

# Creating Leadership

*the e-Booklet*

edited by **Marcella Zoccoli**



|Collection of articles sourced from Creating Leadership |JAMK e-journal|

## ***Information to the Reader***

### ***About the e-Booklet***

This *e-Booklet* is a collection of published articles, practice papers, and tales from Finland sourced from the JAMK e-Magazine **Creating Leadership** <https://verkkolehdet.jamk.fi/creatingleadership/>

It is conceived as a prompt usable organic pedagogical tool uniting all the academic writing works that Marcella Zoccoli senior lecturer, teacher, and SESS Trainer in Leadership and Global Competence at JAMK School of Business co-created and wrote with her students during seven academic years from 2019 to 2023.

The works are still published online in the e-journal *Creating Leadership* - ISSN 2669-9060 ©2019–2023, but on the date of 31st of August 2023 most of JAMK online journals are frozen because of substantial digital changes. JAMK's own platform will be centralized in a single, new publication portal in the future. The link to the journal will be active until 2028.

The *e-Booklet* mirrors the structure of the online e-magazine, and the cover image represents the official titled banner of *Creating Leadership* available online.

The *e-Booklet* publication is approved by JAMK.fi publishing house and published on the Theseus platform (*Open Repository Theseus - the theses and publications of the Universities of Applied Sciences on the Internet*).

The Editor

23 July 2023, Jyväskylä – Finland

### ***About the Editor-Author***

**Marcella Zoccoli** is a doctoral candidate at the Faculty of Social Sciences at the University of Helsinki – Finland, she is completing a thesis on the “intertwining of spirituality, business, and technology in international business leadership studies”; she works in Finland at the School of Business at JAMK University of Applied Sciences in the area of Leadership & Global Competence as a Senior Lecturer, Certified Teacher & Coach, and Sensorial, Emotional and Spiritual Trainer (SESS Trainer). She is an ISHA Yoga Veera teacher and meditation practitioner. She had an extensive working experience in international business. Founder & Project Leader at Zella International.

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[Zella International](#) 185

## Editorial board

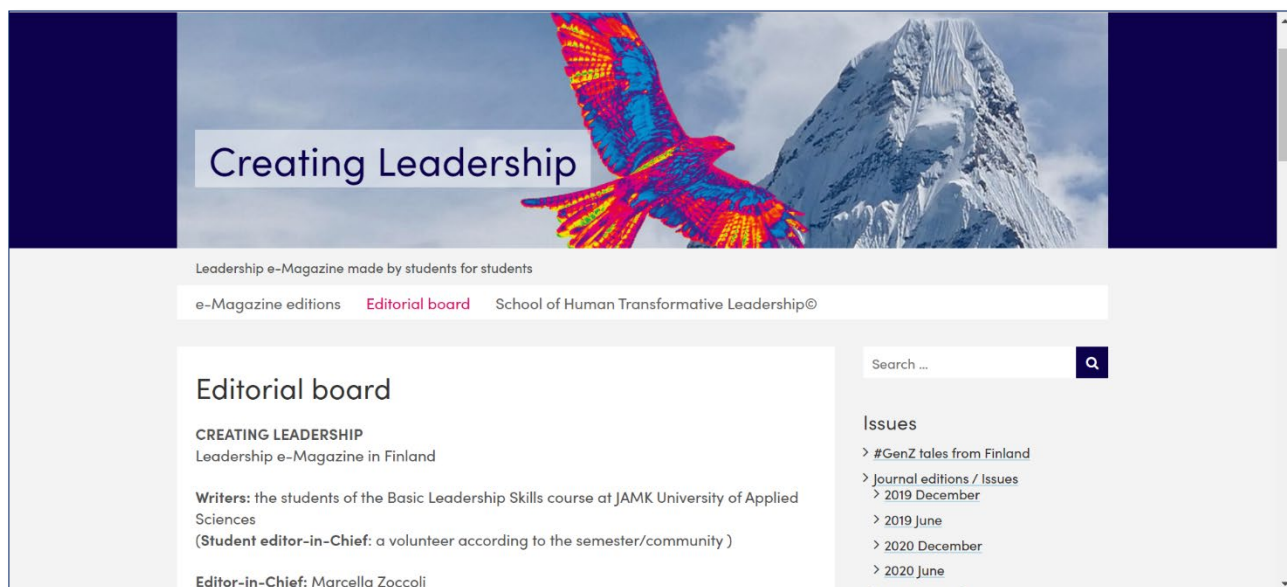


Image captured in July 2023: editorial board <https://verkkolehdet.jamk.fi/creatingleadership/esimerkkisivu/>

### CREATING LEADERSHIP

Leadership e-Magazine in Finland

**Writers:** the students of the Basic Leadership Skills course at JAMK University of Applied Sciences  
(**Student editor-in-Chief:** a volunteer according to the semester/community)

**Editor-in-Chief:** Marcella Zoccoli

(*Basic Leadership Skills Course – Professional Teacher, Senior Lecturer & SESS Trainer*)

**Guest-Peer-Reviewer** (period May 2019 – May 2021):

Kirsi Kemell (*Management and Leadership – Senior Lecturer*)

Dear Readers,

We are very glad to introduce you the Leadership e-Magazine

### CREATING LEADERSHIP

The very first edition of the Leadership magazine was created during the Basic Leadership Skills course at JAMK University of Applied Sciences during the semester of Fall 2018. It was one of the ten final teamwork project-based learning works the students had to present to the class as a final assignment.

The multicultural team “*Community 5*” composed by Vincent Brunaud (France), Yvan Dauga (France), Marketa Korenkova (Czechia), Alejandro Cuadrado Benavent (Spain), Daniel Martin Suarez (Spain), Andrea Oliva Menendez (Spain), Meng Zeqiu (China) and Shengwei Zhang (China) after discussing many different possibilities, they decided to create this magazine with the aim of deepening their Leadership studies and to deliver to other students a useful learning tool.

With the permission of the students, the original idea has been developed and we are now bringing the magazine on the virtual space. Starting in 2019, the Leadership e-Magazine will be published twice a year – June & December – at the end of each academic semester after the Basic Leadership Skills course. The articles published represent those voted by the class at the very end of the course as “*The One Article*” to be published.

This e-Magazine is the place where the students’ voice wears the “dress” of writing.

## Journal editions / Issues

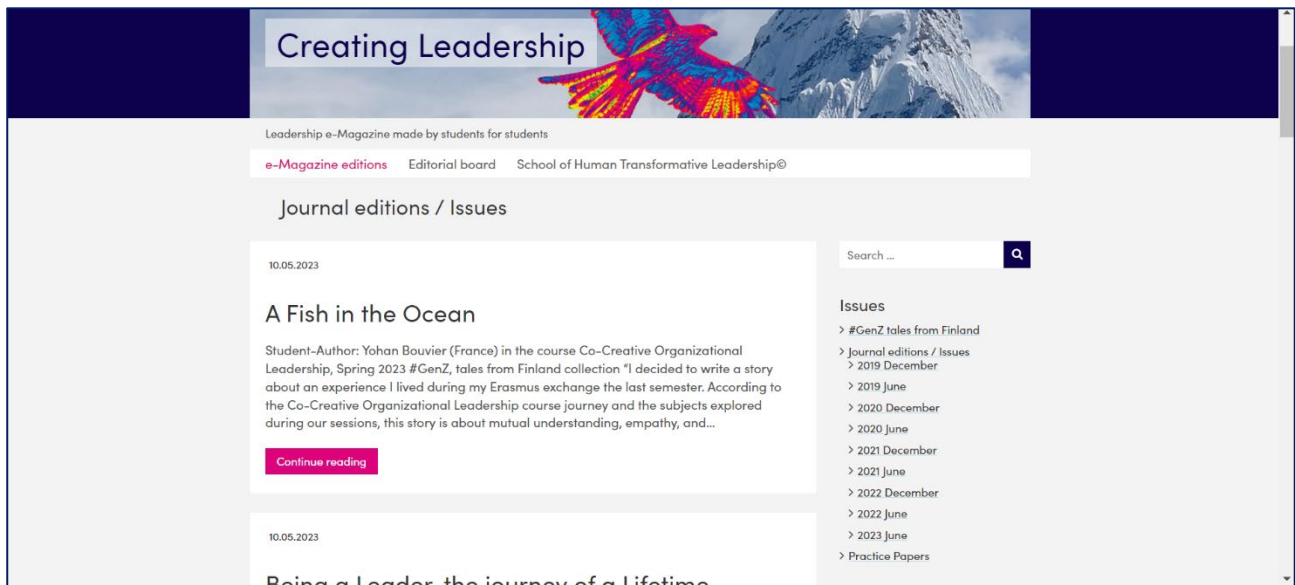


Image captured in July 2023: Journal editions/issues

<https://verkkolehdet.jamk.fi/creatingleadership/category/yleinen/>

2019 June - 2019 December  
2020 June - 2020 December  
2021 June - 2021 December  
2022 June - 2022 December  
2023 June.

# School of Human Transformative Leadership©

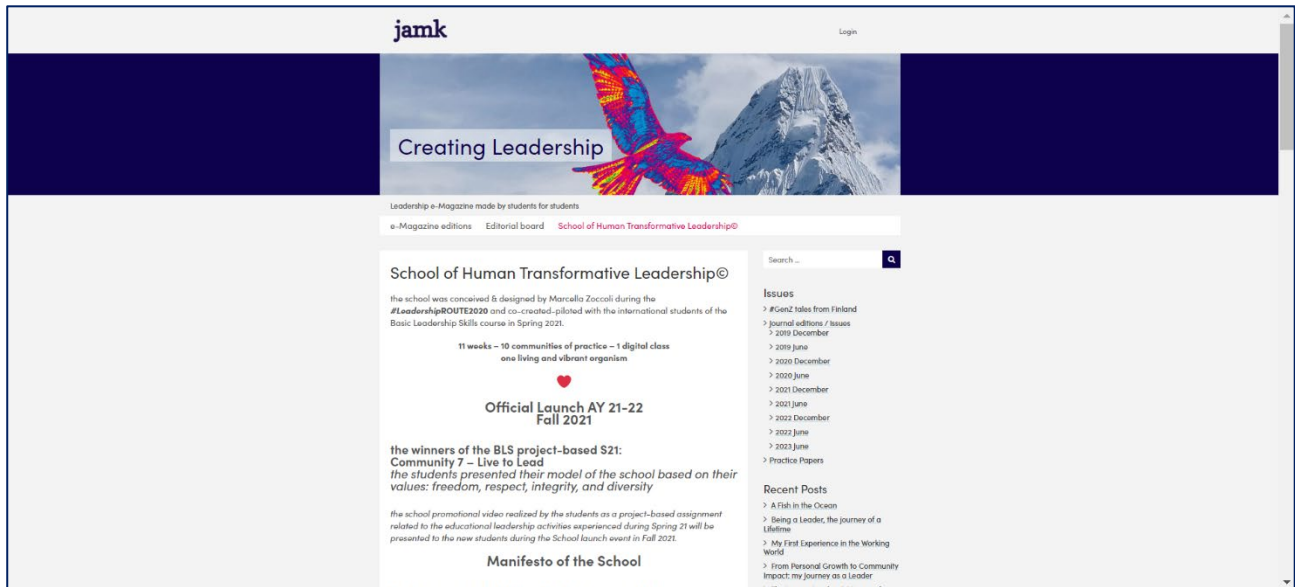


Image captured in July 2023: School of Human Transformative Leadership©

<https://verkkolehdet.jamk.fi/creatingleadership/school-of-human-transformative-leadership/>

The school project was conceived & designed by Marcella Zoccoli during the **#LeadershipROUTE2020** and co-created piloted with the international students of the Basic Leadership Skills course in Spring 2021.

**11 weeks – 10 communities of practice – 1 digital class  
one living and vibrant organism**



**Official Launch AY 21-22  
Fall 2021**

**the winners of the BLS project-based S21:  
Community 7 – Live to Lead**

*the students presented their model of the school based on their values: freedom, respect, integrity, and diversity.*

*the school promotional video realized by the students as a project-based assignment related to the educational leadership activities experienced during Spring 21 here: [School of Human Transformative Leadership© MZ2020 - educational project 2021](#)*



# Manifesto of the School

The **Manifesto** of the **School of Human Transformative Leadership**© is under preparation and will be presented to the New Students in the Fall of 2021. It has been co-created thanks to the work and the contributions of the 10 communities:

- for the ***Inspirations of a fully awareness-based leadership***: Community 1 – *the Community 1*
- for the ***Eagle sight attitude***: Community 2 – *the Eagle Family*
- for the ***School's principles***: Community 3 – *Prestige Community*
- for the ***School's perspectives***: Community 4 – *the Frassian Kiss*
- for the ***Learning Outcomes***: Community 5 – *the Fantastic 7*
- for the ***Personal & Professional Development leadership's paths***: Community 6 – *the Baby Eagles*
- for the ***Values & Contemplative Practices***: Community 7 – *Lead to Lead*
- for the ***Logo-image of the School***: Community 8 – *The Eight Team*
- for the ***Social Impact & Social Responsibility***: Community 9 – *the Leader'SHIP*
- for the ***Ethical Code***: Community 10 – *Last but not Least*

## We have made it happen

*with gratitude & joy,  
Marcella.*



the Logo-image of the School is based on the original design of J.C. 2021 "*Leadership – one Drop*" and it has been adapted & digitally re-designed by Gabriele Riolo with Community 8 (background images are copyright-free sourced from pixabay.com)



**School of Human Transformative Leadership**© *visioned by Marcella Zoccoli 2020*  
*and co-created with the international students BLS S2021:*

**Community 1**

Aman Pariyar, Louise Bouffort, Gleb Lavrentev, Carla Rondeaux, Inmaculada Macias Perez, Celia Rouveure

**Community 2**

Lotta Nuorivaara, Antoine Bourdeau, Emilio Krzeminski, Blanche Minon, Elodie Michel  
Inés Cáceres Aycart

**Community 3**

Paula Sánchez, Elena Kotelevitc, Inaya Madi, Selena Pierson D’Autrey, Camille Collenot-Guerrin, Gautier Touffet, Marcel Josh

**Community 4**

Romain Houard, Elizaveta Bronitsyna, Alexandre De Clippeleir, Guillaume Ancel, Mathilde Sadowski, Anastasia Bohard, Emma Gornes

**Community 5**

Victor Giovanni, Janne Kautto Penttinen, Elena Maiorova, Guillaume Galopin  
Cécile Abril, Kumkum Akter, Jade Saboureau

**Community 6**

Kimberly Göhring, Noemy Duverneuill, Alexandre Van Wanghe, Souad Azahaf, Eytan Murciano, Astou Vasnier

**Community 7**

Sonia Shrestha, Fernanda García Ramos, Nika Mylko, Pierre Heyvang, Juliette Mellet  
Arthur Couraud, Delaeter Baptiste, Fahim Larma

**Community 8**

Carmen Galindo Torregrosa, Marie-Lise Perrin, Shana Helea Lahmidi, Gabriele Riolo  
Alexandre Zennaro, Andrej Djidrovski, Marine David, Clotilde Gastinne

**Community 9**

Rocío Nieto-Márquez Pérez, Lucie Dercksen, Marie Brandener, Boblin Louis, Raphael Gateau

**Community 10**

Janna Grönqvist, Jeanne Tornier, Walid Farahy, Nicole Rengifo Botero, Bertille De Saint Pol, Martina Nanni, Louison Quentin, Hatim Ibrahim



*“Leadership – One Drop” – J.C. 2021*

## Practice papers

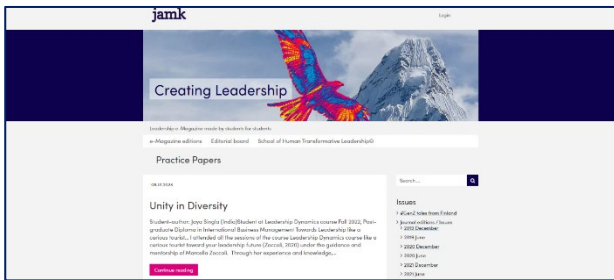


Image captured in July 2023:

<https://verkkolehdet.jamk.fi/creatingleadership/school-of-human-transformative-leadership/practice-papers/>

The practice papers category was created and offered to all the students enrolled on Marcella's leadership and Management courses during the Spring semester 2022. The students were invited to write a "Solo Article on Leadership in practice" as extra individual assignment.

The project was welcomed also in the following semesters.

## #GenZ, tales from Finland

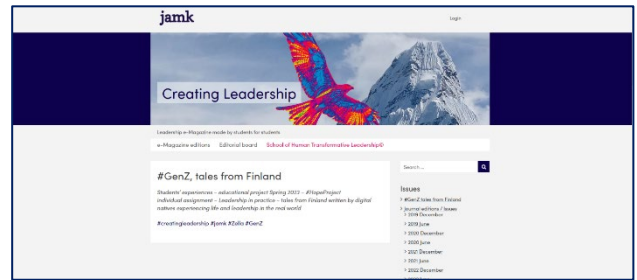


Image captured in July 2023:

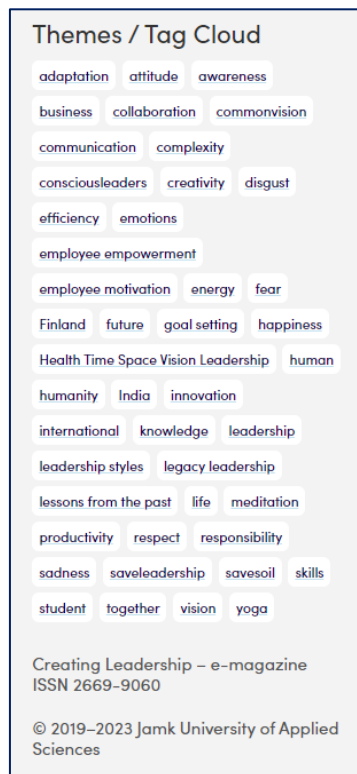
<https://verkkolehdet.jamk.fi/creatingleadership/school-of-human-transformative-leadership/genz-tales-from-finland/>

#GenZ, tales from Finland is a project based on the students' experiences promoted during Spring 2023 in the occasion of the #HopeProject.

The extra individual assignments are written by digital natives experiencing life and leadership in the real world.

#creatingleadership #jamk #Zella #GenZ

## Themes / Tag Cloud



*Source*  
**Issue June 2019**

# A mindful and transformational journey to leadership

Student-Authors of the course Basic Leadership Skills – Spring 2019

*White Wolves community:*

Marie Chretien (*France*), Chadi El Hussein (*Lebanon*), David Fuchs (*Germany*), Jennifer Gellert (*Germany*), Kaari Nieminen (*Finland*), Iina Tapio (*Finland*), Roman Von Burg (*Switzerland*) – Marcella Zoccoli (*JAMK University of Applied Sciences*)

– Student Editor-in-chief Spring 2019: Chadi El Hussein

## A mindful and transformational journey to leadership

**How can leadership guide a multidisciplinary and multicultural team to success in a global digital world?**

*“I know of no single formula for success. But over the years I have observed that some attributes of leadership are universal and are often about finding ways of encouraging people to combine their efforts, their talents, their insights, their enthusiasm and their inspiration to work together.”*

-Queen Elizabeth II, n.d.

Nowadays, due to the era of globalization, the boundaries between countries and cultures have been revoked, allowing for a free flow of knowledge. Globally, multicultural, and multidisciplinary teams have become a trend, using the strengths (knowledge, experiences) of culturally diversified members i.e., a collaborative mindset. Nonetheless, multiculturalism has also its drawbacks, people don't think the same way and perceive life's matters differently which could create a toxic environment and intercultural conflict. Hence, the emphasis on the importance of leadership's paradigm process i.e., the adaptability, the embrace to use strengths and the collaborative mindset, the eco-system attitude (Sharmer and Kaufer 2013) and practices roaming around different approaches and styles.

Leadership starts with leading the self, understanding our deepest values (e.g., equality, self-respect, responsibility, accountability, credibility, and honesty to say the least) which tend to be stable over time and have a significant impact on our attitudes and behaviors (Rokeach 2008, 9). *Dealing and leading* our decisions and actions is done by using and managing our emotions, in other words, understanding others start by understanding ourselves, our emotions and our actions. Furthermore, a team is not only a group of people who work together, but a team is a group of people who trust

each other. The secret behind every leader's success is purpose: finding a direction, aligning the community members to common grounds and promoting commitment. This will lead to the creation of a mindful environment while promoting responsibility and awareness of "the others" despite their cultural differences.

## **Transformational Leadership**

Transformational leadership belongs to the 4<sup>th</sup> era of leadership theories, in which high performance, culture, shared vision, facilitation and adaptation are the key drivers (Gomes 2014). This approach emphasizes the internal motivation of the members of the community and has the goal to transform followers into leaders which build up trust, loyalty and respect. It begins with the creation of a common vision, followed by the motivation of the whole team so that all of them strive to achieve the goal – upon a common ground of mutual respect and understanding- which aligns with their individual values and visions. Particularly, during this process, the leader works with his team to identify needed change, create a vision to guide this change through inspiration and motivation and finally execute the transformation with commitment, while building strong and trust-based relationships (ibid).

To achieve this the leader needs the "Four I's" in his style of leadership: (1) *Idealized influence*, he must live what he is saying; (2) *Inspirational motivation*, with this he increases the intrinsic motivation; (3) *Intellectual stimulation*, to empower the creative and innovative traits of the team; and (3) *Individualized consideration*, so the leader recognizes the motives and needs of each member thereby he can encourage everybody individual.

## **Traits of Transformational Leaders**

Transformational leaders share and understand the collective consciousness of the entire community. Caprino (2018) describes the differentiating quality of transformational leaders as "*the ability to listen and connect wholeheartedly – with compassion, respect, and emotional balance – with all people, regardless of their different ideologies and beliefs*".

A transformational leader is ready to forego the ego and puts the community before the personal gain to elicit the best performance from others. Strong internal motivation drives these leaders towards the success of the community. They are ready to adapt and to find creative ways to solve occurring issues, and they do not shy away from difficult decisions.

The leader can make precise, well-informed decisions, which are sometimes hard but necessary, they also take calculated risks based on their own instinct combined with gathered intelligence of their team members. They value the members' insights into decision-making.

By understanding the value of others' input and insights, leaders are more receptive to new possibilities. In fact, a good leader should encourage members to produce new ideas. An important aspect of such a leader is the ability to inspire others by respecting and valuing each of them individually while trying to understand what motivates them. Making everyone believe in the shared vision, transformational leaders guide the community towards their common goal.

- ***But how can we align all members to a shared vision and a common goal, despite our cultural differences?***

Well, we as individuals are similar on the outside in terms of anatomy, but the difference is under the skin. This means that we do not think alike, we don't have the same beliefs and every person has his own values and goals. We all know that the way we lead is guided by our emotions, hence, to align all community members to common grounds the emotional intelligence is crucial!

## **Emotional Intelligence**

Daniel Goleman (1995) has introduced five different components of emotional intelligence. These include *self-awareness, self-regulation, motivation, empathy, and social skills*. Self-awareness represents the ability of a person to recognize moods and emotions and what kind of impact they have on others. Self-regulation instead is the control over these moods and emotions and also being able to think before making the action. Motivation defines a passion that drives you to work towards your goals. Empathy is the ability to understand different emotions of other people and to act in a way that considers theirs too. Finally, social skills define the ability to build and manage relationships and networks with other people.

All five components of emotional intelligence are needed as building blocks to create an efficient leadership style of a leader. It is an advantage that all the components can be practiced and learned by developing and working on these actively. When a leader has high emotional intelligence, the overall performance and success improve. The key concept of EI is the ability to manage emotions; a leader must be able to control extreme and ultimate emotions. A leader must show respectful behavior in every situation even though he or she could be experiencing intense emotions. When the leader is aware of his or her emotional stability, it signals the followers from a stable level of leadership. Stability increases the authority and reliability between team leader and followers.

## **Guidance to a Common Goal**

Working in interdisciplinary teams today is challenging, especially when it's multicultural. To celebrate success as a team, it is crucial to understand the objectives

and the willingness to achieve them. As a leader, it is essential to create a clear framework for the team and set a vision. To carry out this, each group member should be clear about their role within the group and understand the intentions and values of the other group members i.e., being emotionally intelligent. A common understanding of the lived values should be initiated and exemplified by the leader. For example, homogeneous groups with the same culture and values have a fundamentally lower conflict potential than multicultural groups, and yet conflicts can arise. To recognize potential conflicts early on and to solve them, open and honest communication is essential. For this reason, it is crucial to respect the needs of all group members to avoid misunderstandings and that all group members are aware of their strengths and weaknesses. Through the transformational leadership style of the leader, combined with his empathy, the members are empowered to contribute fully, and they are motivated to peak performance. In this way, it is possible to create a cross-cultural context where all team members understand, appreciate and respect each other, which in turn leads to success and personal work satisfaction.

## **Artificial Intelligence**

Artificial Intelligence has no exact definition and it is hard to be defined also by AI researchers, but it can be said that it is basically *“the autonomy of the machines to perform tasks in complex environments without constant guidance by a user and the adaptivity as the ability to improve performance by learning from experience”* (The Elements of Artificial Intelligence <https://course.elementsofai.com/>)

It is supposed to replicate how the human brain works through cognitive functions, like learning or solving problems. Nowadays, AI is taking more and more place in the society, and especially because of all the connected devices we have and because we need them more and more to get along with teams, to communicate, to give tasks, to share work, etc. People and especially leaders must be aware of this huge social change and should know how to deal with it every day to use them in the right way: ethically and efficiently.

