

So if maintaining a resilient<sup>44</sup> image at work is problematic, what are the benefits of baring it all<sup>45</sup> and putting your weaknesses out there for all to see<sup>46</sup>? Statistically, people are more likely to follow leaders who let the cracks in their armour<sup>47</sup> show. There's a better chance that people will feel like they can relate to you. Leaders who show off<sup>48</sup> their vulnerability are also more likely to find some kind of common ground<sup>49</sup> with their subordinates. This bond means people are more likely to listen to what these leaders say. In addition, opening up about your struggles is a plus because it underscores<sup>50</sup> your humility<sup>51</sup>, a

## Wondrous Weaknesses

all drudgery<sup>52</sup> and sacrifice.”

Leitschuh puts it, “work doesn't have to be ly<sup>53</sup>” recognizing where you fall short<sup>54</sup>. As stop pursuing<sup>55</sup> these tasks by conscious- problematic situation from ever arising, and satisfaction go down. To avoid this that we don't love, and our effectiveness necessarily skilled in. We start doing things take on more and more tasks that we aren't hazardous<sup>56</sup>, though, when it leads us to Myopically<sup>57</sup> focusing on our strengths is at it, it drives us, and it brings us joy. no harm in<sup>58</sup> sticking to<sup>59</sup> this. We're good one talent that we really excel at<sup>60</sup>. There's selves in the foot<sup>61</sup>. Most of us have that Flawless<sup>62</sup> superheroes are shooting them- who believe success is meant to be en- and move past<sup>63</sup> many setbacks<sup>64</sup>. Those attitude helps them overcome<sup>65</sup> adversity<sup>66</sup> to drop the ball<sup>67</sup>” and can bring about<sup>68</sup> “in- confront their weaknesses are “more likely of Capella University, leaders who don't might bring suffering to their whole com- son's inflated<sup>69</sup> belief in their abilities dysfunctional<sup>70</sup> to pop up<sup>71</sup>. Again, one per- This prompts<sup>72</sup> all kinds of company-wide say strains on<sup>73</sup> their entire organizations. a strong façade<sup>74</sup> typically place unnece- plain<sup>75</sup> unrealistic. Managers who put up across as<sup>76</sup> arrogant, abrasive<sup>77</sup> and just ble, there's a good chance that they come and tries to go it alone<sup>78</sup> as often as possi- who routinely<sup>79</sup> brandishes<sup>80</sup> their strengths

If you've ever had a work colleague

leadership traits<sup>81</sup> that many find attractive. Another benefit is heightened self-awareness<sup>82</sup>. A 2010 Cornell study found that managers who are aware of their limitations, in terms of<sup>83</sup> skills and person- ally<sup>84</sup> qualities alike, usually have a higher emotional intelligence (EQ). Leaders with a higher EQ are, generally speaking, open communicators. They welcome criticism, even if it comes from their employees. Furthermore<sup>85</sup>, managers who have experienced failure<sup>86</sup> before are unlikely to be fazed by<sup>87</sup> a fear of failure in the future. Leaders who know they've messed up<sup>88</sup> are proactive and action-oriented. This at- titude helps them overcome<sup>89</sup> adversity<sup>90</sup> and move past<sup>91</sup> many setbacks<sup>92</sup>. Those who believe success is meant to be en- joyed immediately<sup>93</sup> are delusional<sup>94</sup>. Real triumphs<sup>95</sup> come from time-consuming<sup>96</sup> hard work. People who know their imper- fections persevere<sup>97</sup> and continue pushing. routinely<sup>98</sup> nu<sup>99</sup>trini<sup>100</sup>l zwiaczajowo, stale to brandish<sup>101</sup> sth to 'brandiż, samby wymachiwać czymś, obnosić się z czymś to go it alone to go it eławn zrobić coś w pojedynkę, samemu to come across as X to kam e'kros az sprawić wrażenie X, wydawać się (być) X wrześnie X, przystaw szorstki, ostry plain X plem najzwycajniej (w świecie) X façade fa'sad fasada, maska to place a strain on sth to p'le a s stejn on 'sambing obciążać coś to prompt sth to prompt 'sambing sprowokować coś to prompt sth to prompt 'sambing sprowokować coś dysfunction dys'fjnkjan dysfunkcja, zaburzenie (czymś) to pop up to pop ap wyskakować, pojawiać się (zniecka) inflated in'fletid zawyżony, sztucznie rozdmuchany to drop the ball to d'rop b'ol pokpić sprawę, spartolić (odpowiedzialne zadanie) (pot., US) to bring sth about to b'ring 'sambing a'baot spowodować coś, przynieść turnover 'tu:na'wa(r) tu: strata stagnant 'stegnant w stanie застоju unwittingly 'am'it'ent'fali bezwiednie, niechcący flawless 'flawless bez szkazy, nieskazitelny to shoot oneself in the foot to 'jut w'ns'et'f in b'z fut niechcący sobie zaszkodzić to excel at sth to 'k'set at 'sambing przodować w czymś, celować w czymś

there is no harm in doing sth d'e(r) z'z n'et harm in 'd'ing 'sambing problemie czegoś nie zaszkodzi to stick to sth to st'ik to 'sambing trzymać się czegoś myopically 'mai'opikli krótkowzrocznie hazardous 'hæzədəs niebezpieczny dla zdrowia to pursue sth to p's'ju: 'sambing zajmować się czymś, robić coś consciously 'kən'se'jəs świadomie to fall short to f'el f'ort nie spełnić oczekiwań drudgery 'drʌdʒəri znoj, harówka resilient 'ri'ziliənt odporny to bare it all to b'e(r) it ol obnażyć się to put sth out there for all to see to p'ut 'sambing 'aot d'e(r) f'e(r) ol to s'i: wystawić coś na widok publiczny cracks in sb's armour 'k'reks in 'samb'edz 'z 'a:me(r) oznaki czyjeś niedoskonałości, czyjeś niedociągnięcia/wady (osoby zazwyczaj bezbłędnej, wyglądającej na doskonałą itp.) to relate to sb to r'e'leit to 'samb'di (spróbować się) z kimś utożsamić, znaleźć z kimś wspólny język to show sth off to 'f'əw 'sambing of popisować się czymś common ground 'k'əman graund wspólna płaszczyzna to underscore sth tu 'and'sk'ə: (r) 'sambing podkreślić coś humility 'hju:m'ili pokora trait 'treit cecha, przymiot self-awareness self 'e'we'nes samowiadomość in terms of sth in 't'ə:mz əv 'sambing pod względem czegoś, jeśli chodzi o coś personality 'p'ɜ:sə'næli osobowość furthermore 'fə:'d'ə'm'ɔ:(r) co więcej, ponadto failure 'f'eiljə(r) porażka to be fazed by sth to b'i 'feizd ba: 'sambing być czymś speszonym to mess up to mes ap dać plamę, pokpić sprawę to overcome sth tu 'əv'e'k'ə:m 'sambing pokonać coś, przezwyciężyć adversity 'əd'vɜ:sə'ti przeciwność losu nad czymś do porządku dziennego setback 'setbæk komplikacja, problem immediate 'im'i'di:et natychmiast, od razu delusional 'de'luz'ənəl żyjący złudzeniami triumph 'tri'ʌmf zwycięstwo time-consuming 'taim 'kən'sju:m'ing czasochłonny to persevere to p'ɜ:si'v'e(r) wytrwać, nie ustępować