are considerate of their feelings.

***5.*** *Social Skill* -Culmination of the first four components. It is the ability to build relationships with others, create cooperation and a friendly work environment.

e.g. Mr. X has always been friendly to people i in his office, knowing that he might need their help at some stage in the future (1), he is careful not to offend those who can help him (2, 4), he is motivated to build relationships and position himself where he can more productive(3).