Artificial Intelligence has its pros and cons; hence, leaders tend to be time-freed by all the connected devices when doing time-consuming but necessary tasks. They can focus more on human tasks that require complex thinking, interpretation, and reasoning. Also, the knowledge provided by AI allows them to take better and faster decisions, thanks to the huge databases. Furthermore, AI can provide more benefits to leaders by its predictive capabilities for decision-making; multitasking; and refining human judgment (data-driven decisions). Nonetheless, AI is increasingly able to replace humans when it comes to doing different tasks. Leaders will have to develop their other skills/intelligence (empathy, emotion, creativity, coaching, etc.) because they will be more needed for their “human tasks” than for their “work tasks”.



## Conclusion

Overall, it can be said that a lot needs to be taken into consideration when one is striving to be a good leader. Especially within a multicultural working environment, the challenges that arise can put someone to the test. Not only that a leader must be empathic and able to align his team based on a common purpose, but the leader also needs to create connections within the group and keep the members motivated. Emotional intelligence is crucial to handle the group and to run in a way that everyone can relate to. The digital world should be thought of to efficiently decrease the time of doing different tasks and focusing more on the human development aspects of the members of a community. Leadership can guide a multicultural and multidisciplinary team into success by emphasizing on the strengths of each member, the implementation of a common understanding between all individuals regardless of their cultural background, the creation of an emphatic bridge where the two big hands of the leader is carrying all team members toward a common goal by motivation, inspiration, acceptance, and embrace.

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*Source*  
**Issue December 2019**

## Being more than a leader – being a passionate guide: the importance of a good work-life balance

Student-Authors of the course Basic Leadership Skills – Fall 2019

*Passionate Guides community:*

Celine Freund (*Germany*), Giuseppe Iacovino (*Italy*), Julius Korkea-aho (*Finland*), Nadine Haibt (*Germany*), Nina Roi (*France*), Ombeline Lacroix (*France*) – Marcella Zoccoli (JAMK University of Applied Sciences)

Student Editor-in-chief Fall 2019: Nadine Haibt

### Being more than a leader – being a passionate guide: the importance of a good work-life balance

*“Take care of yourself: When you don’t sleep, eat crap, don’t exercise, and are living off adrenaline for too long, your performance suffers. Your decisions suffer. Your company suffers. Love those close to you: Failure of your company is not failure in life. Failure in your relationship is.”*

*—Ev Williams, co-founder of Medium and Twitter*

Over the last decades due to technology and business improvements work-life has become faster than it used to be. Leaders must be reachable throughout the whole day and even on weekends. Due to advanced technology, it is easier to be permanently at work and a physical location for work no longer exists. In order to stay productive and healthy, leaders need to take care of their work-life balance. They often tend to think about work all the time and forget about the most important thing in their life – relationships.

#### **In focus: the passionate guide**

To define the word phrase ‘passionate guides’, the two words should be first explained separately. ‘Passionate’ comes from the word ‘*passion*’ and means “a very powerful feeling, for example of sexual attraction, love, hate, anger, or other emotion” (Cambridge Dictionary 2019). Transferred to an adjective it describes a person with very strong feelings towards something. In this paper, the feelings are about the company, success, and leadership. Passionate people also “work hard, they trust their intuition and they persevere” (Henri 2016). They have characteristics like courage, growth-orientation, self-motivation and most important for our topic non-balance

(Henri 2016). They are often really into their work, so they forget to rest or also don't want to or even can't rest.

The word *'guide'* describes "one that leads or directs another's way" or "a person who directs another's conduct or course of life" (Merriam Webster 2019). A guide is someone who shows his/her followers the way but let them walk alone and let them do their tasks in their own way. If they need help, he/she also assists them and gives pieces of information that are necessary to succeed during the path.

Thus, a guide is a leader, and as pointed about by Adair (2016), the "*Modern English lead is related to Old English words meaning 'a way, a journey' and 'to travel'. It is a journey word. If you are not on a journey, don't bother with leadership – just settle for management*".

Putting those words together, you can say a 'passionate guide' is a person, who goes to great lengths to reach his/her goals. Those guides are very enthusiastic about their work, and this is also something their followers can feel. Passionate leaders-guides are really into their work, that's why they have a problem with their work-life balance. One of the characteristics of passionate leaders-guides is non-balance. They can work for many hours straight without a break, but this is not good for their physical and mental health and for their social life. That is why it is so important that passionate guides learn to have a good work-life balance practice.

### **Finding the right work-life balance**

There is no general solution in finding the right work-life balance. The decision is made by everyone on their own based on their situation and values. Therefore, it can also vary daily according to changing the environment and family structure. Splitting work and personal life equally is not possible. To have a schedule with fixed hours is unrealistic in practice. As stated by Bird (2003) work-life balance can be explained as "Achievement and Enjoyment". These two concepts should answer the question of *WHY* we are doing something. It is about the meaning behind our behaviors.

Enjoyment is equal to pride, love and a sense of well-being, and he describes that neither Enjoyment nor Achievement exists without the other part. It is the problem of most successful guides that they are living without Enjoyment and hence are not happy at all. Finding the right work-life balance is about achieving and enjoying something daily in work, family, friends, and self.

A good work-life balance helps guides to stay motivated and perform better at their job. They can focus more productively on the given tasks and can give their best to inspire their employees and people.

## **Finding solutions – methods to rest**

As already mentioned above, passionate guides are absorbed and embedded in their work; they forget sometimes everything around them.

- ***How to cope with the work-life balance challenge?***

There are different methods and practices.

First, it is very important that leaders-guides set boundaries and work hours. There must be a strict separation between social life, like friends, family and hobbies and work life. Therefore, it is very important that guides have clear working hours and that they also can switch off their phones after work and don't have to be accessible all the time. They also should avoid thinking about work and upcoming projects all the time, so it's a good idea to use a separate phone and computer for work. Priorities and goals should also be well set. Priorities should always involve their own happiness and health and the relationship to friends and family, as well. Goals must be set achievable, and the guides should be passionate about them (Schooley 2019).

Another method to improve the work-life balance is not only good for the guides, but also for his followers. The office environment has a big influence on this topic and many of them must be improved. People work better and are more successful if they like their environment and if they feel comfortable. Some resting areas with coaches, a TV, free energy drinks and games are a good idea. The employees but also the guides can make a break thereafter hard and stressful hours of work and can calm down and relax. They even have more power after such a break and are more motivated to go back to work. It could be also an area where to talk about work is forbidden. The passionate leaders-guides need an environment, in which they can completely get away from their problems during work, otherwise, they just keep thinking about it (Newman 2018).

Passionate guides are so focused on their work, that it's hard for them to delegate tasks to someone else. They want to have control over everything. But in a big company, it is impossible that one person can do everything by their own. So, another method is about how the guides should handle their teams or employees. They should delegate some work to others. That's why it is very important that guides have a good team, which they can trust. They need to practice what they preached. So, the employees understand them and their goals and do their best to support the leadership process (Kiger 2018). In this way, it's easier to relax in their free time and go on holiday and not thinking about work all the time. They know that they have people, who are doing their job good and they can count on them.

Additionally, other forms of "resting" methods for passionate guides work-life balance can also be found among those "mindful movement" as listed in the report of the Global Wellness Institute, "Move to be Well: The Global Economy of Physical Activity" (2018): *"In our frenetically paced, stressful, sleepless and chronic-pain-plagued*

*world, the demand for slower, mindful movement—which includes yoga, Pilates, tai chi, qigong, stretch, barre, Gyro tonic, etc.—is skyrocketing. Of the world’s population, 3.8 percent now regularly participates in mindful movement, spending on average \$101/year. While the market is now concentrated in wealthier countries, practices are spreading fast throughout the world”.*

## **Finding solutions - Participative Leadership**

A way for guides to find the right balance and to decrease stress is by acting according to the participative leadership style. It picks up the idea of building on and trusting the team as described in the section above. It may seem a bit different to the other leadership styles at first as it has nothing in common with hierarchical styles, but it is a good approach within the corporate world. The theory focuses on the involvement of different participants and is based on Kurt Lewin’s laissez-faire style but has influences from Maslow’s theory of human motivation as well (Anastasia 2016).

The theory encourages the subordinates to give input and being involved, but the guide is still in charge of the decision-making. Therefore, the guide gets consulting support, and the team can decide which tasks are done by whom. Certain objectives are discussed altogether so there is less pressure on the guide. On the other hand, he/she still has full control of things. Tasks can be delegated or are set on the go.

Participative leadership is an approach to encourage others and facilitate conversations. It gives a platform to encourage idea collaboration and work as a team. Therefore, overall work morale can be improved, and the guide will experience both, achievement and enjoyment during work life.

## **Conclusion**

Passionate Guides/Leaders need to be aware of their own work-life balance. Having success is most of the time connected with not being satisfied or happy. Being passionate and having a commitment towards the employees or, moreover the followers, is a good characteristic but can be difficult too. Therefore, they should ask themselves what they want to achieve and what they want to enjoy. Finding rest and calm during work life is an important approach as encouraging and delegating team members is essential to stay productive and happy. With the methods described above, passionate guides can really improve their work-life balance. Of course, it is hard work to find a good inner balance, to build up a good team and to trust people, but in the end, it’s worth it. Life isn’t about work it’s about the relationships and quality of life itself.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-2>



*Source*  
**Issue June 2020**

## Spring 2020, humanity's twilight moment: leading in the change.

### Special Issue June 2020

Basic Leadership Skills course – *Traveling together in oneness*.

- 1 leadership journey: semester Spring 2020
- 3 communities: Butterfly – Eagle – Snake
- 1 title: Spring 2020, humanity's twilight moment: leading in the change.
- 3 articles:
  - #Spirituality & Leadership: the conscious attitude of leaders
  - #Business & Leadership: approaching an emerging future for business
  - #Technology & Leadership: blending technology with humanity, the importance of balance in the digital era.

## Spirituality and Leadership- The conscious attitude of leaders

Student-Authors of the course Basic Leadership Skills – Spring 2020  
*Community "Butterfly"*

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Student Editor-in-chief Spring 2020: Mattia Santolini

*"If you want to accomplish the goals of your life,  
you have to begin with the spirit"*  
– Oprah Winfrey

Living in a world that cares mostly about economic growth, it is the rule to spend 40 hours each week in an office without reflecting on the meaning behind the work. We see the sense in the working life, living for the weekend, working hard for the pension to finally do what we are passionate about. Could spiritual leadership help us to recognize our true potential once we start enjoying our everyday tasks? As Oprah Winfrey said it is essential to watch our environment and work with our own spirit to inspire others and to reach our personal goals. In this article, we will discuss what the connection between leadership and spirituality is and how this connection can benefit the motivation of employees. Additionally, we want to focus on the work-life balance which plays a large role in developing the personal spirit of a leader and how leaders could integrate spirituality in their work life with their employed people. Lastly, we will propose solution tactics on how individuals can find spirituality in their lives.

## **Defining Leadership & Spirituality**

Leadership is a widely used term and often applied alternatively for management (Dubrin, 2007, 5; Kotter, 1990, 3). However, there are differences, and the terms can't be used synonymously. Further, no single definition of leadership can be found and agreed upon by various researchers (Bennis, 1959,260). Gary Yukl (2013, 23) defines leadership for example as *"the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives"*.

In general, leaders are perceived as inspirational and motivational people (Kotter, 1990,3, 5), whereas managers stand mainly for stability and control (Zaleznik, 2004). Managers are viewed as administrators within the business organization compared to leaders who are distributing visions and thus motivating their employees (Kotter 1990, 5). Both leadership and management are needed in organizations and can be experienced in a typical individual's working day, but their nature is different and sometimes not so evident to people.

Recently, spirituality in working environments has been discussed intensely compared to the past. Anu Dandra (2013) pointed out that one of the reasons for the spirituality trend is that more and more people care about their personal work-life balance, so individual satisfaction in work-life has become more important. As a concept spirituality cannot easily be defined. Most people think that spirituality means following religious doctrines of some specific religion. However, this is not the only definition of spirituality (Sheng 2012). In connection with the work-life Petchsawang & Duchon (2009) defines spirituality as *"having compassion toward others, experiencing a mindful inner consciousness in the pursuit of meaningful work and that enables transcendence"*. Thus, spirituality enables people to reflect on what is the most important point for them and sharing these values with others. Giacalone & Jurkiewicz (2003) define spirituality as *"those aspects of the workplace, either in the individual, the*

*group, or the organization, that promote individual feelings of satisfaction through transcendence”.*

## **Motivation, Effect & Benefits for Employees by Spiritual Leadership**

Spiritual leadership is an appropriate leadership theory if someone intends to reshape and change the organization. The main intention is to motivate the employees through spiritual guidance and thus improve the general working climate (Fry, 2003).

This type of leadership aims at intrinsic motivation, which ensures that a person is motivated by himself/herself and does not need fringe benefits, such as a free luxury holiday as further motivation. Spiritual leadership contains three main aspects namely (i) vision, (ii) hope/faith, and (iii) altruistic love. A clear vision makes employees feel like their work has a meaning for them and they know what they can achieve with their daily efforts. If the manager provides hope and faith in the achievement of the vision, then the employees will also develop this attitude. Altruistic love describes the behavior that managers should show towards their employees. They should show appreciation and respect for them and at the same time give them the feeling that they are understood (Wang, Guo, Ni, Shang & Tang, 2019).

Through spiritual leadership *“Spiritual leaders enable their employees to feel the part (member) of the larger whole”* (Samul, 2019, p. 5) and managers can make their employees feel comfortable at work, which further implicates that employees can trust their superiors, and their motivation can be maintained and increased.

The intrinsic motivation conveyed by spiritual leadership involves many benefits for the employees. Spirituality is known for connecting people with each other. This means if spirituality is applied in leadership roles, the connection between leaders and their employees can be positively strengthened (Samul, 2019,4). Moreover, some studies demonstrate a higher performance potential of people with intrinsic motivation. They learn continuously new working methods and their creativity increases constantly. Furthermore, employees with intrinsic motivation are more self-confident and work more independently (Wang et al., 2019).

## **Work-life balance**

The unbalance of work and life leads to lower productivity, illness, and absenteeism; work-life balance is a *“state of equilibrium in which the demands of both a person’s job and personal life are equal”* (Lockwood, 2003, 2).

Therefore, workplace spirituality is an experience that has the goal to improve the work-life balance of the employee. This creates additional value for the employees enabling them to better connect with their job and their workplace. This is not only a benefit for the company but also for the employees. It can reduce their stress and anxiety levels due to work and they can find a more efficient way to perform their work (Moitreyee, Dutta & Saha, 2015).

Other methods of creating a positive work-life balance could be to reduce rigid schedules providing the employees with more free and flexible time schedules, to encourage social activities and social work. Further, to work from their home office might be an additional benefit. However, these methods do not create a better workplace in terms of hours worked but improve the quality of work. Employees feeling more relaxed and connected to their job, resulting in better work products, increasing efficiency, and in harmony with their colleagues and the company (Guest, 2002, 262).

Tencent, a Chinese multinational conglomerate holding company, is a good example of such a work-life balance concept. The working environment in this company is not constructed like the regular office space, but it looks like a pleasant, comfortable, and innovative office space, providing e.g., for a gym in the office. The company also offers a lot of cultural programs for their employees, like a walkathon and volunteer programs (Tencent, 2020).

### **What could an employer do to apply spirituality in the work environment?**

A leader who wants to introduce spirituality in the working process has to understand the network of the people involved in the working process and be aware of the inner power each individual is driven by. Consequently, the leader must create a motivational environment enhancing team performance and preserving team harmony. In any case, a work environment of fairness, encouragement, and appreciation should be established (Marques, Dhiman & King, 2005,87).

There are many ways companies can cultivate spiritual practices in the work environment. Pfeffer (2003) has proposed the following four principles companies could use at their workplaces: (i) the organization allows its employees to learn and develop their competence through interesting work process; (ii) the organization provides meaningful work; (iii) the organization establishes significant social relationships among coworkers; and (iv) the employees are trained to live, as a human being, an “integrated life”. The spiritual factor usually results from finding meaning, understanding, and awareness behind the respective job task. When you ask yourself why you are doing the job, it is important to be able to lean on some spiritual experience.

The benefits for the company of applying a spiritual mindset in a work environment are higher innovativeness and creativity which can increase productivity resulting in a better performance of the whole company. Practical strategies for promoting a spiritual mindset for leaders include e. g. ensuring coherence in work and supporting a cooperative climate among the employees (Marques, Dhiman & King, 2005, 90).

For example, the company called Flixbus provides yoga classes every Tuesday for its workers, and it is free to participate. It also offers sustainability talks to their employees that can help them to understand what is going on nowadays. The employees can also talk with different kinds of people, from different fields to get more

inspired. A few months ago, they were also allowed to leave the workplace in those dedicated Fridays to participate in the demonstrations about climate change. The company cares about their employees' mental health and also about their free-thinking (Anna Kaiser, Jyväskylä, March 28, 2020).

## Practices for the individual to stay balanced

In order to be effective, creative, and successful, self-awareness becomes a concept for keeping the mind, body, and soul in balance (Eurich, 2018). There are several practical techniques to help to stay in balance. They are divided into self-awareness practices to increase the understanding of one's own personality and to increase understanding about how one is seen by others.



Figure 1. Practices to stay in balance. Own illustration based on (Davis, 2019; Eurich, 2018; Howes, 2015; Tjan, 2015; Trent, 2019)

Self-awareness practices help to get closer to one's own personality teaching how to observe one's own thoughts and body. Practices for self-awareness reduce fears and relieve tensions (Sutton, 2016). It is an escape from everyday life, a chance to enjoy favorite things, to relax and clear the mind from the disturbing thoughts. Another practice is increasing self-knowledge through communication. The feedback of others, in particular friends, helps to know and develop strengths and weaknesses (Eurich, 2018; Tjan, 2015).

While these practices are important, their true effectiveness lies in the honesty to oneself. The application of these practices requires an element of being receptive to all of one's senses – supplementing one's conscious, rational mind with one's feelings of

the body, and with one's emotional state. The main objective is to remember that you are performing them to develop your own self-awareness. Therefore, they should be performed slowly and mindfully, to help one identify one's internal cues and signals.

## Conclusions

Considering the current worldwide crisis, which affects all businesses, is it necessary leaders support their people. Spirituality is becoming increasingly important in leadership concepts and every leader should be aware of what this means and how it can be implemented. It is also important that every individual knows how to integrate spirituality in their work environment. A good balance between work and life is a key factor for the efficient fulfillment of jobs.

To remember Oprah's words, one must begin with the spirit to accomplish the goals.

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Find the complementary article titled **“Spirituality on the Leadership Path: Learning to be a conscious leader, the spiritual shade of the leadership process”** on page 181 published in the e-Book [The Apple & The Candle : Human students transformative leadership experience](#)

# Business and Leadership- Approaching an emerging future for business

Student-Authors of the course Basic Leadership Skills – Spring 2020

Community *"Eagle"*

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## Introduction

Business and leadership are connected in various ways whether it is sustainable development, the management, or the competition with the industry opponents while handling the business altogether in general. During this semester attending the Basic Leadership Skills course here at JAMK University of Applied Sciences was an essential support for us during the COVID-19 outbreak since most of the contact lessons were canceled and everybody had to contribute on individual degree more in-depth-wise while participating in the course development which happened to be processed in its second half of the journey on the remote basis. This article is our contribution, our insight of how leaders should approach an emerging future for business and how it reflects on the leadership skills.

This article's content is meant to deliver understanding from scientific articles and from the students' personal experiences as well. We are imagining a new emerging business as a start-up company that is just beginning to fly and needs to find an appropriate leadership approach. Our choice to present here the 6 Leadership styles of Daniel Goleman: Commanding, Visionary, Affiliative, Democratic, Pacesetter, and Coaching. In our opinion, they can support leaders especially in times of crises like the one we are facing now through this pandemic in which finding new answers to old questions: *"Who do I want to be? Who am I now? How do I get from here to there? How do I make a change stick? And who can help me?"* (Goleman, Boyatzis, & McKee, 2001) is becoming fundamental.

## Choosing the right Leadership approach

Here following the six leadership styles as designed by Goleman. They are briefly described through their most important keywords and further showing the advantages and drawbacks of each of these leadership styles. The conclusion will add our opinion about which leadership styles are suitable for emerging businesses and which styles are less appropriate.

**The Six Leadership Styles at a Glance**

Daniel Goleman's research found that leaders use six styles. Each springs from different components of emotional intelligence. Below is a summary of the styles, their origin, when they work best and their impact on the organization's climate and its performance.		Emotional intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions in ourselves and in our relationships.  -- Daniel Goleman, Working with Emotional Intelligence				
	<b>Commanding</b>	<b>Visionary</b>	<b>Affiliative</b>	<b>Democratic</b>	<b>Pacesetter</b>	<b>Coaching</b>
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive
Goleman, Daniel, "Leadership that Gets Results" <i>Harvard Business Review</i> , March-April 2000 p. 82-83.						

Table 1. The Six Leadership styles – Goleman (2000) Sourced in Mindful Leadership, Zoccoli (2017)

### Commanding Leadership

Commanding leadership style can also be named as authoritative or forcing. Such a leader has a powerful and dominant position in a team. This style of leading people is the opposite of democratic leadership, which means the leader makes most of the decisions alone without considering the opinions of the other team members. (Riaz 2019.)

A commanding leader must be a strong-willed person who is able to convince the team that the decisions and actions are correct, and everybody must follow them. As pointed out by Riaz (2019) as any other leadership style, commanding leadership should be applied in a suitable situation and there are its own advantages and disadvantages.

Advantages of commanding leadership:

- Fast decisions
- Discipline
- Each person gets clear instructions and a strict time framework (Riaz 2019.)

Disadvantages of commanding leadership:

- Pressure from the leader
- Lack of creativity and innovation
- People are limited in their work, cannot think out of the box (Riaz 2019.)

There are many, more suitable leadership styles in organizations than commanding leadership. It had its peak earlier in history however, nowadays the democratic and coaching style is dominant in the leadership. However, there are such situations where commanding leadership is the most suitable approach. A commanding leader is required in times of crisis or in emergency situations. In such a situation a person has to be confident in his actions and can take responsibility for them, because as Winston Churchill said, *“Leadership is the intelligent use of power”*. (In Riaz 2019.)

## **Visionary Leadership**

Leaders with this approach do not focus on the technical details of the work, they see the big picture of the goal that the organization is striving for. These people who do not see how full or empty the glass is, they see what is behind the creation of this glass. They are not looking at things from the most familiar angle. They inspire people to unite and pass difficult obstacles on the way to the common good. Their task is to help move towards innovation and develop a new direction for the company. They are for innovation, have strategic thinking however, they are open to the possibilities of new ideas. (*What Is Visionary Leadership? 7 Traits of a Visionary Leader 2020.*)

Their strengths:

- They can unite people. They inspire people to unite and strive for a high purpose.
- Keep the focus. Their task is to give people an idea of where they are going and to hold on to this focus.

- Innovation and creativity are the main factors. They understand that the world is not standing still and that they create our future by something new.
- They inspire employees and make it clear that their contribution makes sense and is beneficial to the company. (*What Is Visionary Leadership? 7 Traits of a Visionary Leader 2020.*)

Their weaknesses:

- This leader sees a big picture however does not pay attention to various important details. They are focused on the present since the world is volatile and they plan under new conditions. In case they are focused on the future they may not consider important circumstances in the present.
- Such a leader will not cultivate people who believe in this vision since there is a risk that after the leader disappears the idea will disappear with him.

Being attached to one idea. Leaders can miss other even better ideas since he is attached to only one vision. (*What Is Visionary Leadership? 7 Traits of a Visionary Leader 2020.*)

## **Affiliative Leadership**

If affiliative leadership had to be described in one word, it would be the word “harmony”. Above anything else, these leaders promote emotional or social connection with their employees. Their goal is to structure the work of the team thus it is conflict-free. That is why nearly everyone appreciates this leadership style. The popular traits of affiliative leadership are conflict-resolution, employee raise, emotional intelligence, flexibility, freedom of creativity, and innovation. (*What Is Affiliative Leadership? The “People First” Approach 2020.*)

According to a 2014 Career Builder Survey, about 32% of respondents do not change their job because they appreciate the boss, and 54% similarly stay in their job since they enjoy the people they work with. This survey shows how highly employees’ value those around them. Hence, the absolute merits of this style of leadership:

- confidence and loyalty of employees
- building teams working in unity and harmony
- higher employee morale
- work together to effectively address stressors (*What Is Affiliative Leadership? The “People First” Approach 2020.*)

But affiliative leadership certainly has its drawbacks:

- affiliative leaders could have a tough time answering the call of issues outside of their scope.
- overprotective care and assistance to their employees may not encourage them to produce better results
- affiliative leaders might not be able to balance criticism with positive feedback (*What Is Affiliative Leadership? The “People First” Approach 2020.*)

## **Democratic Leadership**

Democratic leadership from an organizational point of view is the distribution of authority and power between managers and employees to promote employee involvement in the decision-making process. From a non-organizational point of view, it means involving everybody associated with the decision to be made and taking their views into consideration. In a democratic leadership approach, the principles of democracy are used. These principles are equality, inclusiveness, and deliberation. While the leader in a democratic approach has the authority to take the final decision, the leader considers all alternative opinions before taking that decision. (Francis 2014.)

A democratic leader delegates some responsibilities to the team members to facilitate participation in making decisions. Since the democratic leader follows the deliberation principle of democracy, they often act as mediators and facilitators between the team members and make sure that there is always a respectful environment during the discussion. A democratic leader also focuses on empowering their teams. This means they provide (or equip) whatever is required for the teams to accomplish their tasks. This style of leadership fosters a sense of autonomy and participation. This resulting in greater participation from the team members results in more creative and innovative solutions to address the problems and serve the purpose. (Francis 2014.)

