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Building Leadership

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Outline

- Success
- Emotional Intelligence
- Leadership
- Change



Success

- Intelligence Quotient (IQ)
- Emotional Intelligence (EQ)
 - Mayer and Salovey (1990)



Aristotle

Anyone can become angry – that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.



Emotional Competence

- Based on Daniel Goleman's book
 - Working with Emotional Intelligence (1998)
- Personal Competence
- Social Competence



Personal Competence

- Self-awareness
 - Emotional Awareness – Emotions/effect
 - Accurate Self-assessment – strengths/limitations
 - Self-confidence – self-worth/capabilities



Personal Competence

- Self-regulation
 - Self control – Emotions/Impulses
 - Trustworthiness – Integrity/Honesty
 - Conscientiousness - Responsibility
 - Adaptability – Change
 - Innovation – novel ideas



Personal Competence

- Motivation
 - Achievement drive - Excellence
 - Commitment – Alignment/Group goals
 - Initiative – Act on opportunities
 - Optimism - Persistence



Social Competence

- Empathy
 - Understanding others
 - Developing others
 - Service orientation
 - Leveraging diversity
 - Political awareness



Social Competence

- Social Skills
 - Influence
 - Communication
 - Conflict Management
 - Leadership



Social Competence

- Social Skills (continued)
 - Change Catalyst
 - Building Bonds
 - Collaboration and Cooperation
 - Team Capabilities



Leadership

- Is not related to a position
- Is not a title
- Is not granted by anyone



Leadership

- Model the Way
 - Clear values
 - Set example
- Inspire a shared vision
 - Envision the future
 - Enlist others with shared vision



Leadership

- Challenge the process
 - Initiative
 - Experiment and take risk
- Enable other to act
 - Relationship
 - Strengthen others
- Encourage the heart
 - Recognizing Excellence by others
 - Spirit of community



Characteristics of Admired Leaders

- Honest
- Forward-looking
- Competent
- Intelligent
- Fair-minded
- Straight-forward
- Broad-minded
- Supportive
- Dependable
- Cooperative
- Courageous
- Determined
- Caring
- Imaginative
- Mature
- Ambitious
- Loyal
- Self-controlled
- Independence



What people admire in leaders

- Honesty (89/95)
- Forward-looking (71/78)
- Inspiring (69/60)
- Competent (68/62)



Type of Leadership

- Hierarchical view
 - Command and control
- Inclusive and participatory
 - Shared goals and values
- Servant Leader



Servant Leader

- Altruistic calling
- Emotional healing
- Wisdom
- Persuasive mapping
- Organizational stewardship



Five Practices of Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart



Model the Way

- Clarify values by finding you voice and affirming shared ideals
- Set the example by aligning actions with shared values



Inspire Shared Vision

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspiration



Challenge the Process

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
- Experiment and take risks by constantly generating small wins and learning from experience.