Democratic leadership is a good fit for businesses as the democratically derived solutions generally last for a longer period. Since everybody’s opinions are considered, honesty flourishes within the team, and team members tend to be more supportive and collective towards each other’s work. These were some of the advantages of democratic leadership, however, just like any other style the democratic leadership has its weaknesses as well. The weaknesses are the same as any “Democracy” faces. It can come across as being indecisive in certain situations, especially during a crisis, as the democratic leaders will have to be very direct, and they do not function well in an authoritarian role. Time is another factor that contributes to the weakness of this style. Democratic leaders spend a lot of time discussing and considering everybody’s opinions since all the projects are time-sensitive the entire process of consulting everybody may lead to procrastination. (Francis 2014.)

## **Pacesetting Leadership**

Another leadership style that gets results after Daniel Goldman is pacesetting. In this style, high standards and performance are set by the leader perspective. Then it projects these standards onto the employees, and this has a negative impact on the working atmosphere. *(Pacesetting Leadership Style 2020.)*

Pacesetting leaders are obsessive about doing things faster and better. It focuses on the result more than the way the results are achieved. With this attitude, they can quickly overwhelm the employees and morale goes down. In addition to the employees feeling overwhelmed if the requirements are not met, the employees are quickly replaced. The style is better shown with the sentence “Do as I do, now” and makes it clear that the leader expects the same skills as he has. *(Pacesetting Leadership Style 2020.)*

This type of style brings the above-mentioned challenges, such as overtaxing the employees a tense working atmosphere and does not take into consideration human needs. Another major disadvantage of this style is that no feedback is exchanged thus it is ultimately depending on whether the requirements are met satisfactorily with the vision or not. This style remains as an advantage when it comes to receiving quick results from a highly motivated and competent team. This leadership style can occasionally be found in large international companies where there is a competition between employees. *(Pacesetting Leadership Style 2020.)*

## **Coaching Leadership**

The Coaching Leadership style is about developing people for the future and empowering them to be the next generation of leaders. As a prerequisite, a leader must have empathy and self-awareness in order to maintain a coaching leadership style. The impact on the overall environment is positive as it helps employees to develop long term strengths as well as improving their performance. Nevertheless, it not only helps to develop strength but also to recognize weaknesses in order to overcome them. The time horizon for this kind of leadership is long-term as it works on aspirations and actions of individuals and improves their attitudes and their maturity which cannot be changed in a short amount of time. *(What is a Coaching Leadership Style? 2020.)* The Coach or mentor will not dictate the actions the individual takes but helps him to do the action in the best way they can. The advantages of this style are that it has a positive effect on the capabilities of the employees and the company’s culture thus the company’s performance. *(What is coaching leadership? 2020.)* The drawbacks of this style are that it does not accomplish target quickly and short-term failure needs to be accepted. It is therefore rather time-consuming and the mentor or the coach needs to have deep knowledge and expertise in leading people while developing their strengths and cannot be frightened by receiving feedback as coaching depends on two-way communication. *(What is coaching leadership? 2020.)*



## **Identifying challenges and finding potential solutions in emerging business in a time of crises**

This Spring, while our Basic Leadership Skills course studies we have identified three challenges that can be faced both in leadership and management: time pressure, difficult people/employees as well as failure and motivation. They show process similarities and differences in the two fields, here solutions are offered from the leadership perspective in emerging business in times of crisis.

### **- Time Pressure**

Time Pressure can occur when a task needs to be completed in time, or when employees are over-occupied. Difficulties in completing the task can further increase the time pressure on managers' "lifespan" with repercussions on the entire project. A manager could react agitated when the deadline is approaching, and the work was poorly done. A leader should act in balance by approaching time as an element of the process and not an enemy of the vision. He/she would check regularly how the work is proceeding and therefore notice struggles before the end of the timeline, to take measures to empower the employee to finish in time. Working under pressure can be tough and hard to handle thus supervisors should be understanding and supporting. Effective time management must first be learned and highly depends on individual aspects. Time can be perceived and used very differently by different cultures and creating gaps in the organization. As pointed out by Zoccoli (2017) *"it would be a utopian expectation to think that the company as a network can pulse always at the same frequency"*, but it is possible to *"support people/employees in working aligned"*. Through Self- and collective awareness of the different speeds of everyone involved in the process, the system adjusts itself, and time pressure can be transformed in human energy through which people can work together and aligned. This is at the core of the Mindful Leadership *"Tempo"* model (Zoccoli, 2017).

### **- Difficult people/employees**

Communication is one of the vital parts of whatever business. But communication not only goes the way from leader to employee but also the other way around. Sometimes it can happen, that difficult people at work make it hard to maintain effective communication. Difficult people/employees might have difficulties in paying attention and therefore listening to their supervisors. They might keep re-asking the same question or neglect the opinions or requests from their supervisor. Other employees could be distracted by such behavior.

It might be important to ensure, that the job gets done, but it might not be target-oriented to ignore the needs of these specific employees. A leader could carefully listen to such employees and try to detect the reason behind this behavior. From the leader, this requires understanding, a positive posture, and the ability to hold back their

emotions, so that a productive working environment can be maintained.

### - **Failure and Motivation**

Another challenge business may face is the failure along with the reactions that follow to it. How to overcome them and maintaining the motivation can be achieved in several different ways. A manager might tend to show his disappointment and stress the employees for it to not happen again. However, these high expectations may lead to demotivation and high pressure. To motivate the personnel to work better and even more productively while learning to avoid the same mistakes in the future, a balanced leader would stay calm and show understanding. Stressed-out employees should be confronted individually to avoid further complications. Failures are almost unavoidable and are also a part of the learning process, especially for start-up companies. In many companies, the slogan is to fail fast. Given the fact, that failure is indeed unavoidable, the goal is to fail as fast as possible, to be able to improve on this matter. Learning from failure helps in improvement in performance but also from a human perspective.

### **Conclusion**

After acquiring knowledge about the various leadership styles of Goleman and getting to know the situations where they can be used, we have chosen the democratic leadership style as the most suitable for our community. It should help us to work on the projects in the Basic Leadership Skills course. To make this decision, we took into consideration various ethical and effectiveness factors, therefore combining human and management interests. During the starting phase of a new business, it is important to maintain respectable relationships with the employees. The working environment should be healthy and motivated to overcome the challenges they are likely to face. The democratic approach offers the same opportunities to all members while allowing flexibility in the process and maintaining a clear vision and mission as well as enabling transparent communication. Therefore, it is a suitable approach for many new businesses and situations. Depending on the specific situation of a company and the challenges they may face, another leadership approach may be more appropriate. In this case, the above-shown table can help give an overview and to choose the right leadership style for any specific company.

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# Technology and Leadership- Blending technology with humanity: the importance of balance in the digital era

Student-Authors of the course Basic Leadership Skills – Spring 2020

Community *"Snake"*

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Student Editor-in-chief Spring 2020: Yada Ruppert

***"For me, it matters that we drive technology as an equalizing force, as an enabler for everyone around the world."***  
– Sundar Pichai, CEO Google, and Alphabet

Rapid evolution in technology has been recognized as part of the way of life and it is even anticipated more than it is shunned. Considering this, a look into aspects of how to engage the technology-savvy generations through leadership is paramount. What more meaningful way to explore the subject than to hear from the firsthand experiences.

## Introduction

Technology is and has been integrated into society over the last three decades or so. However, blending tech and humanity has not been without friction. Nevertheless, the benefits and presence of technology cannot be ignored. From satellite that measures emissions and observes weather patterns, to aiding in critical medical functions and individual step counting for wellness, and much more. We as a community have witnessed the development of technology especially in our route as Basic Leadership skills course's students.

According to Owen & Polly (2004) teaching has changed from teacher-centered to learner-centered due to the technology and the information that is in reach for everyone. Next generation of students also expects the usage of technology in their studies. Schools and teachers have adapted to this throughout the years and changed their teaching and leadership styles.

Upcoming generations will grow up in a world where technology is an integral part. Thereby, blended learning, which is a combination of most frequently eLearning and traditional face-to-face learning, can help to establish creative ways of delivering information. It can be considered a powerful strategy, as it addresses more learning style requirements, targets a wider audience, and achieves increased performance or learning results (Atef & Medhat, 2015).

In other terms, instructors who adopt a variety of these teaching styles, offer their learners a respectively rewarding and successful learning experience. Moreover, blended learning should combine the learning environment, media, and instructional component. The environment component can be synchronous or asynchronous, with each having a distinct set of advantages and disadvantages. The media is simply the vehicle through which the content is delivered, and the instructional component revolves around the most appropriate strategies (Holden & Westfall, 2006).

By keeping connected, as pointed out by Zoccoli (2019) we can create a *“network value-knowledge and the creation-learning environment in which the relation human-to-human and human-to-technology take place, can facilitate the reception, understanding, and use of the digital learning experiences. It creates experiential moments in the educational journey, in which connectivism is perceived and experienced as an emergent solution to innovative learning strategies”* that lead students to the creation of new forms of self-leadership, self-discipline, and self-care (Losleben, 2020).

### **Technology in leading human [business] relation**

Daugherty (2015) suggests that today we live in a time when technology collaborates with humans to make the workforce more productive. It is important that a company leverages the unique capabilities of human talent and technology in a way that adds value to the organization. Technology allows staff to collect and share data more quickly and collaborate more effectively, which in turn enhances productivity (2015). During the current difficult times we are experiencing, technology has stepped in both for companies and humans. Many employees can work from the comfort of their homes and can liaise with their supervisors and colleagues on platforms like Skype, Zoom, Facetime, Teams, etc. Some years ago, this was unimaginable and today we take it for granted and sometimes forget what possibilities technology gives us.

According to Maeda & Bermont (2011) technology provides a tool for us to communicate efficiently, we can reach hundreds of people in seconds, but it is still hard to deliver the point of the message. The content of the message becomes crucial

since the emotional context is missing. Leaders must clarify their message to get to the point across, a great way of doing this is to support it with some examples. (27-32.)

When Hurricane Katrina hit the US in 2005 the emergency authorities faced large criticism for their actions. The authorities didn't have a way to get a message out to the public and their reputation suffered. After the criticism, they hired a social media manager who oversaw the messaging online and, in the end, the technology helped the situation. (Li 2010, 9-12.) This is a great example of how technology can help leaders.

Technology is a big part of our daily life and humanity keeps us grounded. Our community has experienced different situations with technology and humanity during their work, school and social life. Our experience shows the difference between different eras as well as different cultures.

*"As I sit by my window overlooking the Jyväsjärvi lake [here in Central Finland] on a beautiful warm Spring 2020 afternoon, it is rather oddly deserted. I nevertheless carry on with editing, though definitely bothered by the silence that surrounds. The world over is going through a test of time, through a virus that has claimed lives and continues to threaten more. As a result, my community members and I are located sparsely, working from different parts of the world aided by the very technology that was more recently a topic for debate on its threat." – Faith Kariuki*

*"The previous department head has retired from my former employer. He did not support the home office and a lot of things were printed out. In addition, staff evaluation was not important to him. He always said, "if you are not good, you would not be with us". His approach meant that one could not know where to improve, and it was not really useful feedback. The new department head is more than 20 years younger. With him, a lot of things have changed. Some people are now allowed to work from home. He advocated that we would get two screens and new programs so that we no longer have to print everything. This has been a very eye-opening experience about the varieties between different generations" – Marina Jenzer*

*"During an internship in 2019 in a company specializing in video surveillance and artificial intelligence, I had the opportunity to discover how artificial intelligence and humans could live together. For example, in banks, we are able to detect a person with outstretched arms with an object in their hands (the case of someone pointing a weapon). Artificial intelligence will recognize this unusual position and will trigger alerts. The application of this type of system must respect the rules and the privacy of each individual. There are therefore limits to the use of new technologies" – Romain Maire*

*"We can now communicate with technology assistance wherever we go. For example, technology supports international companies to communicate in real-time and have virtual meetings. In addition, travelers can use their language while traveling, since apps, like google translate, helps them communicate with the locals. Despite all the positive features technology has offered, communication virtually has always brought up some issues. Different cultures have their norms when it comes to communication as well as different age groups have their way of communicating. None of the norms are wrong or*

*right. It's just different and sometimes hard to understand without the right context and absence of body language.” – Yada Ruppert*

## Conclusions

We think that technology is a great tool for our everyday life, it helps our daily chores in our jobs, studies, and communication. But as humans, we shouldn't forget the need for human connections. Technology gives us great benefits, but do we know the right ways to integrate them into our lives? We'll see in the future since technology is still developing rapidly. Our community thinks that humans still have their primitive basic needs in day-to-day life and technology should help us to do the “*unpleasant*” jobs so that we are able to satisfy our needs.

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*Source*  
**Issue December 2020**  
(published January 2021)

## **Fall 2020, Leadership the” Flying Carpet”: Health, Time, Space and Vision**

Special Issue December 2020

### **Basic Leadership Skills course – *The Apple and The Candle***

- 1 leadership journey: semester Fall 2020
- 4 communities: Health – Time – Space – Vision
- 1 title: Fall 2020, Leadership the” Flying Carpet”: Health, Time, Space and Vision
- 4 articles:
  - #Health and Leadership: how our wellbeing influences our leadership styles
  - #Time and cultivating Leadership
  - #Space in correlation with Leadership: How space shapes the work of leaders in times of Covid-19 and beyond
  - #Vision and its connection to Leadership

## **Health and Leadership: how our wellbeing influences our leadership styles**

Student-Authors of the course Basic Leadership Skills – Fall 2020

HEALTH: Community ***“DELJAMK”***

Max Föhrigen (*Germany*), Luc Mackowiak (*France*), Daphné Moretton (*France*), Afra Pazhouhan Fekri (*Iran*), Juliana Rost (*Germany*), Elena Wind (*Germany*), Marcella Zoccoli (JAMK University of Applied Sciences)

Student Editor-in-chief Fall 2020: Luc Mackowiak

*“Leadership is not about a title or a designation. It’s about impact, influence, and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers.”*

—Robin S. Sharma

Living in a time where the whole world is on stand-by and put under lockdown due to Covid-19, the importance of health is highlighted and omnipresent. Not only our personal life is restricted but also our working environment has changed dramatically. Therefore, it is even more important to find a balance between all the dimensions of health.

In the following article, we are going to give an overview of the different levels of health and how they are combined with leadership.



Figure 1. The 6 Dimensions of Health. DEIJAMK community own illustration – designed by Afra Pazhouhan Fekri

### **Emotional Health and Leadership**

To be emotionally healthy means to be able to cope with feelings through challenges or changes and accept or manage them in the right way (Miller, 2020). The first thing to understand regarding Emotional Health is that it impacts the individual itself, but also the world around them. It is a continuous process and there is always the possibility of learning something and improving one's state of mind. A person's wellbeing is the key

factor of making respectful and mindful decisions and to distinguish themselves from external negative influences (GlobalLeadershipFoundation, 2013).

One of the biggest problems today is that most people are not spending their time being really “present”. Our thoughts are constantly flooded by ideas, information, to-dos, or memories. But how do you want to be effective in life and at work if focusing on the important things is so difficult for each of us? The answer is simple, thinking with your “whole body” balances the three centers which are the head, the heart, and the body (GlobalLeadershipFoundation, 2013).

In general, a leader radiates a lot more confidence and is able to inspire his team members if he gets rid of blaming himself and being concerned about others’ judgment. An engaging culture in an organization can only be created if people, their perspectives, and ideas are valued (Inscape, 2020).

### **Social Health and Leadership**

Social health at the individual level refers to “how a person behaves with others, how others respond to that behavior, and how the person responds to institutions and social rules and norms.”(Demarest, 2008). Social health depends on several determinants that can be Biological, Behavioral, Environmental, Social, or Health System related.

In leadership, social health will have a significant role, in fact, a person with stable social health determinants will be more comfortable in the leadership role, thus we notice a direct link between the well-being of the work environment and good leadership from the leaders of a company (Houlfort & Rinfret, 2010). Moreover, a person who is comfortable in society will be more at ease in the role of leader, it will then inspire a work climate based on trust and transparency and listening which will have a positive influence on the employees, this is called transformational leadership based on relationships between subordinates. (Houlfort & Rinfret, 2010). Epidemiological studies have shown a direct relationship between social health on the one hand and physical and/or mental health on the other, so mental stability is necessary and is found in good leaders. (Demarest, 2008).

### **Intellectual Health and Leadership**

Intellectual intelligence is the ability to process information by obtaining, storing, and managing it (Andreana, 2020). It is advised that leaders examine their intellectual health. Intellectual health allows leaders to have good decision-making skills. A leader is encouraged to be curious. A curious leader explores the unknown and seeks new perspectives from other people to see what is there behind their thinking. This leader is open to new ideas and an important point is that they question their own biases and reflect on their mind.

Intellectual health is also about how a person is capable of directing their mind, controlling actions, and self-criticizing. In the capacity of a leader, it is beneficial if one questions themselves when challenged. In addition, one can also reflect if they listen to the other person. It is an advantage if the leader creates a questioning mindset in the people who are following and raises a spirit of quest among them.

A leader must be open to adaptation. He/she should re-evaluate their actions continuously and they are open to change. Intellectual health includes 20% of an individual's success by the ability to think and solve problems (Cherniss 2006, Durgut 2013). The current world is constantly going through a fast-paced change and a leader must welcome the unexpected in order to survive. Adaptability is the key to this process. The mind of an adaptive leader is reshaping itself, which can lead to constructive change. In addition, a leader is encouraged to see the world colorful rather than just black and white. This way of thinking allows the leaders to have more viewpoints rather than only two options. It helps to make better decisions and have fewer blind points (Slade, 2013).

### **Vocational Health and Leadership**

While people are working, everyone should gain personal satisfaction as well as enrichment, no matter what kind of work has to be done. This is vocational health. It is very important for all employees of a company and has not been a "nice to have" for a long time. For leaders, in particular, it is very important to be mentally and physically fit in order to be a good and competent role model for the employees. The resource employee is essential to the success of any company. If there is high absenteeism due to illnesses, this ultimately not only results in delays and additional work but ultimately also in lost sales. A company with its regular projects and processes runs particularly well when employees are efficient (Karriere Tutor, 2020).

The concept of work-life balance has long since become obsolete. Rather, it is about integrating the job meaningfully into one's own life. And what use is the dream job if the house blessing is wrong? Vocational health and private health outside of work are therefore very closely related. Vocational health is achieved, among other things, by the fact that the job and the entire environment match the values and goals of the leader. Your own values, which are particularly important to you, should be fulfilled to some extent in order to be happy at work. There are many opportunities: for example, leaving your office chair whenever you can is a good idea. The next point is today's dependence on social media and the internet in general. If you work on the computer all day, you shouldn't surf the web on your mobile phone during the lunch break, rather take a short walk, in order to be highly concentrated on your job. Relaxation occurs for the entire body and the head becomes free for new tasks (Recruiting Tag Blog, Kalliope Portal 2020).

High concentration and mental health should not be neglected, especially by leaders and managers with a lot of responsibility. Another point to be able to work in a really

healthy professional way is the way to work. If you don't live too far away from work, you can also run to it or take the bike. If the distance is too far, you should perhaps exercise a bit or do some sport after work.

## **Spiritual Health and Leadership**

The word spirit comes from the old Latin word "spiritus" which can be "translated to "breath", "courage" or even "soul" (Ghaderi et al, 2018)

Although there is no one correct way to define spirituality, there are some main characteristics that are of great importance when one wants to understand what is really behind the term. Many people misuse the term spirituality by always correlating it to religion or even using it as a synonym, which is not entirely true. While some people find spiritual health in praying to God, many others do not. (Wespath, n.d.) They can for example find their meaning and strength in meditation or doing yoga. Spirituality is about connection, so the connection with the self, the connection with others, with the environment, and with God. Additionally, it is about the balance of life, the meaning and value of everyone and everything (Ghaderi et al, 2018)

In accordance to be a successful leader of others, one needs to be spiritually healthy. E. Ram (1988) noted that true leaders "hold the flame of faith in their hearts and are able to pass it on to others." He continues by saying that "they are in direct touch with those they try to help, and they hold themselves accountable to the people." It is not enough for a leader to experience the connection to himself or herself, but he/she needs to be connected to his/her employees and environment too. The leader needs to know that the growth and process of the employees as well as of himself or herself is essential and needed so that concluding he/she should help others to find their inner strength and balance. The result of this growth is that the employees will find their inner harmony and motivation while gaining the view that they do not work for one company or for one manager or supervisor but that they work for themselves to get their inner fulfillment. It is of great value that the employees see themselves as important members of the organizational community so that they feel appreciated and understood. The leader should enable this environment by creating a vision which the employee can share. It is important to create a workspace where the employees can "feel a sense of meaningfulness and connection with others" (Samul, 2019) in order to achieve their personal, best results.

## **Physical health and leadership**

What role does physical health play at work?

Being healthy can make a significant difference at work. This study highlights the importance of having a healthy lifestyle, especially at work. It is primordial for businesses because healthier employees are more productive and less likely to get sick which costs money to the company (Institute for Health and Productivity Studies at Johns Hopkins Bloomberg School of Public Health, 2016).

What can companies do to improve it?

Therefore, creating a physical activity program, more commonly referred to as the “Worksite wellness program”, within the company is important and will benefit everyone. A way of doing this is by creating a “culture of health”, it means that employees trying to be healthier receive support at work from their managers. According to a study referred, these initiatives often show positive outcomes (Worksite Physical Activity, CDC, 2017). Another way could be through partnerships with for example local gyms which could help motivate employees or by encouraging workers to go to work differently since employees who walk, ride a bike or take public transportation are healthier than those who do not. It is also possible to rearrange the office space, for example, push people to use the stairs instead of the elevator or offer more ergonomic chairs or offices, for example, standing desks can improve the posture of the employees. Even just taking a few minutes off for a break can make a significant difference.

This shows the importance of leadership not in a giving task way but human and caring way, it shows that leaders have the power to help people live a better life (Worksite Physical Activity, CDC, 2017).

## **Conclusions**

In conclusion, we can say that, especially in the ongoing situation, health has gained even more important than ever before. Isolation and social distancing became a great threat to all levels of health. Nevertheless, it is now even more important to stay healthy. While we took a closer look at six different dimensions of health; emotional, social, intellectual, vocational, spiritual, and physical health.

We saw that emotional health helps to bounce back to the track of life when there are setbacks, while social health refers to the behavior of one with other people and its surroundings. Spiritual health is about the connection and meaningfulness to the self, others, and the environment. Consequently, having no personal contact with others is harmful, regarding the social, emotional, and spiritual health of the individual. Physical health is about staying fit and active, in order to be more awake, fit, and less likely to get sick. This also suffers greatly when home-office and lockdown is omnipresent. Vocational health is the meaningfulness and personal satisfaction of the individual correlating to the working environment with all values, tasks, and attributes needed to stay alive, even in times of change. In the end, intellectual health helps us to have a

wider perspective about the world and question the events happening around us and stay open-minded. It is now more important than ever to be open to change because the world is experiencing a fast-paced change daily. The leader must be open to new ideas and ways to improve and to manage information. The leader should direct the minds of the followers to become more eager for searching and learning. Consequently, intellectually healthy leaders are now needed more than ever.

Regarding the business environment, Covid- 19 can have a quick, negative impact on matters such as team spirit, inner balance, and top performance. As Robin S. Sharma (1996) said in the beginning, leaders have to be passionate about their work with the aim to inspire their employees. The final goal is to overcome this challenging pandemic, as one unified community.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-9>

# Time and cultivating Leadership

Student-Authors of the course Basic Leadership Skills – Fall 2020

TIME: Community *Time Travelers*

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*“Time is a sort of river of passing events, and strong in its current; no sooner is a thing brought to sight than it is swept by and another takes its place, and this too will be swept away” – Marcus Aurelius*

## Introduction

Time is the constant, in the fact that we exist in time. It is always here. As a matter of fact, it is possible to speculate that we are time as time does not exist without the individual. Everyone possesses a personalized clock that we carry within us. Some longer or shorter than others. In this space of time, we relate with one another, sharing moments and being co-creators of our reality. Time then in its nature becomes impersonal as well as personal. Impersonal in the sense that we now share, influence and relate with one another through these shared experiences in time.

A man dances through the waves of the river of time it always seems to elude him. Man cannot completely own time in its absoluteness. He is innately aware that he has just been given a portion of it and it's constantly swiftly moving away from his reach; he cannot grab hold of it or make it stop doing what it does. This is described beautifully by the quote of Aurelius.

Impermanence is the nature of time and man stresses out because of his awareness of the nature of time which is forever passing. He stresses to do more in less time, all man's technological advancements were directed towards this goal of doubling time, fast cars, fast computers, fast food, drive-throughs, speed dating, fast internet, and the

list goes on. Man's relationship with time can be seen through these actions on a mass scale. It is like we are in a race against it.

The following sections are a journey of exploration of the qualities of time and how to build ourselves as an effective leader through them. First, we look at time as a finite resource, how to make the best of this resource to enable good leadership, the learning and mastery of self-occurring through time (self-awareness), managing time and energy, and cultivating patience as a virtue.

## **Time as a finite resource**

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*"Time is free, but it's priceless. You cannot own it, but you can use it.  
You cannot keep it, but you can spend it.  
Once you've lost it you can never get it back."*  
-Harvey Mackay

It is not only in our corporate life but also in our private and personal life is time one of our most essential resources. In fact, time is the most important resource we possess since it is finite in absolute terms. Even though money, or capital, is something you can run out of it is way easier to receive new funds than to receive "new" or "extra" time.

"Lost time is never found again." When Benjamin Franklin said these words, he was completely right, we cannot keep today's hour for tomorrow. However, we still procrastinate as if it were possible and rather do things he would consider as wasting time. But once time has been wasted, we cannot recover it again – that is why mindful time planning is an art that yields high profits.

Even the ancient Greeks already had a sense of how important it was to use your time wisely which manifests itself in another quote of Theophrastus (around 280 B.C.) who said that "time is the most valuable thing a man can spend".

It has been established that time is finite, how does a leader use the important time available to create effective leadership with his teams. It begins first with his/her awareness of self which can only be realized in time.

## **Self-awareness**

Much more than simple introspection, self-knowledge is the accumulation of knowledge about one's own person in the present moment. A deep understanding of one's own behavior and attitude, it is the understanding of one's intrinsic nature and how this knowledge is used as a guiding light in all our interactions.

It is essential in the world of work, and especially in positions of leadership to know oneself before trying to lead others.

Each person by his/her singularity is an individual with a distinct story and should be approached with a deep awareness of this factor. When the knowledge of oneself is deep enough, it makes it possible to combine impartiality and objectivity in perceiving situations. We can act from a rational space of mind at the same time adopting compassion and empathy. It is important that leaders can make the best of a situation in which they find themselves.

A leader who lacks the awareness of self is likened to the blind leading the blind.

« *Gnothi seauton* » (translated into "Know thyself") – Socrates

By means of this sentence, Socrates tells us that it is by first doing work on oneself that one will better understand others. What a better ally than time to get to know yourself. It allows continuous learning about one's own self. The journey it offers will be fueled by successes and failures that will take place throughout one's journey.

With time, self-awareness is increased, and the quality of leadership is enhanced as we become more familiar with ourselves. It could be compared to a good wine that, over time, develops its aromas and offers a richer taste.

With self-awareness and self-mastery, the use of time as a tool and resource may become a little easier. Awareness of the self may make the management of time and energy easier to approach.

### **Time management as energy management**

Firstly, it is crucial to understand how we define time. Time should not be considered as money because you can have more money, but not more time. Time is more closely related to energy; thus, time management could be said to be energy management as good time management leads to efficient and good use of energy. Time and energy are precious resources that, if used wisely can aid to live a well-balanced life and when applied in leadership can result in a positive energetically charged leadership.

Time management is about managing the self, one's energy. Every human being should know the importance of this skill, especially leaders. Good management skills of this valuable resource can improve the quality of work and leadership. Working harder and longer does not always mean being more productive. Getting enough sleep, spending quality time with family and friends as well as taking time to relax is

essential in order to be even-tempered and to avoid an unhealthy amount of stress. Achieving this goal can lead to better decision making and the openness to try new things which can be beneficial for the growth and expansion of a leader. Furthermore, this can generate increased motivation and energy, this effect can be recognized by team members and can be transferred to them.

Excellent time management also means the leaders ability to listen to team members, to reflect, and to help them develop. Consequently, the relationship between a leader and community members is strengthened. A positive cycle can occur, and higher productivity can be realized when using time and energy wisely. However, there is the danger the leader must watch out for and it is the danger of investing too much time and energy in time management planning, which may consequently lead to the misuse of these resources which could have been used more effectively on the execution of set goals.

How can leaders efficiently manage their time in time management? There is a large umbrella of activities to carry out within every twenty-four hours, which could be considered as not enough time to complete all the tasks and activities efficiently; leading to stress when tasks are not accomplished. The former president of the United States (1953-1961), Dwight Eisenhower, developed a scheme that allows to prioritization of tasks, it is called the Urgent-Important Matrix. It is composed of four main quadrants which categorize tasks and activities in order of importance, these are: 1) To-Do First, which demands immediate attention; 2) To Schedule, which are those activities that are important in life, but can be planned previously; 3) To Delegate, situations that usually come up unexpectedly; and 4) Don't Do it; can be classified as those "tasks" that do not worth it (Eisenhower, n.d.)

Not only distributing the tasks according to their urgency and importance promote productivity and efficient energy use, but it also gives leaders a more clarified and organized plan to accomplish goals, which can reduce chances of encountering stressful situations and confusions. Leaders need mental stability not only for their performance, but to make the right decisions and to influence their followers positively by showing confidence and security (Paul & Peter, n.d.). The person in lead must define a plan involving measurable goals and objectives, a leader should establish the time to work on those aspects to accomplish the plan itself, and finally, propose the way how those activities will be realized; and thus, leaders can use the time to their favor in order to reduce the possibilities of uncertainty and workload (Eisenhower, n.d.).

	<i>Urgent</i>	<i>Less urgent</i>
<i>Important</i>	Deadlines Projects Difficulties	Exercising Meditation Reading
<i>Less important</i>	Callings Or Interruptions	Social media TV Games

Figure 1. Time Community own elaboration. Example Urgent-Important Matrix

It has been established that time is limited and that it is important to have good time and energy management skills as a leader but there are also situations in which time seems to drag on infinitely and we wish it would speed it up. It is during this time the virtue of patience is mostly needed.

## Patience

Imagine waiting for the bus when it is cold outside, missing a loved one, waiting for test results, etc. These kinds of situations can be uncomfortable, stressful, and/or upsetting, but it is very important to keep in mind that it is better to save effort and energy. It is a better option to adopt patience in these situations. Even if being patient can be exhausting and unbearable it is worth it, as is famously quoted “patience is the best virtue”. Patience is allowing what is being in the moment to be. Accepting and instead of wishing to be in another space or time, settle deeply into the awareness of the moment and feel it completely without judgments or labels of bad or good or pleasant or unpleasant. Just being in pure awareness. This helps the moment to pass smoothly as a result of the lack of resistance we are having towards it. Whatever we resist persists and the more we fight with time the longer the wait will seem and whatever feeling of discomfort we may be feeling because of the resistance we have will be prolonged and intensified. Patience enhances a peaceful state of mind. Patience

can help to stabilize and increase one's quality of life. Additionally, it can teach you to solve problems without the influence of desperation that may lead to unwholesome decision making.

Time is also needed when learning new skills, experts report that it takes 10,000 hours to master a new skill and that's equivalent to 40 hours a week for 5 years. The focus here is on the word "master". Although it takes far lesser time to learn a new skill, learning still requires time, perseverance through the learning process, and consistent behavior.

As said by the famous motivational speaker Zig Ziglar: *"You don't have to be great to start, but you do have to start to become great"* this means no matter what we are to learn or master we must be patient and give it time and as a leader learn to be patient with our members after all Rome was not built in a day.

A leader should learn to accept that the team members might need more time to complete certain tasks. It is important to trust your team members that they will work hard to generate good results. A patient team leader must listen to the problems of the employees, be patient as well compassionate.

## **Conclusions**

Time is a gift. There is always uncertainty about how much time is available to each person. A person must then seek to do as much as they can in the given time. As efficient as that may seem, run there are risks of forgetting to slow down and to be a part of the experience; to be aware.

To make relationships with time more friendly and balanced it is important to learn how to plan and to prioritize so time is used wisely. Time should be invested in things that add abundance joy and balance to our life. Time management can be used as a tool to find an equilibrium between doing things that are required of us as part of a society and an ecosystem (a team) as well as making time for the things we love and that are personal to us (family, friends, hobbies, etc.).

It is recognized how important time is and why it is essential to use it well. It is understood that our time is limited and so should not be taken for granted.

With time comes a deeper understanding of the self and one's nature, as time passes and experiences increases so does the insight about the nature of oneself, who a person is, what a person likes, and how a person reacts in different situations and or environment. With this understanding, a person can become better people as well as better leaders.

Wisdom is understanding that for anything to happen it takes time as all things are being created in time. So, patience is a virtue that must be learned, in both

interpersonal and intrapersonal relations. Patience and compassion are important values all leaders must learn.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-8>



# Space in correlation with Leadership: How space shapes the work of leaders in times of Covid-19 and beyond

Student-Authors of the course Basic Leadership Skills – Fall 2020

SPACE: *Community Space Travelers*

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## Introduction

Space in terms of leadership refers to the growth of a leader and its followers as well as how well a leader understands or can lead its members towards goals or through progress. Working with a good leader motivates a team to produce desired outcomes. Whereas when a team is led by a bad leader, members get demotivated and that results in bad performance.

However, “space” in general can be understood in many ways depending on the person, his background, and knowledge. Some people link more likely spatial distance to it whereas others immediately think about the universe, for example. A similar applies to leadership. Every leader approaches leadership in a different way and uses various methods, theories, and thought-provoking impulses to create his individual leadership style. On the opposite, every employee who is led by his superior has different expectations of a good leader. Those expectations are often formed by personal experiences and individual needs for a comfortable and effective working atmosphere. The biggest challenge of a leader is to combine his approach to lead with the numerous expectations of his team.

This report aims to explain the context between space and leadership and examines the relationship between these two dimensions. For that purpose, several questions on different aspects of leadership and space arise. In the following, it is tried to answer

them by applying both academic examined theories as well as personal experiences among leadership and by combining them with possible new approaches in leadership.

### **How do people see space in terms of language and distance?**

Space can be interpreted in different ways in terms of language and distance whereas different cultures and different languages go hand in hand. It is not just the different language that is significant, it is also the paralanguage, which is the contrast between verbal and non-verbal communication. It involves sounds but not words, e.g.: ups, ahas, and uhm (Jessen, 2020) as well as how long people are waiting before the other person speaks to give time to answer. When looking to distance in terms of space and leadership, it has two sorts. A distance in 'space' is how far are people standing from each other, what is respectful, what is seen as professional. But also, the space in terms of private, office, and public spaces. Since we communicate through our use of private, office, and public spaces, our private space is defined and influenced by social status, age, and level of authority. While public space is considered as behaviors in public spaces and they are carried over into offices and business practices. Lastly, office space refers to cultures that value a big personal space and value large and private offices (Jessen, 2020).

### **Are there differences in space between different companies, people, or different cultures?**

In leadership, space has a lot of different meanings, which will be explained in the following. According to the US anthropologist Edward T. Hall, the professional distance between two people is between 1.20 m and 3.60 m. But depending on the country, the personal distance can vary from 0.45m and 1.35m. Therefore, for some people, the personal distance is bigger than the professional distance of another country. That is why the culture of employees can have an impact on the space between team members in a company. To add, the behavior as well. Handshakes can differ from country to country. Whether it is closer or further or the fact that having eye contact with the manager is respectful in Europe while it is disrespectful in Asia (Hadjikhani, 2015).

Space can also be between the leader and the employees if he/she is close to the employees or not. In countries like France, Belgium, Arab countries, and sub-Saharan Africa, this distance is big. There is a real hierarchy, and the leader is not close to employees. Some of these countries are using the 'Vous' form, it is a polite form of address. But in Anglo-Saxon countries, Scandinavian countries and even in Germany this hierarchy is smaller. So, the leader is more equal to the employees than in the other type of hierarchy. That is why the leader can influence the space between people. For example, Steve Jobs did the 'walking around' in the open space, where everybody

shares the same place. He could see all his employees, to show himself and not be far from them.

But even if people are closer in space, talking about your private life or being close with your colleagues is not always possible, in the USA it is, but for some other countries, you cannot mix professional and private life.

### **How is space important for being a leader? And how to deal with it?**

*“Space is the breath of art” – Frank Lloyd Wright*

To create something, you need space. Whether it is in life or in business (Anderson, 2020). Vijay Raju (2016) claims that “Leadership is not about the individual”. He continues that followership is not the opposite of leadership but in fact an integral component of leadership. Having this point of view one can see that this idea holds both, the leader and the follower, in the same space. That is the reason why the distance between them is eliminated.

Holding space is important because leadership itself is space. It is the place where people come together to express themselves and realize their individual and group potential (Raju, 2016).

Just with his presence, a leader influences those he is surrounded with. Therefore, leaders should leave certain space for others to “talk, decide and lead “(Webb, 2017). Other than that, holding space is not about coaching others. One is accepting the strengths and the weaknesses of others and shares the journey with them (Anderson, 2020). When it turns out well, holding space will create growth and self-exploration within the team (Anderson, 2020) and in the best scenario, there is the potential to create something from nothing (McCallum, 2017)

Beyond that, holding space is not just about giving time to others. Additionally, one should also try to hold back the rest of the world. Surely, this is more difficult to accomplish when the team members are working from home. It would be easier when the team would work in an office space. This plays an enormous role especially these days with the ongoing Covid19 situation. At home, people have so many other things that will demand time and energy from them, whether it is their children, partners, or some food preparation. These are the reasons why space and dealing with space is so important to a leader (Anderson, 2020).

### **How can space add value to a leader?**

They can create their own value, make good teachers and friends, and improve their motivation in life, desalinate their own class blockade, and can find a new breakthrough point. They give themselves room to make decisions, prepare for the future, and adjust their course of action. Leaders can reserve certain right space, give a subordinate to exert ability adequately to get a space, promote them to grow rapidly. There is a certain amount of management space, they have a strong principle, but also strong flexibility. They have the courage to employ people and can coordinate the enthusiasm of their subordinates (Kong, n.d). Helping participants change their mindset, provide additional perspectives, and open new possibilities for the group (Lipscomb, 2016).

### **Which differences appear between offline and online work in relation to leadership?**

These times space is a very central topic as Corona forces us to keep our distances. Teamwork happens primarily digitally and with video conferences which make working from every place at every time possible. But this also leads to less personal contact among colleagues. Until now the challenge for a leader was to motivate and coordinate his team and to establish a relationship level so that work is effective. Now, the leader mainly must deal with the space between individual group members as well as space between himself and the group. There is just small previous knowledge about how to lead people online. It is difficult to create a sense of togetherness when everybody is sitting alone in front of the screen. Maybe some already developed approaches about leadership and globalization can help. When working together globally, it is about overcoming obstacles regarding different cultures, languages, and origins within a working group. Therefore, in times of globalization, a leader needs to implement a “value-based leadership” style (Wadhw, Parimoo, et al., 2013). Intercultural intelligence is getting increasingly important. That means the deep understanding that various cultural backgrounds create different values and ways of thinking. These different perspectives can hinder common work, but also enrich it. So, maybe the current situation is not only a challenge but rather an opportunity for development.

### **How does the Coronavirus shape new spaces?**

The Coronavirus pandemic suddenly changed the ways of working inside the companies and leaders had to adapt very quickly to this new environment that has never been dealt with before. The communication and relationships are different from what they used to be, and leadership is presumably tested. It is obvious that the Coronavirus, which touches the whole planet, shaped new spaces between the leaders, the managers, and the employees. First in terms of communication and relationships among communities of the same firm. Indeed, working from home definitely changes people’s interaction with each other, and more responsibilities are created which can lower the space between leaders and employees as they will communicate more with each other. Also, comes the example of presidents who have to take hard decisions to

face this pandemic that affects everyone. Due to the different allocations, presidents try to be as close as possible to their people and communicate with them very often: “I count on each and every one of you, I will be there, we will be there, and we will make it together” (Macron, 2020).

During these difficult times, leadership brings forward the idea of solidarity and a sense of community among people coming from different spaces. Whether they are employees of the same company or citizens of the same country, the pandemic touches everyone and challenges the leaders with a lot of responsibilities and choices to make. Mistakes have or will be made but it is important to recognize everyone’s skills and abilities to overcome those mistakes. Finding the right solution is very difficult, especially when things change fast and a lot of people with different opinions interfere.

### **Experience of space in terms of leadership**

The meanings of space differ from generation to generation. A few decades ago, people used to think space was following what the leader said to do to their followers, but this concept has immersed itself in a new way wherein today’s modern society it is experiencing the freedom to share and a balanced equation between a leader and its team. People experience both good as well as bad leadership though its concept has changed or modified. Working in a good space has resulted in a positive working environment where the team is energetic, and they feel responsible to work on better outcomes. Whereas in negative circumstances, a team follows the order of the leader and there is no freedom of sharing their opinion, ideas, and creativity which demotivates a team and they take their work as pressure or burden. One never feels tired and takes work as fun rather than pressure if one is under good leaders and vice versa. A good leader knows how to motivate the team and how to address their comfort zone to bring the best out of their performance. Analyzing almost all working environments it can be said that leadership is a journey of self-development or growth and the ability to lead a team in the right track to achieve its goal. Where space indicates freedom of speech and growth of employees where they can showcase their talent without restriction and their effort is appreciated by concerned people or leaders. A responsible or good leader always considers the positive side and works on the strength of the person. In the journey of leadership, a team should have space to share their opinion so that they feel they are an important part of the project. (Maharjan, 2020)

### **Conclusions**

Summing up, space in terms of leadership is of utmost importance. Space can be seen from various perspectives, from the distance between people, the distance between leader and employee, or even the physical distance between different countries. In addition, it can both appear in an individual’s behavior, in the language, and the relationship between team members, and like this influences the working process. However, space in terms of leadership always concerns more than one person. Hence,

it is essential to manage space as a leader whenever meetings take place online or offline. That is how a leader can create value and get the possibility to improve the work within the team. Even due to spontaneous changes, like COVID19, leaders can take possibilities out of it and should learn from this challenge. For that, new leadership approaches might be used to adapt an already existing leadership style to the new circumstances after the pandemic. Flexibility and willingness for change are important in this context and in these remarkable times. But even if a leader pays attention to all the different aspects mentioned, leadership is still evaluated based on personal perceptions, experiences, and expectations so that it will be always very difficult to meet the needs of everybody to the same extent.

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# Vision and its connection to Leadership

Student-Authors of the course Basic Leadership Skills – Fall 2020

VISION: *Community F.I.R.E.S*

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Student Editor-in-chief Fall 2020: Anika Jaeger

*“Leadership: the capacity to translate vision into reality”*  
– Warren G Bennis

## Introduction

*“A leadership vision is an essential tool to focus attention on what is most important, what you want to achieve in your life, and what kind of leader you want to be. A useful vision must emerge from the past or be linked to it, for example through experience, showing the way and the goal into the future, and dealing with today’s reality. It represents who you are and what you stand for. It inspires you and the people whose commitment you need to act in order to bring about constructive change towards the future you all desire” (Friedmann, 2008).*

Thanks to today’s abundance of literature, there are many different definitions and explanations of “vision”. In order for us as a community to be able to talk about the same characteristics of a “vision”, we first created our own definition of “vision” during the fall semester in the Basic Leadership skills course at JAMK University of Applied Sciences. In the first instance, each of us has developed his or her own personal idea of the word “vision” so that we can then formulate all of the characteristics we have in common into a common meaning.

This article, therefore, starts with our own definition of “vision” and in the course of the article, we use it to connect it with leadership. This article’s content is meant to



deliver understanding from scientific articles and from the students' personal experiences as well. We show how a good vision makes a successful leader.

## **Our personal vision**

*"For me, vision is imagination, creativity. But also have a clear goal and create how to achieve it. It is the ability to see, to perceive, not only what is happening now, but also where I want to go and where I started from. Because, in my opinion, I need to have a clear vision of who I am to know where I want to go. The vision expresses my medium-long term goals and the values that I will carry with me to achieve them."*

– Livia, 20 years, Italy

*"I believe a vision is a mental picture of the desired future. It helps to keep us motivated, to work towards a goal, and overcome obstacles. A strong vision can help us to persevere to the end and let even huge barriers seem insignificant. Furthermore, a vision embodies our hopes and ideals. It gives us a sense of purpose and the reason why we are doing what we are doing."*

– Leon, 22 years, Germany

*"When I hear the word vision, I think of something innovative and new. For me, it is about taking new paths and trying to achieve a goal that is clearly defined for oneself based on one's own values. It is strongly connected with the word future. In this way, I think of great opportunities and a great potential for change that is contained in a vision. I would say a vision is something like an evolved dream."*

– Moritz, 22 years, Germany

*"In our childhood adults always asked questions like «Who do you want to be?», «What are your dreams about the future?» and everyone started dreaming about it and tried to imagine how it would be. We don't stop thinking about these questions throughout our lifetime. So, my vision is answering the question: who am I and who I want to be? It is my direction in life and my understanding of what is really important for me, discarding all unnecessary."*

– Alina, 25 years, Ukraine

*"For me, a vision is a motivating, positively formulated idea with which I indicate the direction in which I want to develop. It should also express where and what I want to stand for in the future. My vision should be connected to the past (based on my experiences, values, skills), be oriented towards the future (how I want to be, what are my overall goals, etc.), and be reflected in today's reality. It should represent what values I have and what I want to stand for in the future."*

– Anika, 25 years, Germany

*"In my opinion, vision is a way of feeling, observing, and understanding our environment and other people. Vision allows us to represent things in our minds, it's our way of perceiving the world. Inside a company, a vision let us know where to go in the future, create plans, and set goals. I think it is important to share visions in a team."*

– Hortense, 20 years, France

## **Our Community Vision**

*“For us vision is creating the future based on clear goals that motivate you by going new paths. To be able to see this path you need hopes and dreams. Our values guide the path and through a leader’s imagination, the vision becomes reality.*

*VISION is our way of perceiving the world! “*

## **Creating the right vision**

*“A vision inspires and moves people!”*

When it comes to creating a vision for one’s life, many people think it would be a senseless waste of time, but actually, it is not, (Aurelius, date unknown). This chapter shows what it means to have a vision and how to “create” it. Some physiologists write that a convincing life vision is a very effective strategy for achieving the life you dream of or have in mind (Scuderi, 2020). One source suggests that “the concept of a life vision is best viewed as a compass to help you take the best actions and make the right decisions”, (Scuderi, 2020). These should help one to make progress on the path to the best life. Experts and life success poisons agree with the idea that with a clear vision in mind, you can most likely achieve much more than you initially imagined. Through a specially developed vision, each person determines his or her own path in life and is not guided by other people or circumstances.

A clear and well-defined vision does not usually emerge overnight. Through experiences, influences, and circumstances from the past, and the present, a vision needs time and reflection. To create a vision, personal values and ideals are important. In addition, a vision should generate energy and enthusiasm to strengthen the commitment to explore life’s possibilities.

Good ways to develop a vision are for example journals or a creative vision board. In a journal, you can write down all thoughts and feelings but also questions and a vision develop almost by itself.

It is also important to consider the difference between a vision and a goal. A goal is an individual experience or achievement that one is trying to achieve. In contrast, a vision is the overall picture and does not refer to individual achievements. A life vision should define who you want to be, what you want to be known for, and which path you want to take. But in order to establish a connection between a goal and a vision the following helps: A vision can help to define the goals. They set the framework to define a specific goal more precisely. The vision becomes why. The answer to “what is important in life” will not and cannot be perfect. It is primarily about building the first foundation and continuing to build on it. A written answer is not “set in stone”, it can be changed at any time when you reach a point where you review your own life vision, (Aurelius, date unknown).

“If I had asked people what they wanted, they would have said: “faster horses” (Ford, 1990), that is a very famous quote from Henry Ford. The point is that Henry Ford had a vision beyond the horizon. It was this quote that gave birth to the Ford car. A vision doesn’t always have to be completely obvious; it can also be thought further, just look beyond the horizon, a kind of abstract thinking.

First, you have to find out what is important in life. Here you have to proceed deeply and existentially (Scuderi, 2020). What is the true meaning of life? How should you live your life?

To create your own vision here are a few tips to guide you (Scuderi, 2020):

- *Remember to ask why you want certain things.*
- *Think about what you want, not about what you don’t want.*
- *Give yourself permission to dream. Be creative.*
- *Focus on your wishes, not what others expect of you.*

Some questions to start your exploration:

- *What really matters to you in life?*
- *What would you like to have more of in your life?*
- *What do you want in your career? (besides money)*
- *What are your secret passions and dreams?*
- *What would bring more joy and happiness into your life?*
- *What qualities would you like to develop?*
- *What are your values/ideals?*
- *What would you most like to accomplish?*

## **Leadership and Vision**

*“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.” – Jack Welch*

In general, every company has a vision. Managers/leaders are encouraged to pursue this vision and lead their team in the right direction, but beyond that, they can also develop their own vision in alignment with the corporate vision. Creating a vision as a focus for your company’s efforts is one of the most important things a company can do. The vision of a company is not just words that look and sound beautiful. A vision provides an organization with a direction and a benchmark against which it can monitor success and ultimate achievement. Furthermore, a vision works best when those who are supposed to support it do so, (Robinson, 2019).

How does vision help a leader? A vision helps a leader to direct and to maintain focus on what is important and necessary to achieve. The vision, a clear understanding of the purpose, and the ability to lead people are the main things that distinguish a leader from a manager. A true leader has a clear vision of the future and builds on this vision

a clear goal of where to come. His vision becomes a burning fire that haunts and energizes all his surroundings, unites his followers. All successful people have a vision. They always see with their inner gaze where they are going and live by this vision of success. Without a vision of the future, it is very difficult to work in the present.

The vision of the future determines the meaning of the existence of any team. It establishes a bond between the leader and his team, creates a sense of unity, and encourages people to create collectively. The important thing is that the vision of the leader should capture more than just him. Leadership vision is always directed at people, it builds a team. It will attract the leader with those people, in whom the leader's vision will touch a certain string of the soul and unite them.

Each leader has his own vision. For some leaders, this may have a huge, ambitious vision that will attract the right people to the team – active, strong, not afraid of difficulties. For other leaders, the vision may be aimed at comfort and coziness, so, the leaders will be followed by people for whom safety, confidence in the future, stability, and tranquility are important. Therefore, when the leader has a clear vision of the future and is ready to go to the end, team unity is created with him, backed by faith in achieving a great goal.

## **Conclusions**

From the aspects listed in the article, it is clear that a vision helps to lead people and is, therefore, one of the basic skills for a good leader. However, a vision is not only needed in professional life, but also in many different situations in private life. Furthermore, there can be an overarching vision of a company, which should be pursued by the leaders as well. Accordingly, a leadership vision begins in everyday life. It develops from emotions, feelings, behavior, values, and experiences. In professional life, a vision can lead not only you as a leader to success but also your team. If the leader has a clear vision of the future and is willing to go all the way to the end, the unity of the team is created with him or her, based on the belief in achieving a great goal. A vision helps the leader to focus on what is important and necessary to achieve it. A vision is also more profound than a goal. The vision provides the framework to define a goal. In order to pursue this, a clearly formulated vision helps. Questions that should go through your mind when trying to formulate a vision are for example what really counts in life, what are your dreams and what is your passion, what are your values and ideals, and what you want to accomplish the most. A vision should not just be formulated simply. It should also generate energy and enthusiasm to strengthen the commitment to explore the possibilities of life. A leadership vision is an essential tool to focus attention on what is most important, what you want to achieve in your life, and what kind of leader you want to be. All in all, a good vision can lead you, the team, and the company to success.

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*Source*  
**Issue June 2021**

# Why is participative leadership the essential leadership of tomorrow?

## **LEADERSHIP SKILLS: the “lucky corner” Spring 2021**

*(First article elected by the class. Ten project-based practice papers were prepared and voted by the students of the Basic Leadership Skills course Spring 2021 for the co-creative educational project: School of Human Transformative Leadership©)*

## **Student-Authors of the course Basic Leadership Skills – Spring 2021**

### **Community 5 – The Fantastic 7**

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**Student Editor-in-Chief Spring 2021: Cécile Abril**

## **Introduction**

Participative leadership is a leadership style in which the manager integrates his/her employees in the decision-making process. To do this, the leader asks for the ideas and opinions of his/her employees. The leader believes in the skills of his/her team and tries to develop them. He/she has confidence in the ability of his/her teams to proactively carry out the assigned tasks without his/her intervention.

The participative leader studies all proposals before making a decision. He/she seeks the participation of all, and a consensus. This helps to motivate employees and create an environment that is conducive to exchange and collaboration.

As pointed out by Cocheteux (2020), the participative leader encourages employees and values their work and achievements. He or she provides guidance and recommendations to achieve agreed-upon goals but leaves some decision-making authority to employees. Employee motivation is at the heart of this style of leadership, which gives employees more autonomy as they are simply guided by long-term goals.

## Participative Leadership style

This leadership style allows each team member to participate in the decision-making process in a democratic way. Participative leadership is not one style, it rather introduces different styles which includes the team members in the decision making. The range is wide: there are companies which allow team members to join the decision making which has an impact on the whole company, and there are companies that are listening for the suggestions of the team members but the decision itself is still made by one leader or a board of directors, according to the research of Alaux (2019).

Different approaches include:

- **Consensus decision-making**, which means that every employee is capable to join the decision-making process to influence the company-level decisions. Decisions are made when there is a consensus between all the workers and the nominal leader is leading merely the discussion around the decisions.
- **Collective leadership**, here the company might be divided into separate divisions which are making the decision concerning their own division. There is a possible work freely between different divisions.
- **Democratic leadership**, here the leaders are collecting the issues and concerns from the employees and they explain thoroughly the resulting decisions that the leaders have done.
- **Autocratic leadership**, at the lowest level of participative leadership, leaders let the employees contribute their views and concerns, but the decision-making process is owned by the leaders. The made decisions are not necessarily justified.

## Example of Companies

Table 1. Participative Leadership Style – Example of Companies – The “FANTASTIC 7” community own creation – by Cécile Abril

<p><b>Consensus decision making</b></p>	<p>Unicorn Grocery</p>	<p>Unicorn Grocery is a grocery store in the UK that is owned by workers. They are successfully operating with the consensus decision-making where all the workers have a vote on the company, as presented by UnicornGrocery (2021).</p>
<p><b>Collective leadership</b></p>	<p>Cisco</p>	<p>Cisco, a company that provides technological solutions, noticed in 2009 that its results are dropping. They made organizational changes which included the change in the decision-making process. They gave the workers in their own divisions a possibility to influence the issues and their numbers started to increase after that. All they did, was replacing the centralized power with shared</p>



		responsibility, according to the research of Cook (2018) and Waltner (2009).
<b>Democratic leadership</b>	Google	The most well-known company with democratic leadership is Google. They are emphasizing on innovation and human resources, and every member of the team is listened (GeekNack.com 2020).
<b>Autocratic leadership</b>	Tesla and Space X	Elon Musk is the leader who is making the decisions. He might justify why he did make the decisions and workers are listened to. As pointed out by Meyer (2019) they emphasize innovation and teamwork, but in the end, there is one leader who is making the decisions.

Participative leadership is taking time for the team to adjust to. It provides lots of different views from different people which will enable teams' efficient work covering multiple aspects. This will make the whole team united and strong in the decision-making, and the most probable result is that most of the questions have been covered very well (WGU.com 2021).

The team has to bond properly before achieving the true state of participative leadership: having room also for arguments and different views. Every team member should be able to compromise their thoughts about the decisions, and problems are rising if there are too authoritarian people. Members need to know each other well and the work nature cannot be too fast paced, otherwise participative leadership is taking too much time to function correctly.

Participative leadership is most suitable for creative work. Innovation requires people to come together to generate ideas and find solutions. In this kind of work, participative leadership is at its element. People feed each other's ideas and complement them (WGU.com 2021).

Participative leadership enhances the development of employees and the company. The use of this form of leadership has many advantages:

1. Employees feel more involved in the success of the company. It gives them motivation in their work.
2. It improves the quality of their working environment. Indeed, the employees have a stronger feeling of belonging and recognition.
3. Thanks to this management style, it is easier to get decisions accepted. These decisions are made after consultation with the team.

4. Finally, it creates a “collective intelligence”: ideas are shared, social relations are improved, etc.

## **Participative Leader**

Rather than imposing decisions, a democratic leader will include his or her team in the decision-making process. In this way, he or she ensures that the decision made will be understood and applied correctly. A participative leader has two qualities on which he bases his leadership: his listening skills and his open-mindedness. The leader’s goal is to create a good relationship with the team members to encourage them to express themselves and share their ideas. It’s an ambitious goal but one that allows the team to grow in their work.

It is important for the leader to receive opinions from different team members. This helps to maintain teamwork, thus making employees more efficient in their work. It is essential to involve employees in the decision-making process. As far as possible, he will seek a consensus, even if he must sometimes decide.

But there is another essential point in participative leadership: the leader consults his team to make decisions, but he can also let them decide without consulting him. As mentioned by Alaux (2019), depending on the situation, the importance of the decision, and its complexity, the leader will choose between these two approaches.

The positive effect of participative leadership is because it fulfills three of the needs identified in Maslow’s pyramid:

- The need for self-esteem and the esteem of others: the participative leader consults his employees to find out their opinions and take them into account.
- The need to belong because the fact of making decisions together allows for the development of a community spirit.
- The need for accomplishment: Knowing that they are involved in the decision-making process, employees will make an effort to better understand the work context to make decisions that will influence the final outcome. They feel part of the company, according to the research of Alaux (2019).



Figure 1. Maslow's Pyramid – The "FANTASTIC 7" community own illustration, designed by Cécile Abril

### **How to recognize a participative manager?**

As said before, the participative manager-leader will ask for the opinion of the employees, and it will be very important for him/her. He/she is a person who delegates and gives trust easily. He/she is willing to make decisions, but the most important thing is team spirit. Participative leadership will perfectly serve a leader looking for good ideas or looking to create commitment and a sense of community, as mentioned by Lambert (2017).

### **Weaknesses of participative leadership**

There can also be some challenges with participative leadership. The decision-making process takes longer. It is up to the leader to succeed in setting up an appropriate organization and to put an end to discussions that impinge on important tasks. As pointed out by Lenoir (2017) the leader must know how to handle urgent problems and decide that they know will not be unanimous.

This style of leadership is best suited to teams made up of employees with a recognized level of competence. Otherwise, there is a risk of wasting time or making bad decisions. The leader must be able to integrate each member into the team. Each member must be motivated to make decisions to better understand the issues. As presented by Lenoir (2017) this allows to train the employees and to favor the communication between the members.

## **Points of improvement for the participatory leader**

The participative leader must be able to make quick decisions in emergency situations. He/she must also be able to organize and allocate tasks in project management teams.

The leader must be able to impose his leadership and authority when the situation requires it. It is sometimes necessary to conclude a discussion by deciding even if it does not suit everyone.

Participative management is based on the sharing of knowledge and ideas. This type of leadership is recommended for the long term. A participative manager listens, analyses, and advises his collaborators. Power is distributed, and the notion of hierarchy is diluted, according to the research of Lenoir (2017).

For Laszlo Bock, Senior Vice President of People Operations at Google, participative leadership makes employees more efficient.

- *“Linking employees’ work to results, making them understand that their work influences the result.”*
- *“Taking power away from manager: that permit to make employee fell free and accordingly more productive.”*
- *“Making sure that the decision we make when it comes to people right.”*

Laszlo Bock explains that this is not always intuitive for the company. Leaders want to make good decisions, achieve their goals, and they forget to give freedom to employees. It is significant to build trust and share things to make better decisions, and as a result, better products, as presented by Bock (2015).

## **What this leadership style brings**

Here are three companies that have implemented participatory leadership in their organizations:

Table 2. Participative Leadership Style applied – The “FANTASTIC 7” community own creation – by Cécile Abril

<b>GOOGLE</b>	Google offers its employees to spend 20% of their working time on side projects. It has been said that some projects have been created such as Gmail, Google Talk, Google Map, or Google News. The company encourages the creativity and innovation of its employees, according to a study by Rousseau (2016).
<b>INNOCENT</b>	Innocent is a company that produces fruit juices and smoothies, the company has relied on the ideas of its employees to innovate. One employee had the idea to create a separate entity to market a product that was not selling. The sales results were multiplied by 4, going from 10 million to 40 million, as mentioned by Rousseau (2016).
<b>AMAZONPRIME</b>	Amazon Prime is a subscription system that delivers many benefits to users who subscribe to it was born from a suggestion of the team members. Now, consumers increase their spending by 150% after subscribing to the program and these subscribers account for 20% of Amazon’s sales, as presented by Rousseau (2016).

## Summary

Participative leadership creates a trusting work environment that encourages employees to develop their skills. Implementing this style of leadership results in a renewed motivation of the employees and promotes innovation. This is a very important factor to stay competitive. A participative leader must possess certain qualities. He/she is at the service of his team: he places himself as a support to the team. Leaders should be recognized as facilitators. They should come to the aid of employees when needed, advise them, etc. Their authority means experience.

Examples are good sources of inspiration; they allow you to understand in what way the employees of a company can make its human and economic wealth. As pointed out by Lambert (2017) employees can lead the company towards new markets and new products.

The most important attitude to adopt is to be yourself. Indeed, participative management is benevolent. Do not hesitate to ask your employees questions, to consider their ideas and requests. The participative manager-leader prefers to believe in people above all as pointed out by Lambert (2017).

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-11>

## Agile, Formal and Informal Leaders in the same arena

### LEADERSHIP SKILLS: the “lucky corner” Spring 2021

*(Second article elected by the class. Ten project-based practice papers were prepared and voted by the students of the Basic Leadership Skills course Spring 2021 for the co-creative educational project: School of Human Transformative Leadership©)*

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**Student Editor-in-chief Spring 2021:** *Elena Kotelevitc*

### Introduction

“Agile leadership” is a term recurrently used in most of today’s start-ups. We associate “agile” with the ability to be flexible, being adaptable, and being reactive to change. Companies like to flaunt their agile organization because it is a synonym of competitive advantage in the market. However, agile leadership is filled with many intricacies and little details that are easy to miss at first glance. One does not easily become an “agile company” simply by being able to change its course of action on the get-go. Implementing an “agile organization” takes time, effort, and many other processes in order to be effective.

In the first part of this article, we are going to take a closer look at the term “agility & flexibility” and what it means in the context of a work setting. Nowadays, companies, young and old alike, aspire to become and remain “agile” but, what does it really imply to be flexible? And finally, what does it take for a company to become agile?

Aside from “agile leadership”, we often forget the meaning of “formal” and “informal” leadership. Many leaders and managers embody a certain type of leadership without even being aware of it. Often, they do not realize that being a leader goes beyond

managing human resources in order to achieve objectives. There are many layers of leadership managers can work on.

It is why the second part of this article will aim to thoroughly explain both “informal” and “formal” leadership with the help of academic theories and visual examples. Our community – *Prestige Community 3* – during the course path at Basic Leadership Skills tried to draw the line between the two concepts while also delving into the “grey area” it creates.

This essay will focus on these two sets of topics carefully intertwined with each other. Emphasizing management as a flexible organization leads to the expression of the tendency of leaders to reflect on their management style and adapt accordingly in order to make the most of this leadership.

## **The agility of a company**

### **What is agility?**

*“An agile leader is someone who invites, nurtures, and develops flexibility in their organization. In other words, it is how we inspire and influence people, carried out by evaluating the personality of the leader, focusing on the quality and performance of her / his work, in collaboration with other leaders, and always with an open mind, ready for change.”*

*– Expert Panel, Forbes Coaches Council*

Agility is expressed as adaptation in the form of the ability to work on the basis of changing situations, so it is very important to note that the agile concept is based on achieving continuous adaptation of the company to the circumstances that arise around it. (Forbes Coach Council. 2018). A flexible approach, allows you to form teams that are productive and most focused on the needs of customers, increasing the stability of the organization to achieve better results. Thus, flexibility can be applied to any field of management, whether it is the business industry, the tourism sector, or the healthcare sector.

An agile leader is a culture shaper, through his behaviors he teaches people to interact with each other. Agile leader services are aligned with the values of agility. In his way of understanding the world, people and their interactions are more important than processes and tools. Delivers value to his team early and frequently, he is open to collaborating by generating spaces of trust.

It also implies leading from the shadows, giving prominence to people. It is being one of the team, eliminating impediments, inspiring others, and thinking about the common good. The agile leader helps his team to achieve its maximum performance by promoting the development of competencies, empowerment, self-organization.



## What are the benefits?

Organizational benefits:

**Autonomous operation.** As Cvetkovic (2019) noted, the pace of change in the market is slow and yet organizations are in a disruptive environment, and only to create a successful format, flexible leadership must cover all departments and industries. Therefore, in flexible organizations, autonomy gives flexibility and stability, while allowing the flexible leader to constantly monitor the intermediate goal and monitor all possible ways to achieve it.

**Improving collaboration between teams.** Agile leaders build respectful and trusting communities with significant working relationships that allow them to find a balance between organizational needs and their strains.

**More inspirational leadership.** According to Jansen (2019), agile leaders create highly reliable relationships that meet the needs of the organization and their capacity to stimulate development and learning, as well as a continuous flow of creativity. Collaborative communities can achieve much more than individuals.

Strategic benefits:

**Improved risk management.** According to an article written by Federman (2020), agile leaders promote team collaboration that functions in times of uncertainty. The most important quality of a flexible leader is his ability to promote a safe environment for taking informed risks through clarity of direction, transparency, and role modeling of appropriate behavior.

**Accelerated product adaptation to market realities.** Agile leaders know, are not fixated on one paradigm of action, and are always focused on testing new opportunities. Because openness to new solutions gives the prospect of business prosperity.

**Flexible business culture.** Demographics, technology, and changes in the workforce require flexible leadership, willingness to change strategies to compete. Several other potential beneficiaries can be identified for agile workplace:

### Short cycles

Short implementation cycles to keep teams motivated: instead of setting distant objectives, the idea is to proceed by stages and to set short-term objectives: as soon as one of them is achieved, the team can then work on the next one. Proceeding in this way by successive iterations helps to maintain the mobilization and motivation of the teams and to highlight the progress of the project on a regular basis.

### Close to the customer

Integrating the customer into the project team to reduce the time-to-market: as the customer sees the project's progress after each iteration, it is prioritizing needs and avoid developing features that will never be used. The objective is to obtain feedback on a regular basis to highlight the changes and corrections required while anticipating the scope of the next work iterations.

### **Lower costs**

As pointed out by Gruessner (2020), project costs are better controlled since the implementation of a mini-project allows you to determine the budget needed to achieve the ultimate goal. The continuation or termination of the project in accordance with its means will be decided by the project manager.

### **The right to change one's mind**

In agility, change is welcome, and adaptation is the rule! Customers can change their minds; their needs can evolve, and technical teams can evolve their technology choices. At any time, you can stop the project if you consider that you are in a dead-end situation.

The concept of the agile workplace is totally different from the much more structured work environments of the past. Today, employees need more autonomy and independence than before. Agile organizations will allow a certain fluidity in the exchange of information between the different components of the company but will allow a certain freedom of action and thought to each employee. Team members will be able to express their thoughts loud and clear in this democratic structure and even encouraging them to enrich the work provided.

### **How can a company become more agile?**

While respecting the principles listed above, the agile leader will be able to create an overall vision of a project and to unite his team around this general idea. But he/she has to be careful not to fall into the opposite extreme and thus be in a "no rules" dynamic. The agile type of organization asks for a certain flexibility and adaptability but can drift towards a disorderly situation if the team does not remain welded behind the same leader and thus, the same way of thinking.

According to the research of Rigby, Sutherland, & Takeuchi (2017), Create small teams with multidisciplinary and complementary profiles in the management of a project. Divide the time into short, fixed duration steps to focus on the minimum uses with a usable result at the end of each step. Welcome change as an opportunity to encourage creativity and innovation. Encourage collective intelligence through collaboration and the self-organization of teams.

### **Informal Leadership**

*"Not all managers are leaders, but all leaders are managers."  
– Kayode Oladipupo*

## Definition

According to Vercillo (2020), leaders are not always designated to be called “leaders”. The fact that the leader is officially designated or not is mostly what makes the difference between formal and informal leaders.

An **informal leader** is a person who is leading but who, at the same time, doesn't have the official powers to lead the group. The formal leader, on the contrary, has been given authority based on their position in the group. According to Johnston (2020), it is possible for a team to have formal and informal leaders simultaneously because companies have different goals in a row.

## Values, Characteristics, Behaviour, Work

As we have seen, an **informal leader** is an ordinary employee of the company, but at the same time a leader that the team is ready to follow. This person attracts people because of his charisma, not because of his position in the service. Emphasizing the fact that this is not just a goal-to please, but a highly honed skill that breaks off a lot of roads (Lahey 2019).

Therefore, the **main features of an informal leader** include:

- They are good at building relationships. They establish good relations with absolutely everyone. Informal leaders aren't just focused on managing and communicating from above or below; they know that everyone contributes differently.
- They have a deep understanding of the organization. They analyze information well, understanding the general culture, leaders, and unspoken rules. After that, they generously share their knowledge.
- They help without ulterior motives. They shape the work, not for the purpose of remuneration, and the emphasis on offering help is not for the purpose of gaining power.
- They are the first to learn about new tools and technologies.

Working with informal leader depends on the behaviour of the CEO. Informal leader can become both a necessary asset in the work, and a big problem. Therefore, the first thing you should pay attention to is to evaluate the quality of the team's interaction. For example, the **survey** may be conducted with similar questions:

- Which of your colleagues could give you competent advice?
- With whom could you transfer to another company?

- Which of your colleagues would you like to spend your vacation with?

After analysing the answers, the result will be a more **extensive picture of interpersonal relationships** in the team, and the nodal vertices will show the informal leader. And in this way, it will be possible to understand the type of informal leader. (Katz 2018).

According to Strukova (2018) notes, we can build a favourable chain of interactions of informal leader and team based on the characteristics of behaviour. She categorized styles into several main types:

- In order to build a normal relationship with the **organizer**, it is necessary to give logical arguments. In order to make it clear from a rational point of view that not all paths are for the benefit of the company, and sometimes it is worth giving up something that at first glance is of great benefit.
- As the initiator of the resistance of the collective, the **synthesizer** acts. In order to reach a general consensus, there is nothing better than to agree on the border of compromises, because otherwise there will be a conflict not only with the informal leader but also with the entire team as a whole.
- The next type is an **idea generator**. The main thing is to interest and motivate, and build a chain of benefits that will be provided to him and his team.
- Not the most difficult, but a very responsible type – a **paternalist**. Because it is on him that the emotions and expectations of the team are projected, which should later be forwarded to the management.

The most unapproachable type is the **tyrant**. Trying to convert to your side is just a waste of time. But you can try the carrot-and-stick method, or not try to defend yourself, and take it like an expert.

### **Grey area between formal and informal leadership**

It is important to understand that formal and informal leaders can work well together. In fact, there are usually not seeking the exact same goals, so they are not in a competition. The best thing to do is to create a positive balance between the leaders and their different roles. If leaders can do that, this is what will make them more powerful while working jointly and it depends on trust between leaders. It's of importance that the informal leader trusts the formal one. They will then be able to work envisioning the same goals.

It is also important to know that usually, informal leaders appear in groups where there is already a formal leader because he/she is going to have a different kind of relationship with the team. Formal Leaders are usually more respected and recognized. Let's take the example of a sports team. The team can usually accept the advice from the best player of their team, or the one who gives a 100% of himself rather than the owner of the team that has never played the sport in his/her life.

## Conclusion

In conclusion, being “agile” offers many advantages to companies ranging from organizational benefits like better autonomy and better teamwork & cooperation to strategic benefits like better overall risk management and reactivity to flux. But being agile can only be achieved when a state of mutual trust is created between the leader and his team members.

As for Informal and Formal leadership, “Informal leadership” is best described as a type of leadership without an official leadership position. The role of an informal leadership is difficult to distinguish as managers can be great leaders, but outstanding leaders are not necessarily managers. An informal leader at any given point in time can become a leader, even if it just for a short period. Whereas the formal leader is given this position and authority over the other members prior to the beginning of the project, making it clear to everyone and delivering the goals to the groups.

However, with these elements in mind, we can ask ourselves: How will these types of leadership evolve through time and how will leaders, managers and employees overcome organizational difficulties? With the rise of technology and better artificial intelligence in companies, they will have more equipment to face rapid changes and predict outcomes. But what does that mean to informal and formal leadership? With more and more tasks being delegated to machines and robots, team will be in dire need of communication and interactions with leaders more than ever. It will befall to leaders to help their employees being aware of the changes and find a balance between the two leaderships. Maintaining social interactions is more necessary than ever to form a cohesive team. In modern conditions, with the rapid pace of technology development, leadership is not inferior in importance. Even when working remotely with their colleagues, the leader must be flexible and understand how domestic factors can affect employees, as well as remember to structure the flow of information in more complex environments. Technology, on the contrary, helps the leader to correct the gaps. Allowing he/she to quickly analyze situations and respond to feedback. Leadership tries to keep the focus on simplification, putting the human factor as a priority.

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**URN** <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-10>

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**Issue December 2021**

08.12.2021 at 10:01 | Author: [Marcella Zoccoli](#) | Posted in [2021 December](#), [Journal editions / Issues](#) | Tagged [abundance](#), [awareness](#), [beauty](#), [careformyself](#), [careofpeople](#), [collectiveness](#), [creativity](#), [energy](#), [experience](#), [freedom](#), [human](#), [integrity](#), [knowledge](#), [meditation](#), [school](#), [technique](#), [transformation](#), [transformative Leadership](#), [truth](#), [well-being](#), [wisdom](#) |

## Our experience during the first edition of the School of Human Transformative Leadership © – Fall 2021

The School of Human Transformative Leadership© hosted in the Basic Leadership Skills course "academic womb."

### Participants

#### Student/Authors

Darina Foltová (Czech Republic), Déborah Chicoine (France), Enzo Lorain (France), Ewa Malczewska (Poland), Florian Louimet (France) Ilona Delubac Serrano (France-Spain), Kristýna Červenková (Czech Republic), Lok Yan Wong Agnes (Hong Kong), Lucas Putéanus (France), Marcella Zoccoli (Italy – JAMK University of Applied Sciences), Margaux Affre (France), Sixtine Pommier (France), Victor Verstraeten (France), Yves-Louis Morvan (France)

**Senior Lecturer:** Marcella Zoccoli

**Student Editor-in-chief Fall 2021:** Margaux Affre



Figure 1. Our School of Human Transformative Leadership© – Class Fall 2021



The **School of Human Transformative Leadership**© was conceived & designed by our teacher Marcella Zoccoli during the *#LeadershipROUTE2020* and co-created piloted with the international students of the Basic Leadership Skills course in Spring 2021.

We are the international students who participated in the very first edition of the school that was launched in the Fall of 2021 and here we share our transformative leadership learning experience. During our journey, we explored and practiced leadership through a multidisciplinary approach. We learned leadership eras, theories and styles applied to individuals, teams, and organizations. We understood the importance of cognitive agency and psychological safety.

We explored mindful leadership in which communication skills, emotional intelligence, and emotional voice coaching, spiritual intelligence, SESS Skills are intertwined with business. We now know the art of giving and receiving feedback and the importance of followership in leadership. We had the chance to generate autonomous individual work and group work, to create learning circles where we followed our own leadership words. Marcella combined casually our names with some relevant leadership skills & values, and they supported us to shape a common purpose for the co-creation of our unique leadership projects. Here following our individual experiences and the witness of our collective works.

### **Our 13 words-friends in leadership**

(they appeared as an insight to Marcella after a Meditation dedicated to our journey):

**Well-being, Beauty, Awareness, Abundance, Technique, Knowledge, Integrity, Truth, Care for People, Care for Myself, Wisdom, Transformation, Freedom.**

## Our Collective Works

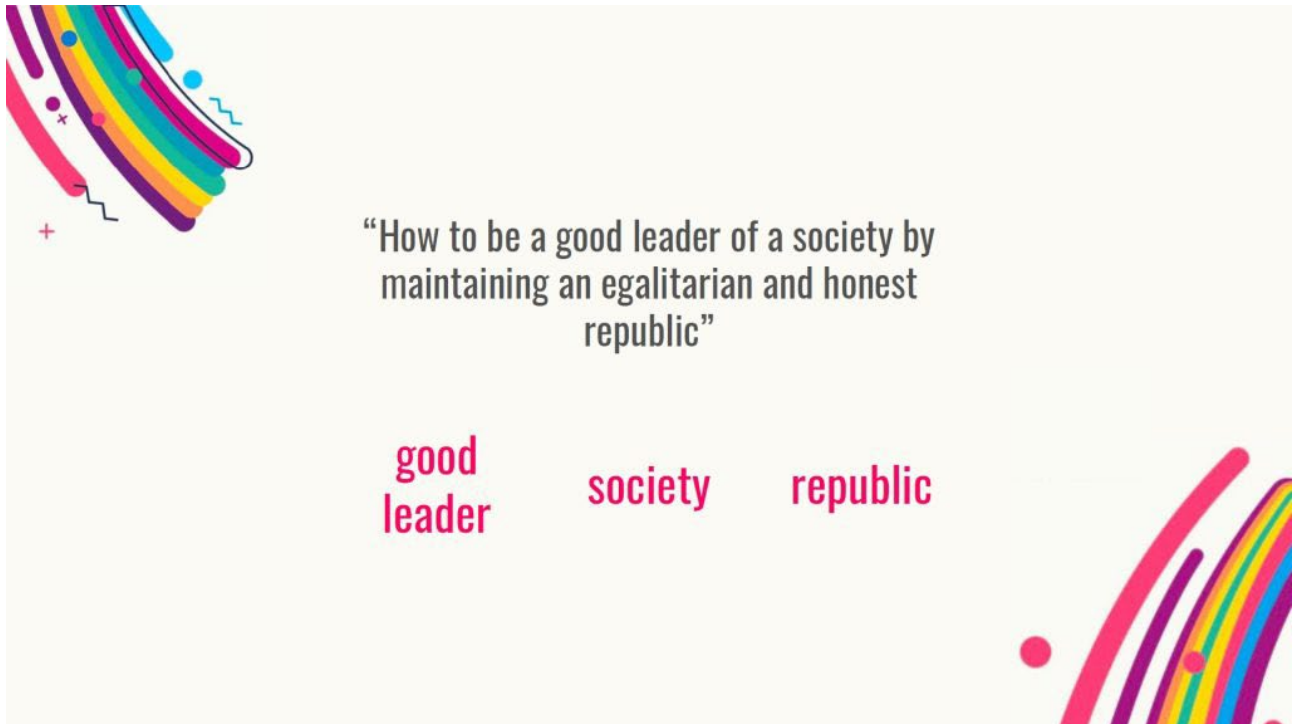


Figure 2. Community 1, the Collective Work: Good Leader, Society, Republic

### Our key concepts and message:

- A great leader possesses a clear vision, is courageous, has integrity, honesty, humility, and clear focus. Great leaders help people reach their goals, are not afraid to hire people that might be better than them, and take pride in the accomplishments of those they help along the way.
- A society is a community or group of people having common traditions, institutions, and interests.
- A republic is a form of government in which the people or their elected representatives possess supreme power.

For us, it was a great experience. This work has allowed us to develop our knowledge and skills about leadership. Our strategy was shared using methods such as brainstorming, zoom meetings, and face-to-face meetings at the university. We really agree that we did this activity in a fun and good mood. From the beginning to the end, we were all in it together and we worked in harmony step by step. We also want to emphasize that this subject has given us a lot both professionally and personally. We thank Marcella for her constant effort and motivation.

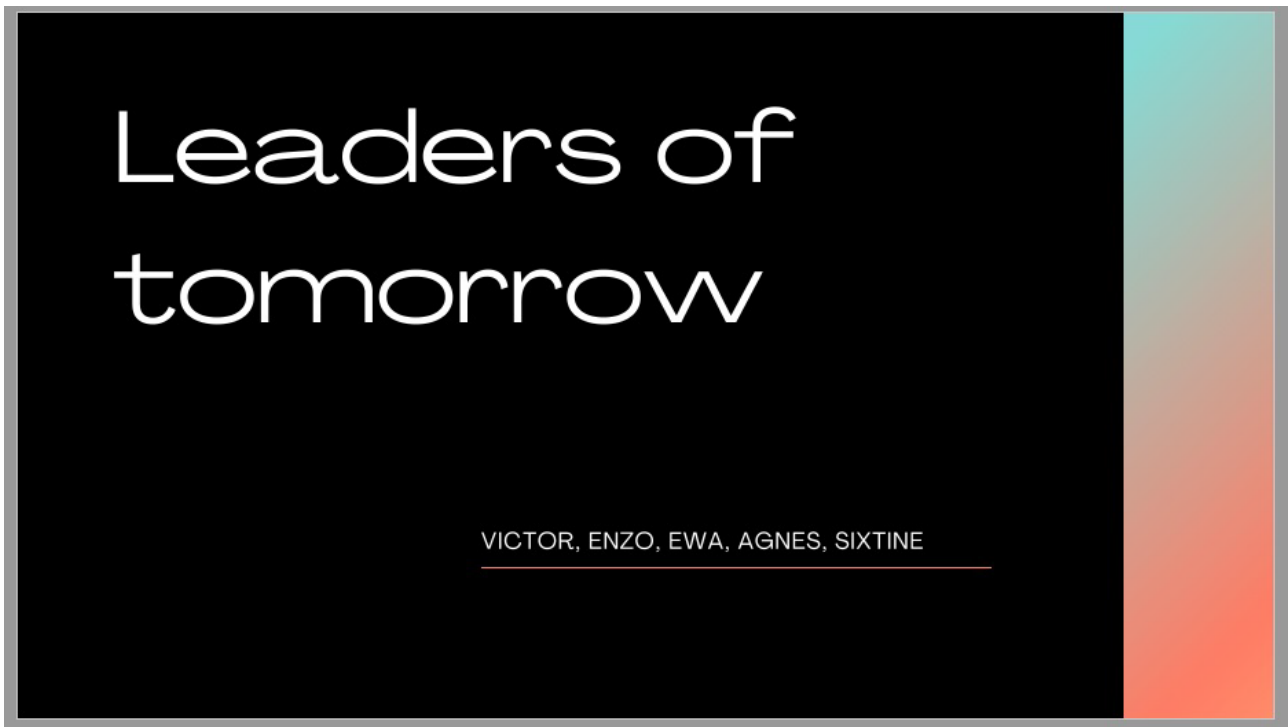


Figure 3. Community 2, the Collective Work: Leaders of Tomorrow

### **Our key concepts and message:**

- Leading Innovation: a journey to the unknown
- Not every idea is perfect, but it is important to have a try

The leaders of tomorrow (Agnès, Victor, Ewa, Enzo, and Sixtine) were happy to experience a leadership way and a learning experience. We decided to name ourselves the "leaders of tomorrow" because of a future vision that we wanted to create. To do that we focused our work on several key concepts. We wanted to give an individual vision of leadership through several examples. We decided to focus on innovative leadership because the leaders of tomorrow will have to use it in the future. We picked several examples: Jack Ma, Ted Sarandos, and Elon Musk. Then we wanted to give a personal dimension to the topic of leadership in video games with the examples of Microsoft, Sony, and Nintendo. We discovered that leading innovation is a journey to the unknown. Leaders can pass through difficult paths, but they will always be able to be reborn. And we will always be inspired by those leaders and leadership concepts. Not every idea is perfect, but we learned that it was important to try. It is better to try because innovative leaders are willing to take risks to obtain what they want. It is important to jump out of our comfort zone and that's what we tried to do during our journey.



Figure 4. Community 3, the Collective Work: Elon Musk – Transformative Leader

**Our key concepts and message:**

Our work focused on the leadership of Elon Musk, who is currently a recognized leader and role model. For this we used different concepts:

- transformative leader
- how this leadership fits in with our leadership concepts:  
WISDOM, TRANSFORMATION, FREEDOM and CARE FOR HUMAN SELF
- projection into the future around this leadership style
- leadership and management

Through this work, we wanted to show different things. First, we wanted to show that certain emblematic figures can guide our leadership daily on different points. Secondly, that our leadership must be in tune with the times and be able to seize different opportunities. Finally, we wanted to prove that each type of leadership has great advantages, but also some disadvantages, there is no one type of leadership that is better than another, we must be inspired by each one depending on the context, personality, and each leadership can fit in one way or another with our key concepts of leadership.

## Our Personal Experiences

*"During the leadership journey I had a great opportunity to meet great future leaders, I experienced a leadership journey and I learned to focus more on people and enjoy the process. At the beginning of the journey, I got my friend "abundance". My great friend knows that everybody can become a leader and it supports everybody in development by an abundance of energy, knowledge, learning..." – Ewa*

*"It is an inspiring journey in leadership lessons. I have a chance to explore different leadership styles and analysis them in various dimensions. My leadership word-friend is "Well-being", and it is an essential element in leadership. When leaders are concerned about well-being, their employees can also receive a high quality of life that is a good balance between health and work. believe this is how a good leader be. During this journey, I keep reflecting on what are the important things for leaders and why being a leader is so complicated. And now, I have found the answers. With my classmates, we discovered the personalities and numerous skills and theories that we believe leaders should require. It is my honor to be in this lesson. Thank you so much for your teaching." – Agnes*

*"My word was" Truth". I think the truth is the foundation of the world we live in. It is difficult to build something without the truth. Truth helps to clarify the world. Today, when information is given, it is imperative to be wary of it because it can be false for many reasons:*

*-The issuer is dishonest.*

*-The issuer does not have good information synthesis and/or information analysis capabilities...It is important that truth be a priority in our society. I thank Marcella for this semester in the Basic Leadership Skills module. It was very interesting, and I really enjoyed the course." – Yves-Louis*

*"This course was a great opportunity for me to realize what I am interested in and what I want to work on in the future. My word was Knowledge, and at the beginning of the course, I didn't even know why fate gave me that word. Now I know it was supposed to be like this. During the course, I gained not only self-knowledge but also the knowledge that will be useful to me in the future. This whole experience means a lot to me- Thank you for everything!" – Darina*

*"I find it very interesting and enriching. There were notions that I never studied or heard before and the way of learning was also very different so, even If I was sometimes a bit lost, it was a great experience to get a new approach according to leadership. About my word, "Care of myself", I don't think I picked this work by chance, because I realized that I really needed to care for myself during this trip in a personal way but even in the group work I really enjoyed working according to this thematic. I feel proud and happy to have been following this class and I think I will keep taking a step back after this experience: reflect about the lessons, the course, to keep thinking about it in the coming months and years" – Lucas*

*"Thanks to this course I got to know myself better and got out of my comfort zone when I had a speech about self-leadership. I realized that I wanted to pass on my thoughts and experiences to others in my life and motivate them to fulfill their dreams and goals. My friend was "wisdom", and I am happy about it. I feel that I have passed on important ideas to others and I have learned to see my mistakes as opportunities for growth. I also understood that I wanted to be the creator of my life and live it as best I could" – Kristýna*

*"My personal word is "Awareness". This Basic Leadership Skill was a great experience. I was able to learn a lot of new things about leadership processes, different theories and to know how the leaders*

*of today made their leadership styles. I also liked the group project, to be able to work with an international group and bring each one's vision on a common subject. This new experience has made me know that I would like to develop my leadership skills, as I find them important for my future life.” – Victor*

*“This basic leadership skills course was more than enriching for me. I would even say that, in all objectives, it was one of the courses I enjoyed the most during my semester. Indeed, the creative teaching around real cultural sharing allowed me to discover new working methods. As for the intervention of the specialized guests, it was a precious help to have a complete and personalized focus on our group subjects. Finally, teamwork was a real springboard in my adaptability to complicated situations. Indeed, I was not able to be present at the presentation, although I managed to appear in it via video recording. Concerning my word that I had at the beginning “Technique-Knowledge”, I was able to develop it especially on my group research and the notes taken during the interventions of the specialists” – Enzo*

*“My personal word was “Beauty” and I’ve experienced it during my journey. The beauty of being able to learn from others and from myself. The beauty of our dynamic group was that problems were never insurmountable and instead became our strength. The beauty was also in the presentation that we gave because we were all interested in our topic.” – Sixtine*

*“This course was really rewarding for me, both professionally and personally! I was able to discover new leadership concepts and key figures in the field. I was also able to discover new people on a personal level, rediscover the leader in me, communicate with people who came from different backgrounds than mine, which was very interesting! My word as a leader was: “FREEDOM”. For me, this word is so strong in me! Indeed, freedom is something fundamental, and being a leader does not mean controlling everything without considering others. That’s what I would take away from this experience” – Margaux*

*“My word was “Integrity” and I experienced my journey with pleasure and gratitude because I learned a lot about myself and about others. It was a new experience for me that I would like to live again. The teacher motivated us and made this course atypical and dynamic and that’s what makes the course so exciting and rewarding. She shares her experiences, and it was a very interactive course. Thank you – Déborah*

*“My word was “Care to People” and I benefited a lot from this subject. It helped me to know myself better and to be a better person. Marcella is a very motivated and passionate teacher and that is a real pleasure. Her classes are very interesting, and I am very grateful to her. If I had to do it again I would. Thank you!” – Ilona*

*“Transformation”: I loved the course. It is the most human course that I have experienced. I have learned to become a good leader. I think that my leadership is transformational leadership. I like to change the traditional way to improve efficiency. The course is very important for self-development. It allows you to discover and improve yourself. I am waiting to practice it for my job.” – Florian*

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10.12.2021 at 12:36 | Author: [Marcella Zoccoli](#) | Posted in [2021 December](#), [Journal editions / Issues](#) | Tagged [21st century](#), [A.I.](#), [archetypes](#), [arts](#), [awareness](#), [complexity](#), [energy](#), [future](#), [hobbies](#), [humanity](#), [leadership](#), [meditation](#), [movements](#), [on the line](#), [oneness](#), [phases](#), [transformative learning](#) |

## The 21st Century on the Line

International students' transformative learning experience: explore four major Jungian masculine and feminine energy archetypes, expand the attitude to human transformative leadership by becoming familiar with the concept of complexity, evolve the human leadership skills in the digital era.

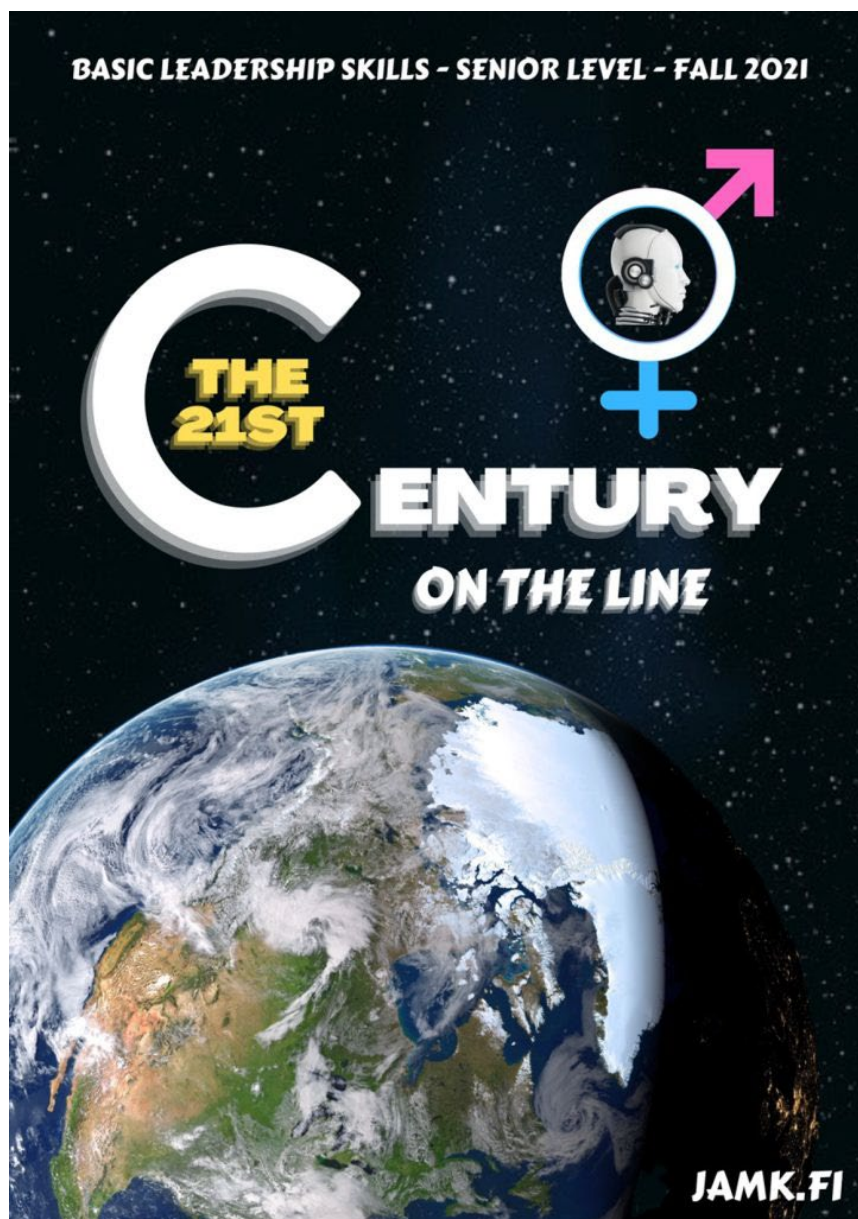


Image 1. The 21st Century on the line – cover image designed and created by HO Ky Anh (description of the author available below the article-post)



## Participants

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**Student Author & Editor-in-chief Fall 2021:** Henar Langa Chorda

**Students Responsible for the Surveys creation and results' presentation:** Linda Geiger, Staneker Marie-Christin

**Student Responsible for the Video realization:** Kevadia Prnil Sanjaybhai

**Student-Authors & Actors (name alphabetical order)**

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Image 2. Our community, our living organism: One project, One Class, BLS SL F2021

Our own picture was taken in one raining-snowing Wednesday in November at Lounaispuiston kesä, Jyväskylä, Finland – *the video here:* [The 21st Century on the Line](#)

## **Prelude – an intro**

For the very first time since its launch in Fall 2016, the **Basic Leadership Skills course** during the semester Fall 2021 was re-shaped by Marcella Zoccoli with two declinations: the \*School of Human Transformative Leadership©\* conceived in 2020 and co-created and piloted with 70 students in Spring 2021 and the **Senior Leadership Level**, a tailor-made leadership journey for a maximum number of 30 bachelor students with some previous studies in leadership or organizational behavior. The formula seminars with workshops included one-to-one coaching sessions with Marcella for the development of an individual leadership plan combined with collective works.

Our story and our experience begin on the 21st of September 2021. The first time we met with our teacher-trainer Marcella it was online, we realized that we were a selected vibrant small group with different interesting backgrounds and attitudes in learning leadership. At that moment, and as a result of a very healthy conversation in which we all gave our opinion, the idea arose of replacing the group works with a large final group project. A possibility we all had for the very first-time including Marcella in this kind of educational journey as a student among her students!

## **Our Project Design & Development**

*“...Our story in the BLS-SL course is how we achieved a goal through leadership, how we can organize each other, and that the intervention of external factors can create a higher level of complexity to any task, we all have an archetype that leads our life, makes us follow the story that we write, but by letting the complexity of the situation get the best of us we can fall into the shadows of our archetype, we need to overcome them by using our arts and how we can communicate with ourselves and to the world. Technology can help us too in getting better in touch to others and AI can be seen as part of the future...” – Victor*

We started the journey as an international community of 14 students, well actually, in total 16 learning entities considering Marcella and the extraordinary presence of Artificial Intelligence: Olimpia, represented by a white mask that Marcella thought to bring into this class – it was an inevitable and fortunate occasion to experience A.I. as a co-student/worker! As the theoretical tradition of the course goes, we started walking the five movements of Theory U of Otto Scharmer (2006): **co-initiating, co-sensing, presencing, co-creating, co-evolving**, but with the innovation to experiencing the 4 +1 phases of the Mindful Leadership approach designed by our teacher Marcella in 2017, that includes: **the flow, chaos, network, awareness**, and the **New Leadership MONDO phase** added at the culmination of our transformative learning experience. The **“Leadership Fusion”** framework was our way to encounter the challenges/the reality of the VUCA world and to respond to complexity by being active leaders!

With the aim to explore the unknown from multiple perspectives, to create a more creative, transformative, and inclusive project we used our arts & hobbies as pedagogical instruments: dance, gymnastic, hiking, playing piano, reading, singing, meditating, reiki, pilgrimage, playing football, cricket, volley, cooking, drawing, and coding.

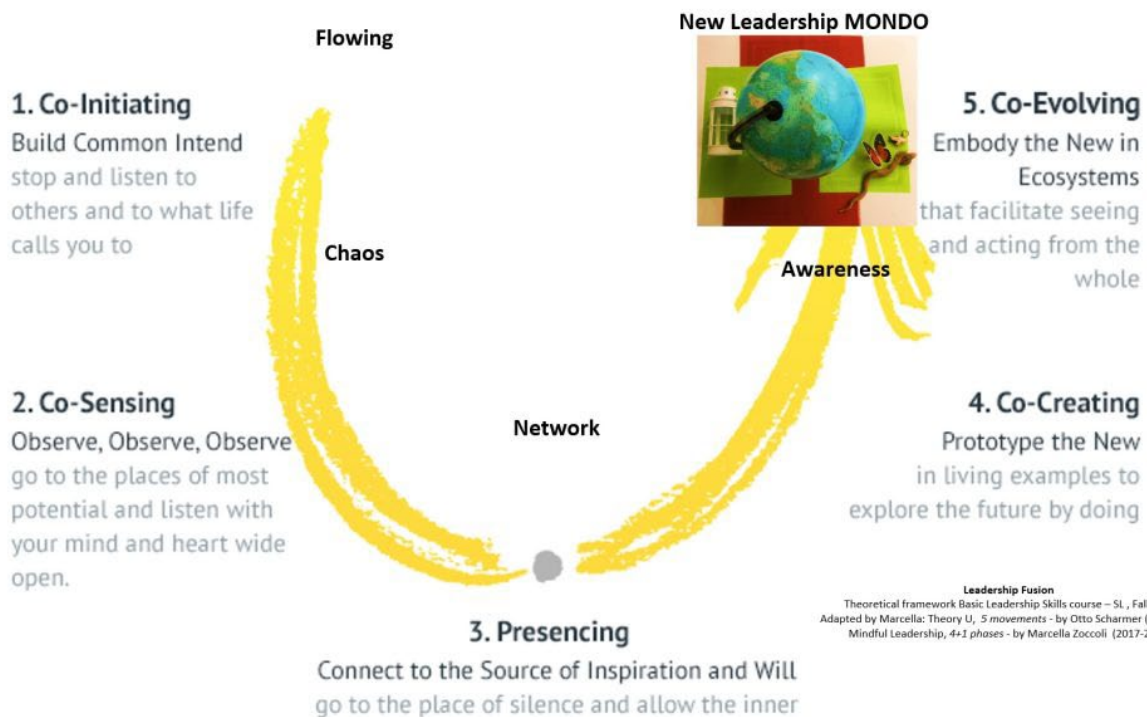


Image 3. Leadership Fusion. Theory U, 5 movements – by Otto Scharmer (2006) and Mindful Leadership, 4+1 phases – by Marcella Zoccoli (2017-2021)

In this project, we all had a voice and active participation, we vibrated with different intensities that align to form a very powerful learning living organism. We began to give our ideas, to write them down, and to meditate to discover how that work was going to be, how we were going to materialize it, to make it happen. Finally, we decided to take the first step, to create a working group to find a theoretical framework on which to build the foundations of our project. The people most advanced in academic studies (three master's students: Marie-Christin, Linda, and Henar, together with Marcella) met on a Sunday, the 3rd of October. It was that day when we started working with an online meeting that would illuminate our "academic way" to advance the project with the rest of the group. In that morning's meeting, Marcella told us about Carl Gustav Jung's analytical psychology and research. None of the students present at the meeting knew the work of this psychiatrist and psychoanalyst, but when the teacher began to talk about his Theory of Archetypes, it began to sound very interesting to us to build, analyze and understand the different facets of a leader from archetypes symbols instead of using the stereotypes characters of which often leadership is embedded. At this point we began to imagine how our project was going to be, we wrote everything that had to be shared with the class and in the next session of the course, we made progress on these parts with a vision: create a project, together, with big vibrations and learning/sharing to build and represent through the different archetypes of Jung the combination of the concept of Leadership to that of Complexity.

## **Movement 1 – Phase 1. Co-Initiating and the flowing phase: FLOWING together and building common intent**

With the purpose to start reflecting on the difference between intentions and actions in Leadership, at the very beginning of our course journey, well before embarking on the adventure with archetypes, Marcella asked us to think about our own words related to leadership and to make them alive during the course journey. The collection of the words was so incredibly fitting with skills and values required in the leadership process in the 21st Century. Improve, Guide, Teach, Grow, Assist, Dance, Space, Transfer, Life, Empower, Practice, and Accept are the words that emerged from our learning field. And we asked Marcella to Give, Help, Provide, Participate, Share, Be Part Of, Gift, Connect, Insight, and Empower us during our leadership experience.

Once we entered the world of Carl Gustav Jung and his theory on archetypes, we decided to present the idea to the class. It is important to remember that this is a human transformative collective project, and everyone must give his/her opinion and point of view in order to move forward. From here came the idea of creating a synergy between the archetypes, the leadership process, and complexity explored and influenced by our art, our hobbies, or our passions. To do this, we recalled some starting discussions had individually with Marcella during the check-in individual session days when she asked us about what motivated our leadership attitude, talent, or vocation. We began to investigate and learn about the archetypes, our aim was to study and apply archetypes to the leadership dynamics, not to the leader as an individual. In the preliminary exploration, we learn them by observing their energy applicable to leadership processes. The combination archetype-students was casually drawn by lot and it does not represent the personality of the student, but the role he/she played to act the script of the project. We searched the bibliography and shared what made us curious. This stage of learning took us to the next level of the journey, observation.

## **Movement 2 – Phase 2. Co-sensing and the chaos phase: observe, observe, observe – the CHAOS as a force to transform challenges into possibilities**

*Co-Sensing prelude: "Do we know what is an archetype? Do we know the differences between archetypes and stereotypes in leadership? What about Female and Masculine Leadership?" What is Complexity? How to process Complexity through a Leadership process boosted by the energy of the Archetypes?*

Time to get going, work on our personal background and on what we learned during the first Leadership sessions. To observe the evolution of the class, we decided to launch a survey to all the participants of the project. This allowed us to observe, learn and retrieve useful data for the future of the project, concrete data from which to start. Linda and Marie-Christin prepared the first JAMK Webropol survey to get the pulse on the subject.

Five questions were asked:

- 1. What comes first to your mind when you think about FEMALE leadership? What are typical FEMALE leadership characteristics? (max. 5 choices)*
- 2. What comes first to your mind when you think about MALE leadership? What are typical MALE leadership characteristics? (max. 5 choices)*
- 3. What are your personal experiences with female or male leadership? (response in max. five sentences)*
- 4. Do you know the different archetypes of Jung?*
- 5. Do you know how to define stereotypes?*

According to the responses we concluded that for us a female leadership is mostly compassionate and organized (both with 67% of the votes), it is also energetic (53%) as well as competent and confident (both adjectives with 47% of the votes). The rest of the qualities are below 40%, therefore we consider that they are less relevant, although equally interesting. For the male leadership, the results were different. The first quality to highlight according to the project participants has confidence (57%), followed by logical (50%), and with the same number of votes, we would have temperamental, opportunistic, and arrogant (43%). Below 40% we would have adjectives such as energetic, which coincides with the feminine (36%), and analytical (36%). Some as inept, organized, or compassionate have not received any votes. As we can observe, there are as many personal experiences with 'leadership' in the group as there are people. While some participants prefer their dealings with female bosses who have accompanied them along the way in a compassionate and judgmental style, organized and empathetic way. There are also those who consider that after having worked for both profiles they do not find notable differences in their characters or the way they work. Finally, in some answers we find definitions for male leaders as more autocratic, demonstration of power, assertiveness, and innovation, there are also those who find their profile more authoritarian. The good thing is most of the experiences are positive. And that means that all the students of this course have references to begin to create their own leadership model. Here we had a little more difficulty, only 60% of the students in the class knew Jung's theory and the archetypes. 20% had heard of it, and 20% had no idea what the theoretical framework was about. This survey response was very helpful in understanding where we were starting from. Marcella as a tutor had to lecture and introduce us to the Theory of Archetypes of Jung, she shared literature and resources so that we could delve into the subject. This ultimately proved very helpful. Finally, another weakness of the group emerged in the question 'do you know how to define stereotypes?' Because half of the class 47% answered (no / not exactly) and 53% answered yes, we received some more guidance on the subject from Marcella, readings, and information to be studied.

**1. What comes first to your mind when you think about FEMALE leadership? What are typical FEMALE leadership characteristics? (max. 5 choices)**

Number of respondents: 15, selected answers: 70

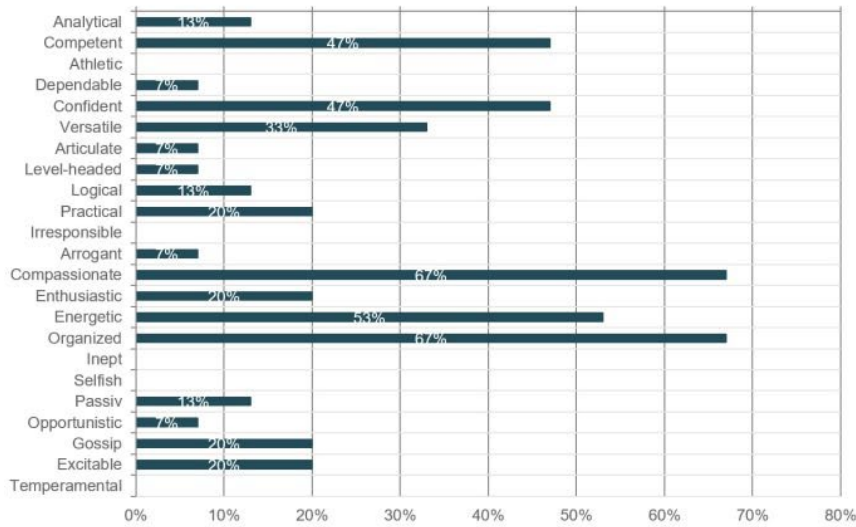


Image 4a. Results of the Question 1 in our First Survey

**2. What comes first to your mind when you think about MALE leadership characteristics? (max. 5 choices)**

Number of respondents: 14, selected answers: 68

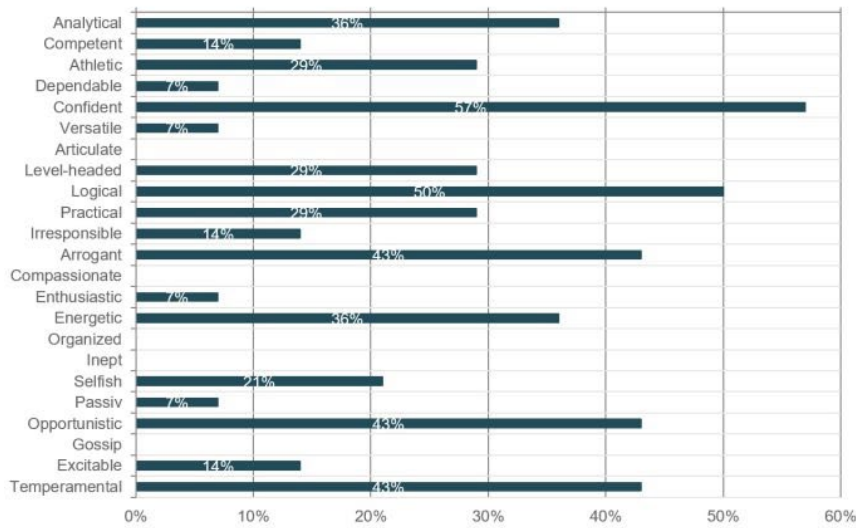


Image 4b. Results of the Question 2 in our First Survey



**4. Do you know the different archetypes of Jung?**

Number of respondents: 15

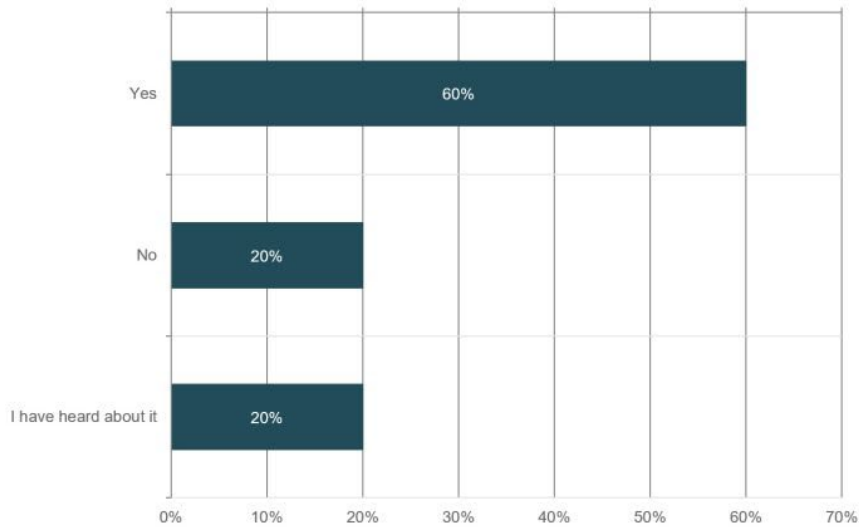


Image 4c. Results of the Question 4 in our First Survey

**5. Do you know how to define stereotypes?**

Number of respondents: 15

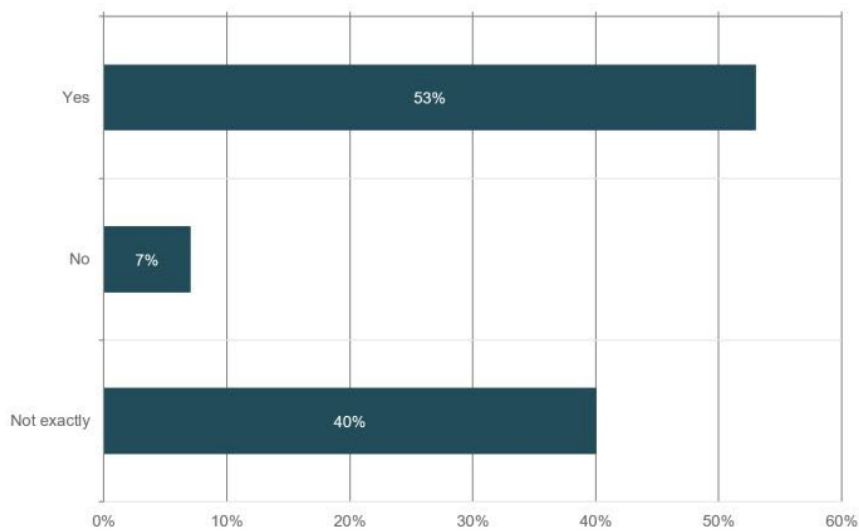


Image 4d. Results of the Question 5 in our First Survey

### **Movement 3 – Phase 3. Presencing and the networking phase – connect to the source of inspiration and will, the place where leadership meets complexity, the human roots, the arts, and A.I.: the NETWORK**

Our **Archetypes Units Network**: we defined with words and represented with images the mature positive attributes and energy of our dedicated Archetype Unit and the way they can contribute to shaping our "New Leadership MONDO" through arts and hobbies as in Marcella's vision and according to the challenges of complexity, as in Anne Eskola words "*the realm of unknown unknowns and the domain of emergent practice*".

To do it and co-create an awareness-based work, we had a look at the shadow forms of our archetype units and their "energy": + active pole / - passive pole. Those declinations represent the challenges to the leadership process. As we already shared our work is meant as an experience, a realization of the project from the leadership process perspective and not the leader as an individual. The energy archetype poles interpreted by the actor-students do not represent their personality. We will discuss further the way we proceeded with our "*corto*" video making design, but here are some conceptual examples of the direction:

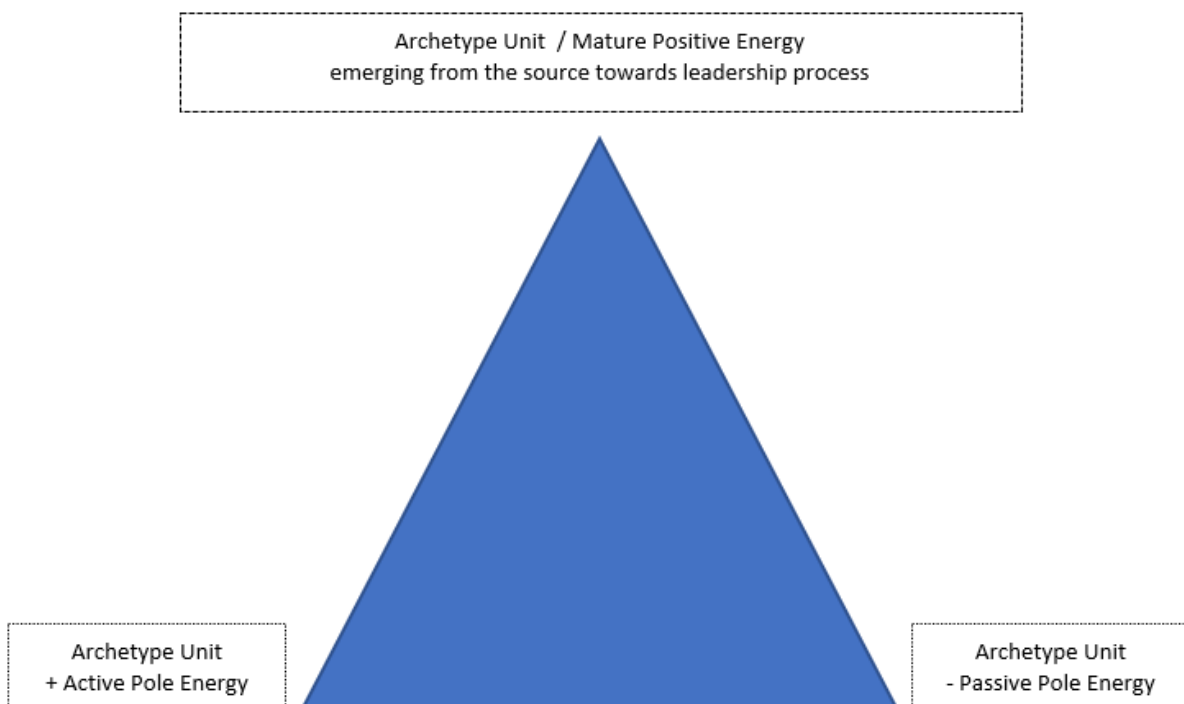


Image 5. Archetype Unit created by Marcella 2021

Defining Jung's theory of archetypes is not easy, because Carl Jung himself has offered different perspectives to his research. For a general definition of archetypes, we can say that they are universal models that embody people, behaviors, or personalities, which play a role of influence on human behavior. For Carl Jung, archetypes represented archaic forms of human knowledge, universal patterns, images, and projections that are part of the collective unconscious: it is precisely on the basis of



these archetypes that, for Jung, we inherit some instinctive patterns of behavior. We have chosen four of them: the **Magician / Good Witch**, the **Warrior / Amazon**, the **Female Lover / Male Lover**, the **King / Queen**, and we represented them with their active (+) and passive (-) energy poles. We integrated artificial intelligence in one of them, to make this adventure close to our era – and we influenced their attitude with our personal artistic touch... this united attitude has shaped our unique, artistic leadership narrative. For a better understanding, all relevant male/female archetypes, with their lights and shadows and how they can be expressed in an artistic way are described below by units.

The first archetype unit is the **Magician/Good Witch Archetype**. The Magician as a **Manipulator** and the Witch as a **Wise Woman** are the *active poles* whereas the Magician as a **Jester** and the Good Witch as a **Fool** is the *passive poles* of this archetype. The Magician as the **Manipulator** uses the knowledge to control others, always transforming things in his own way for his own benefit. As a leader, he uses the weaknesses and desires of people to achieve success. He will use acting as a tool to convince others of his beliefs. He acts as if what they have to do is the best for the group, where in fact it only benefits him. The Good Witch as a **Wise Woman** uses the magic of the human transformative experience, she dances with her hat and cape through spirituality, business, and technology. She uses the creative force for a paradigm change and to empower people. She can transform herself and others into butterflies, eagles, or snakes. The Magician as the **Jester** has an interesting role in inviting others to partake in creating a self-joke form of satire. Humor is the most interesting tool this archetype can use to empower others. He will try to make everyone laugh even in inappropriate situations. He will often show a lack of self-control. The Good Witch as a **Fool** with a deep understanding of nature could control humans' minds, changing nature to make magical potions. She is a chef, an actress who has fake situations to get what she wants.



Image 6. The Magician/Good Witch Archetype Unit

The next archetype we present is the unit of the **Warrior/Amazon Archetypes**. The Warrior as a **Sadist** and the Amazon as a **Vigilante** is the *active poles* whereas the Warrior as a **Masochist** and the Amazon as a **Victim** is the *passive poles* of this archetype. The **Sadist** Warrior tries to motivate people with critics and mercilessly punishes, he is very task oriented. With the artistic corner reading, he learns new things, improves himself, and learns new techniques on how to lead others and inflict

pain. The aggressive **Vigilante** Amazon is the most independent and goal-oriented of the archetypes, in the complexity, she is always focused on her goals while running to be successful. The Warrior as a **Masochist** proves their responsibility in their work with the physical torment, stressful and rigid projects. While he's drawing or doing photoshop designs he is developing challenging and enjoyable jobs for him. The Amazon in the form of the **Victim** uses pity to have the sympathy of others, she never trusts it is her fault and she has a lot of confidence. Playing the piano can evolve everybody in her story and feel the empathy of the public.



Image 7. The Warrior/Amazon Archetype Unit

The third archetype unit explored is composed of the **Male Lover/ Female Lover Archetypes**.

Here the **Addicted** Lover and the **Seductive** Lover are the *active poles* whereas the **Impotent** Lover and the **Frigid** Lover are the *passive poles*. The **Addicted** Lover is always looking for the perfect experience but never experiencing things fully. As a leader, he has a big team of different players, but he doesn't know any of the players well. He will use different team sports as a tool to gather people and be a leader of a group. The **Seductive** Lover is focused on love, creativity, and beauty. She is full of the sexual energy of Eros. As a leader, she always uses manipulation of people to get to the top and to achieve success. She uses the "femme fatale" attitude and dancing to



manipulate others and therefore achieve her own success. The **Impotent** Lover sees everything in grey, is depressed, has no passion for life, and may even feel shame when indulging in life's pleasures. As a leader, he has low energy, and it is hard for him to build relationships with team members. He will use individual sports to focus only on himself. The **Frigid** Lover is shutting down and has no expression. She cannot build up relations, is selfish on her own, and focuses on herself. As a leader she has uses unemotional top-bottom-delegation and is no team player. She will use hiking to be on her own and focus on her own success.



Image 8. The Female Lover/Male Lover Archetype Unit

The final archetype unit we present is the **King/Queen Archetype**. The King and Queen as a **Tyrant** are the *active poles* whereas the **Weakling King** and Queen are the *passive poles* of this archetype. A male **tyrant King** is on an inflated ego and born from insecurity and lack of centeredness. He is dominant and intimidates others. As a leader, he wants to be appreciated and confirmed. With the artistic corner of doing physical exercises, he can get his head clear and brings him into a state close to meditation. Also, the feminine **tyrant Queen** is compulsively dominant and wants to be feared. She does not want to listen to others' ideas if avoidable. She is narcissistic, arrogant, and demands to be worshipped. The artistic corner of coding and programming made it more efficient while only thinking logically. Thus, it is a very reliable and demanded leader. Here we decided to integrate A.I. as one of the archetypes because of its high importance for leadership in the future. The **weakling King** is not secure in himself which leads him to seek the approval of others doubts himself and can rely on counselors for big decisions. Also, paranoia is always around. He uses Reiki meditation for better decision-making and to know himself better to be successful as a leader. The **Weakling Queen** is a submissive and indecisive character and is constantly scared. In bigger discussions, she stays in the back and does not engage too much. She is in constant fear of being overthrown. With artistic gymnastics, she learned to combine different skills and get mentally and physically strong which can make her a better leader.



Image 9. The King/Queen Archetype Unit

## **Movement 4 – Phase 4. Co-Creating and the awareness phase: prototyping the new with renewed AWARENESS, our work in a “corto” video**

### *Our Purpose Awareness*

With the aim to practice awareness both on an individual and collective level, and to show to the public our research and the way theories have been experienced and embodied, we decided to produce a video, a “corto”. It is our visual contribution to this story, in which we present how the inclusion of all the energies, male and female, of the archetypes unit in a leadership process can support the processing of complexity by involving feelings, emotions, artistic attitudes, and inner talent.

### *Our Vision Awareness*

The material actualization of these concepts and the related interactions was an articulate work. We had to hold different meetings to establish democratically and among the entire team how our story was going to be reflected on the screen. Two extra afternoons of collective work, a presentation, an assembly, and many messages and emails... training our communications skills to pursue our vision, and what most important to transform it into something tangible. First, we decided to combine the strength of color images with black and white images, to enhance the story (the archetypes before and after our studies). Our inspiration was the Queen’s video ‘*Bohemian Rhapsody*’. Secondly, we wanted to show each archetype in his/her different phases (shadows), and the different units all in one.

### *A.I. Awareness*

As mentioned above in the paper we decided to integrate artificial intelligence in this work because it represents an important aspect for the future of leadership and humanity. An intriguing challenge! We felt to call it with a feminine human name: Olimpia. We combined it with the Tyrant Queen Archetype corresponding to the strong A.I. Marcella gave us a white mask to represent her capabilities in Carl Jung’s theoretical framework. Victor, our classmate studying computer science taught us that there is a weak A.I. – the one that is focused on performing specific tasks, and a strong A.I. – the theoretical, and most seen in movies, a form of artificial intelligence equal to humans and develop self-awareness. This is important to know since we need to differentiate between what is feasible and what is not regarding the real capabilities of today’s A.I. In this perspective during the last day of the course, Marcella introduced us to a recent event organized in Finland, called “Aurora”, where Sophia the Robot, a humanoid, has been presented for the first time with the feminine gender. What a surprise! Our intuition with our Olimpia was confirmed!

### *Human Social Intelligence Awareness*

Another interesting point was about the choice of the music/soundtrack. We couldn't use copyrighted content or resources, so we looked for royalty-free sources. In this way, the debate arose on how to organize the music and the common thread: the same melody but at different points for the beginning and the end, each archetype a different song, all instrumental. Our aim was to offer to the public the experience of a great orchestra playing the "music" of the energy of the archetypes, but with a clear definition of the use, meaning, and importance of every single instrument.

### *Our Arts & Hobbies Awareness*

We decided to present the archetypes' energies by combining them with our personal arts, hobbies and to play this beautiful story at the Jyväskylä summer theater. We photographed the entire group from behind to show the beginning of our transformative learning experience, when we still did not know the archetypes, and then from the front when we became familiar with them and we developed our study and project.

### *Our Collective Awareness*

Project management and a few technical problems that have arisen have been solved during sessions and meetings, with the help and the responsibility of each one of us, the entire class. Some students were in charge of organizing the script, others of reciting it, while others were in charge of organizing and sharing the graphic material to avoid problems or loss of images. The result has been a beautiful, understandable story that reflects all the paths that we have followed during the learning of how mindful leadership dynamics can process complexity by fusing the archetypes' energy irrespectively from the gender and the stereotypes with an artistic and creative attitude.





*Our "corto" titled **The 21st Century on the Line** is available in the dedicated area "See more – Leadership videos"*

## **Movement 5 and Phases 4+1. Co-Evolving and the New Leadership MONDO: embodying the new in the ecosystem, arts, hobbies, contemplative practices... the seeds of spirituality, business, and technology are blooming**

At the end of our journey, we wanted to see how the class had progressed and what they had learned during the sessions of this educational journey. To observe this, we created a second survey for all participants of the course in addition to the first survey. This helps us to create important points and data for the future. The following survey was created by Marie-Christin and Linda. Three questions were asked:

1. Can you relate to any of the archetypes we used in our Leadership project? If yes, which one and why?
2. How does your hobby influence your leadership attitude/style?
3. How do you think your hobby can be useful to potentiate an archetype?

Looking at the answers of all participants, the development and learning development throughout our journey can be seen clearly. Regarding the first question, it can be said that all of us have many different archetypes inside and can relate to them. Most responses have shown that we can not only relate specifically to one archetype, but to multiple ones, regardless of gender and pole. We can highly relate to different attributes and expressions that characterize the archetypes. Exemplarily, some responses to our survey are shown below:

*“One archetype I can relate to is the Queen because of characteristics such as loyalty and confidence. Furthermore, I would say that I can relate to the Amazon archetype because of independence and strength and fighting for what I believe/think”*

*“Yes, I can relate to the king. Because in my life I try to use communication as a tool to guide and lead people and to network. I also try to treat people fair and to be a good role model”*

*“I can relate to every archetype in different ways, with a different part of my temper.”*

Looking at the second question, on how the own hobby influences the leadership attitude/style, it can be seen that our personal life has a strong influence on how we lead and behave as a leader. Many different influences have been named such as being a better team player, having more discipline, being more empathetic, communicating better, and being calmer. Again, some direct responses to our survey are shown below:

*“My hobby is music. When I’m playing some instrument the calm came to me, it makes me think more about the situation from another perspective, be relaxed and patient. It’s a kind of tool to understand the world and be more empathic”*

*“My hobbies are sports and gaming. I think both hobbies require teamwork, so I think that that would help my leadership as well.”*

*“My hobby is to go to the gym and lift weights. With this hobby, I had to develop high discipline and have to go out of my comfort zone on an average basis. I have to be strict to myself to achieve the best results but also forgiving to myself when I don’t reach my full potential.”*

As already seen above, the different archetypes can be also displayed with our specific artistic corner and can potentiate them. Here especially words such as more energy, a stronger mind-power, higher trust, and a stronger loyalty are fallen. Again, some insights into the participant’s answers are shown below:

*“My arts & hobbies can potentiate an archetype, meant as a system of energy, by offering multiple dimensions of expression to support the final transformative mindful direction and action.”*

*“It can be useful to potentiate my archetype in a way of being on my own and trusting myself. It also expresses strength and independence. It gives me peace and I can be on my own.”*

*“My hobby worked very closely with the King/Queen archetype. Rules, structures, and orders were very important and always followed, the structure was quite hierarchical. At the same time, everybody had great trust in the coaches who were the leaders of the group”*

## **Our conclusive thoughts**

*“Our Basic Leadership Skills story is based on the link between leadership and the complexity of each archetype you could encounter or become. We know there are some archetypes that are opposite, like art and A.I. are opposed, in A.I. it’s science and intelligence of mathematics, in arts, it’s feelings and heart that talk. But they can complete each other, we all need a good balance between everything to be completed...” – Tara*

*“In my leadership journey, I get to know different kinds of Art that influence my personal growth. First of all, I thought my art would be hiking, because in no other environment I*

*feel so connected to myself and the goals that I want to achieve. During the time I realized that it's complex to reduce my leadership journey to one kind of art. There is a technical side, like the AI, that helps to reduce complexity in leadership. Furthermore, on the personal side, my daily yoga practices, and running sessions support my leadership skills" – Linda*

*"Leadership for me comes with high complexity in many corners. Everyone's specific art can help to express the archetypes all of us have the insight to be a leader and to understand and handle the complexity. Nowadays also, A.I. plays an important role in Leadership and needs to be considered. "– Marie*

*"For me, leadership is something complex because we all have our archetype in terms of leadership, and we must be aware of that and try to mix all of them to become a complete leader. We can complete it with a touch of our art, it can be the dance for expressing our feeling or whatever. And maybe in the future, the leader can be an A.I. ? We will see ... " – Julie*

*"Leadership skill can be thought of as an object that has a shape or an invisible object. The complexity of leadership is not how we lead a team or a company, but how we communicate emotions and motivations to them. Humans have a lot of ability to change and change, can draw, can play, can run, or can walk. All of the above forms I call arts because it is a motivating force from the heart. It's just that we create artificial intelligence technology in the leadership field, but what we need is more emotion. We are in the line of the 21st century, we will connect.' – Ky Anh*

*"...Our journey was all about leadership and coping with the complexity of life. We're facing many challenges every day and have to cope with them while still enjoying the process. In class, we learned to use our arts, the archetypes, and new technologies, such as A.I., to become better leaders..." – Kira*

*"...in leadership there are multiple power positions. Today everything is interconnected, thus there is a lot of complexity. People struggle to understand the structure and the stress drains the energy of people. However, people react differently to situations as per their archetype which makes leaders creative and brings out their art to solve these complex behaviors. This is when A.I. Was introduced, A.I. Is one such piece of art that helps simplify complexity with 1 command. That is the beauty of 21st century..." – Pranil*

*"...the complexity of the future of leadership is a process that can be transformed through the re-discovering of our human ancient inner energy. By developing and balancing our archetypes with the use of our artistic attitudes we can contribute to shaping a more universal human-designed society supported by – not led by – the algorithms of A.I...."*

*– Marcella*

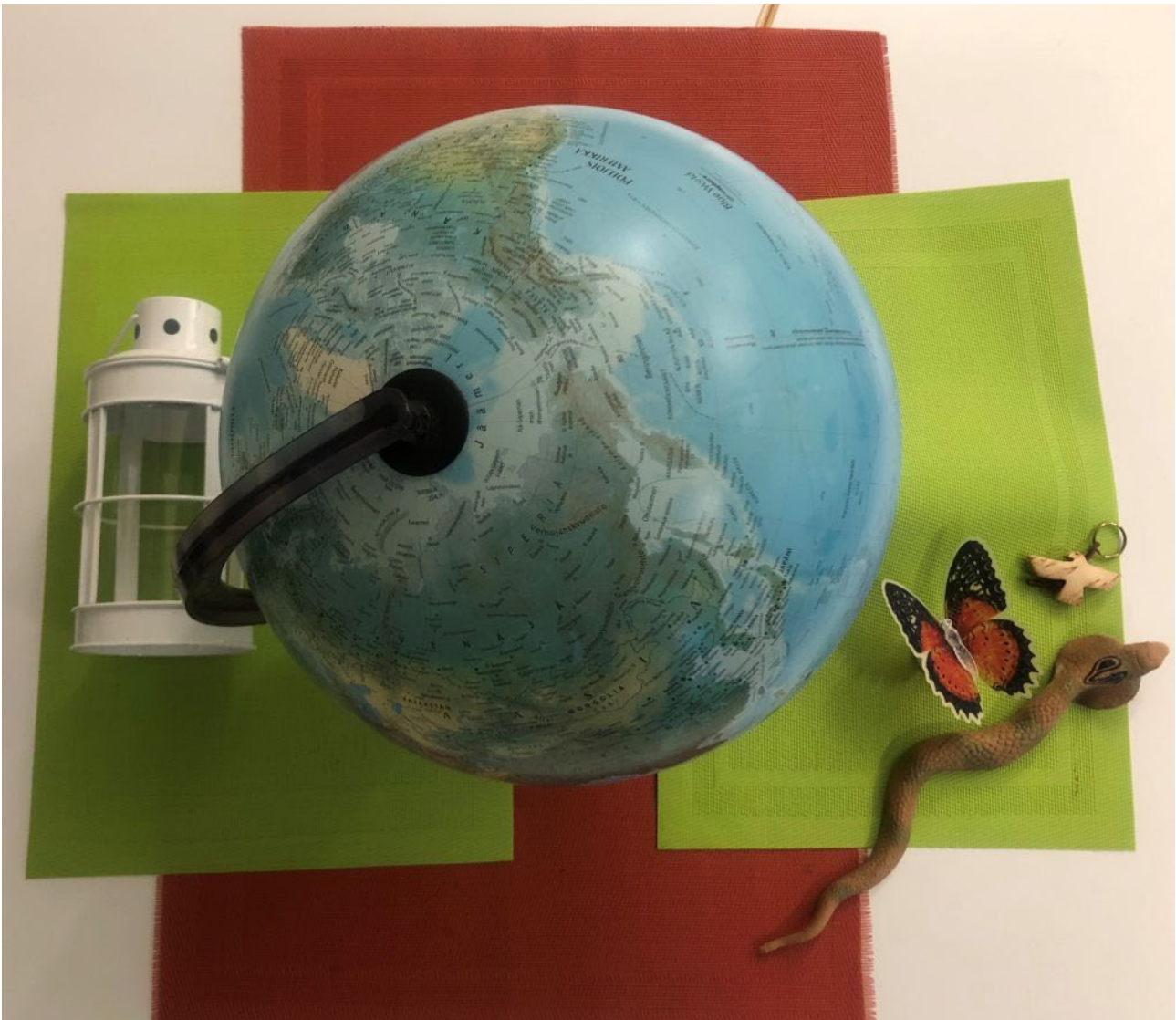


Image 10. Our New Leadership MONDO

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- Reclaiming The Warrior Archetype in Modern Masculinity
- The Magician Archetype: Rediscovering The Sacred Beyond the Mundane
- Accessing The Most Repressed Archetype In the Masculine Psyche: The Lover

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Carl Jung: Archetypes and Analytical Psychology – Exploring the realm of Carl Jung’s collective unconscious and the archetypes that live within it. <https://www.psychologistworld.com/cognitive/carl-jung-analytical-psychology>  
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Areena Yle – Finland [areena.yle.fi](http://areena.yle.fi)

Aurora – tulevaisuustapahtuma tunturissa  
Mikä on algoritmin sukupuoli? <https://areena.yle.fi/1-50987535>

### **Cover page image description from the author HO Ky Anh**

*“In this universe, everything is in harmony with each other, supporting each other. Therefore, in each of us, our nature has a certain heterosexual nature. My purpose is to make male and female symbols that are opposite in color and intertwined, affirming that we always have hidden opposite gender identities. In the middle I have inserted a white circle and a robot face icon because this is a new era, a new century has opened, what man-made things can be as revolutionary as intelligence artificial, it’s the harmony between male and female located in a machine that uses the human brain. Affirm that in every human being there is always the ability to lead and express the feelings of a person of the opposite sex”. – HO Ky Anh*

URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-13>

*Source*  
**Issue June 2022**

07.06.2022 at 18:59 | Author: [Marcella Zoccoli](#) | Posted in [2022 June](#), [Journal editions / Issues](#) | Tagged [anger](#), [celebration](#), [complexity](#), [consciousleaders](#), [consciousplanet](#), [creativity](#), [cultural challenges](#), [dance](#), [disgust](#), [emotionalmanagement](#), [emotions](#), [espressoskillslab](#), [fear](#), [happiness](#), [internationalbusiness](#), [languagebarriers](#), [leadership](#), [life](#), [meditation](#), [music](#), [sadness](#), [saveleadership](#), [savesoil](#), [skills](#), [surprise](#), [talent](#), [yoga](#) |

## Conscious Leaders on a Conscious Planet #savesoil #saveleadership

**Spring 2022**

**Authors:** Anil Kumar (India) – Ekaterina Semenkevich (Russia) – Elizaveta Chelishcheva (Russia) – Marcella Zoccoli (Italy) – Tejal Patel Shankar (India)

**One Community of Practice: LEADERSHIP & MANAGEMENT**

**4 International courses =>135 students**

Basic Leadership Skills course – Bachelor level

Co-Creative Organizational Leadership – Bachelor level

Emotional Management of International Business Complexity – Master level course 1

Emotional Management of International Business Complexity – Master level course 2

**1 experiential learning project-based aim:** raise awareness on the healthy human intelligences and aspects needed in our challenging time: save leadership & management "soil"!

**1 vision:** the *"Conscious Leaders on a Conscious Planet #savesoil #saveleadership"* educational project was envisioned and designed by Marcella Zoccoli. The arching theme for all her 4 courses of the Spring 2022 semester was inspired by Save Soil: *"the global movement launched by Sadhguru, to address the soil crisis by bringing together people from around the world to stand up for Soil Health, and supporting leaders of all nations to institute national policies and actions toward increasing the organic content in cultivable Soil"* ([www.consciousplanet.org](http://www.consciousplanet.org)). During the semester, the students had the chance to train and practice their skills through the activities of the EspressoSkillsLAB© (<https://zellainternational.org>) while learning their specific leadership & management course subjects. The project culminated in a final crash course event held on the 13th of May 2022 – facilitated by Marcella at the School of Business at JAMK University of Applied Sciences in Finland. This project is also part of her doctoral research *"The Intertwining of Spirituality, Business, and Technology in International Business Leadership studies"* (Faculty of Social Science, University of Helsinki). The structure of this paper follows the design program for the event on 13th May 2022. In *part 1*, the work and the practice of bachelor's students while in *part 2* the master's level courses active topics. We share with joy and gratitude our journey and reflections on the four connected, although specific, learning topics and our memories of this incredible human-driven transformative leadership experience! (*the videos of the event are available on the Youtube educational channel Zella*



*International and in the video section of this e-magazine – in the descriptions the key moments of the program with timestamps).*



**Conscious Leaders on a Conscious Planet #SaveSoil #SaveLeadership**  
on the right is the Logo of the project designed by the student Salah-Eddine Jabbar  
one the left is the Poster for the event on 13 MAY 2022 designed by the student Elizaveta Sozonchuk

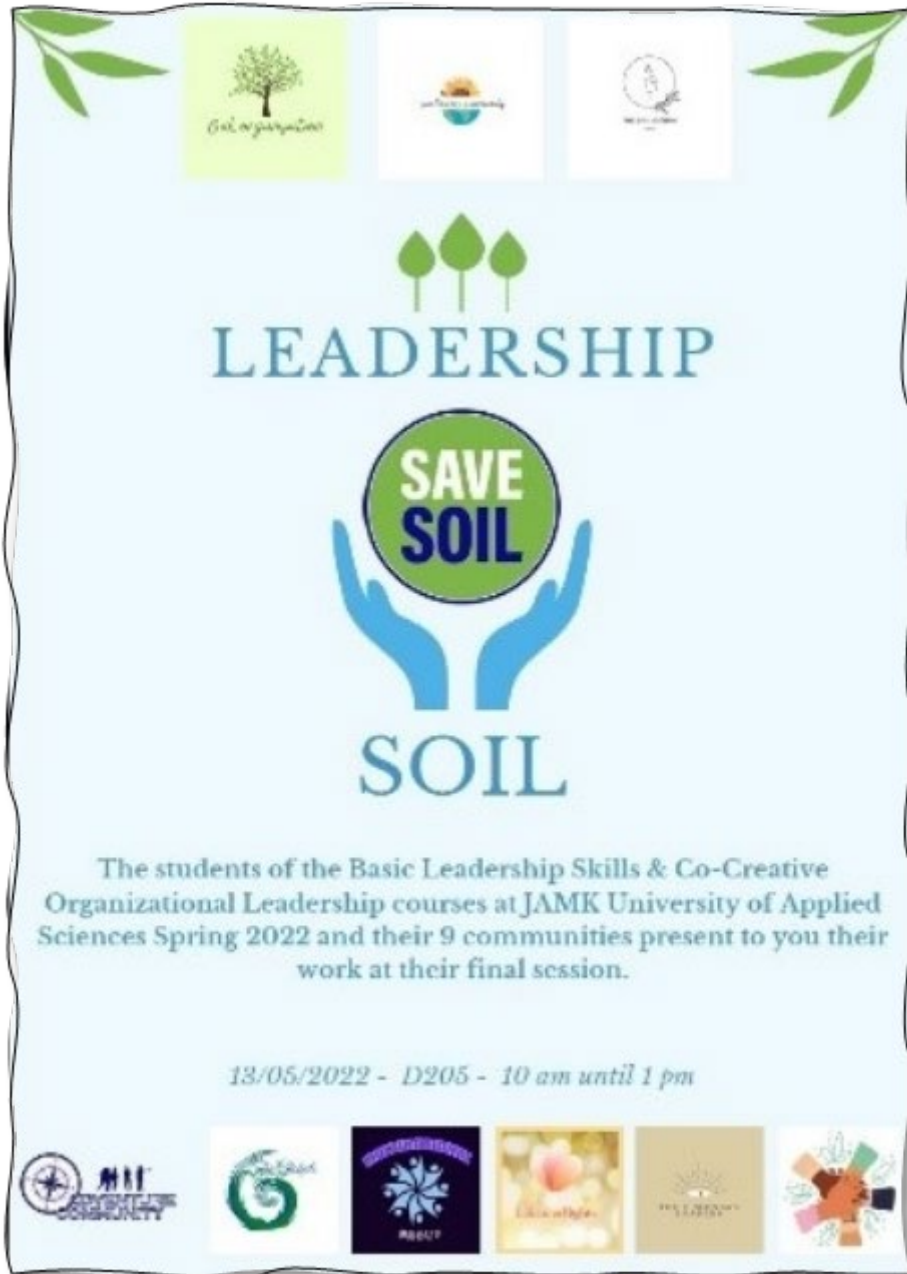
## ***DIG A LITTLE, CARE & LEARN A LOT!***

***Link to the Videos of the Event:***

[Part 1 - Conscious Leaders on a Conscious Planet #SaveSoil #SaveLeadership](#)

[Part 2 - Conscious Leaders on a Conscious Planet #SaveSoil #SaveLeadership](#)

## Event – Part 1



Event 13 MAY 2022 – Part 1 – COOL & BLS courses – poster created by the students

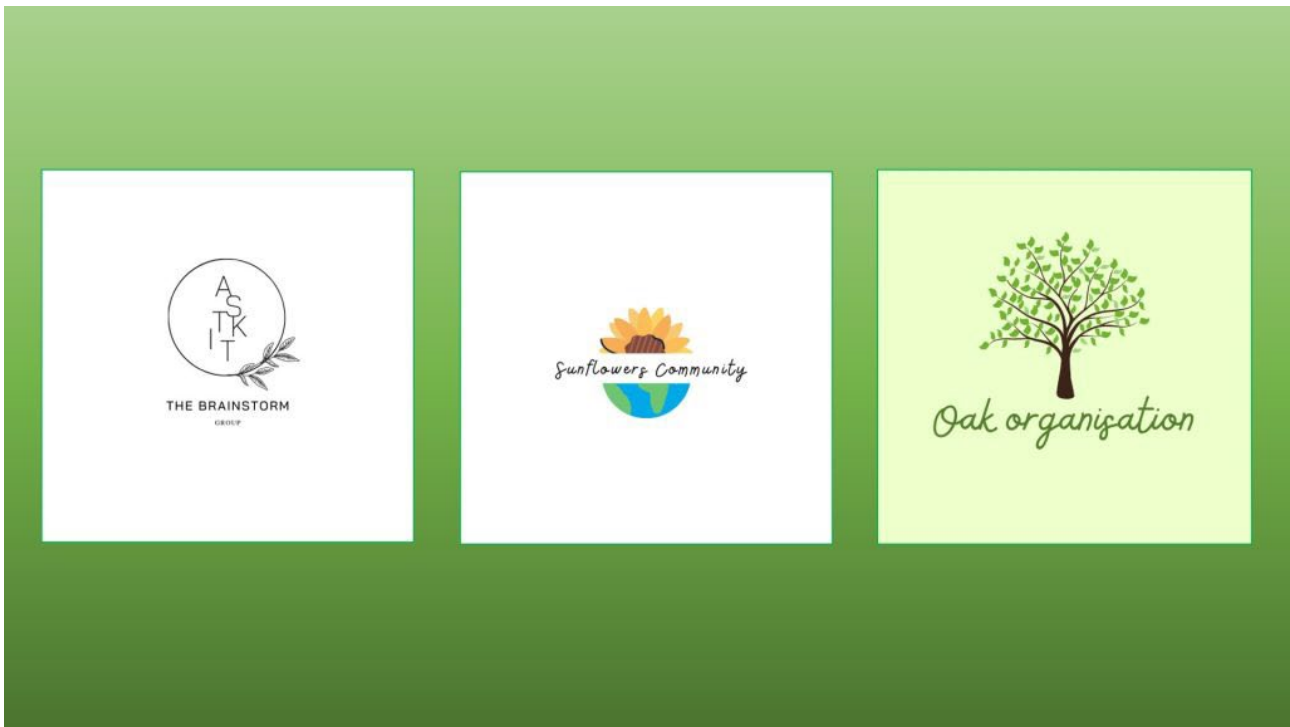
Co-Creative Organizational Leadership (COOL) course

## **How COOL is the Leadership SOIL!**

*written by Ekaterina Semenkevich*

### ***Our learning journey***

The journey through the Co-Creative Organizational leadership course was full of new openings, experiences, and insights for us as students and possible future leaders. This course was co-created with the students, a joint work where everybody including the teacher and students contributed. There were no strict instructions, our teacher, Marcella, through frameworks and her leadership directions facilitated us to approach this learning journey and got valuable knowledge and experience. All of us affected the way how the course was going and offered input. During the course, we were involved in the learning process through projects, discussions, and training activities such as EspressoSkillsLAB© and the preparation of the final event in collaboration with the other three courses. We managed to get an understanding of co-creativity and how leaders can apply it in organizations. Moreover, we had an opportunity to use co-creativity in practice and develop our creative skills. Everybody in the course was responsible for certain creative tasks. For example, some students made a video and prepared visual material for the final event, somebody else was involved in creating activities to be presented to the class during the EspressoSkillsLAB day. This kind of workshop gave us the chance to try some practices through which creativity could be raised in companies. As an example, one of our classmates presented the practice of mindfulness, someone else danced and sang.



Co-Creative Organizational Leadership, 3 communities logos designed by the students

### ***The core of the course***

The core of the course was that we looked at co-creativity in organizations from three different levels: individual, team, and organizational. All students were divided into three intercultural communities, and each of them made research on their own level. The creative attitude was used in all stages of the course including the creation of communities with dedicated names given by the students themselves: “Brainstorm”, “SunFlower” and “OAK” communities. All groups worked out their own logo to which they put specific meaning, and there was a unique spirit in each group. Every community discovered significant information and all together we understood the importance of creativity on each level, but at the same time, we realized that only their joint functioning can provide the circulation of creativity in the company.

Creativity is started on the individual level. It is the level where ideas are born. The feature of it is that every member of the organization has their own creative mindset, and everybody sees the world from a different perspective, so the creative attitude also varies from person to person. This level was studied by the Brainstorm community, and their work was focused on the CEO of a company as the representative of the individual level. Their research showed the big impact of the CEO on the development of creativity in an organization, and eventually, they summarized with some practical examples of how a CEO can enhance creativity in a company.

The team level was explored by the “Sunflower” community. They looked at how creativity happens during teamwork where something is developed by a group of people and every member with their individual approach can contribute to the result. This community also looked at how to onboard a new member to an existing

community of practice by using a co-creative approach. Their research showed that co-creativity has practical applications for various purposes in real life.

Finally, through teams, the creativity of individuals is spread on the organizational level. Here all ideas from different teams come together and make their contribution to the development of the vision of the organization. In a summary, the “OAK community” developed a questionnaire about co-creativity which was sent to students of this course. It helped to gather different opinions and analyze how this concept is applied in real life.

### ***The co-creative interconnection***

The main output of the course was about the interconnection of these three levels. Their joint work can bring the most effective result, as it is difficult to achieve creativity in a company if some level is missing. That is why the interaction of levels is crucial in organizations. We realized it in our own example, as even though we were divided into groups, we still interacted with members of other groups through discussions and common activities and shared the acquired knowledge with each other. Providing this interaction can be challenging for a company, but it is worth all inputs. Another important aspect of this course was the analogy with soil which was emphasized throughout the course. We learned about the movement *#SaveSoil* started by Sadhguru ([www.consciousplanet.org](http://www.consciousplanet.org)). It promotes a conscious attitude to the soil, and the same attitude should be toward leadership soil. Co-creativity in the organization can be compared with the deep level of soil, and instead of minerals that nourish plants, there are energy and wisdom which stimulate growth and development. These co-creative minerals can not only sustain but also poison the soil of leadership. That is why it is very important to find a good use for these resources. It is essential to remember it while developing a co-creative organizational culture. This comparison helped us to get a better understanding of the significance of co-creativity in leadership. This Save Soil movement was integrated by Marcella in the crash course leadership event, where our Co-Creative Organizational Leadership course presented our projects about three levels of co-creativity and then we wrapped up all our work with a Save Soil dance. It was a very joyful and involving moment as almost all students from this course performed together. This common activity was a good example of co-creativity itself, and it symbolized our unity. At this energetic point, our course finished, but many significant ideas were left in our minds. The short name for our course was “COOL”, and it really describes the course itself. It was cool in many ways, and it definitely made a great contribution to our development as future conscious leaders who are able to use co-creativity for the good of a company.

## **COOL – EspressoSkillsLAB© activity: Song & Dance Magic of Soil – by Sadhguru**

Basic Leadership Skills (BLS) course

## The Synergists of the Leadership SOIL: Skills & Attitudes

written by Elizaveta Chelishcheva

***Attitudes are known to be contagious: do you know what kind of attitude you are spreading to others?***

We were six communities embarked on a great adventure; we formed one international community of leadership practice in Spring 2022. During the Basic Leadership Skills course, all communities had a great, impactful experiential learning leadership journey with activities, where right from the beginning the goal of learning how to set a foot on the path of conscious leadership on a conscious planet was established to understand and reach by the end of the course.



Basic Leadership Skills, 6 communities logos designed by the students.

### ***Becoming conscious leaders***

As turned out, one of the most essential aspects to think about when talking about basic leadership is vision. Proverbs 29:18 says, “*Where there is no vision, the people are unrestrained.*” And it is, indeed, true. Without any focus, people will not be able to

accomplish their goal, and will not be able to eventually reach the target. An older translation of the same quote says, "Without vision, the people perish." With the following being said, leadership is not just only about creating the vision. It is also about translating this vision into reality, leading people to this reality transformation, and teaching them how to. Studying leadership basic skills grounds during the Basic Leadership Skills course, for us, the six communities, was not just about learning how to manage and lead people. Importantly about learning how to firstly take care of ourselves as future potential great leaders, train our attitude to become mindful, develop and enhance our leadership skills, and grow our mindset into a conscious person capable of being responsible and taking care of not only himself/herself but also of others. A leadership quote by Jack Welch (2019) says: "*Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.*" – this describes the attitude that all communities pursued during this course. One might think or just hear it somewhere that true, great leaders are born this way – to lead people. Naturally, this statement could be true. But all great leaders were born this way or did some of them create, and shaped themselves over time with practice? If we follow the thought framework that leadership is an influencing aspect, then leaders are born and every person in the world is a natural leader. We all influence someone to one degree or another. From the type of clothes, we wear to the car we drive to the persona we portray; we are influencing people to act, think, or even buy as we do. Every person you come into contact with is a leader/influencer of you as you are a leader/influencer of them. The question is to what degree?

The journey that we put ourselves through during this BLS course (Basic Leadership Skills) taught us how to properly expand that influencing skill that we already had in us – potential leaders with different backgrounds and experiences. To become a great, mindful-conscious leader, we had to analyze and practice different ways of influencing people, crafting a vision, and taking steps to make this vision into reality, while chasing a certain attitude to keep up the positive spirits and general mood along the journey of vision realization.

Of great help were the academic articles and books that we could access and study. In the e-book "*Flying on the Eagle: Millennials' educational journey into the Mindful Leadership*" (Zoccoli, 2018) one article was intriguing "*Meditation as needed*" by Sultanbekov Amir. The author's personal experience with the meditation introduced to us the meditation's positive abilities and persuaded some of the students in doing the same as the author did when studying at the university in order to become more resilient and focused. It is to practice different meditation techniques and document, compare the results after, discovering your self-awareness. To become conscious participants of the Basic Leadership Skills journey – our recommendation is to read at least some of the leadership books or articles in the literature suggested – whether you plan to become or not become a leader. There is so much knowledge and understanding to be had from leaders who have mastered their ability to influence. For instance, sustaining mindful leadership that we learned with the help of the e-journal article written by the CEO of Fratelli Branca Distillerie Srl: "*Two or three things I know about leadership*". This life example showcased us the

conscious leadership journey in practice, which was crucial for individual and collective learning in general.

### ***Leadership Soil***

In conclusion about naturally born and created leaders, is that we are all born to lead, but being born is simply the first step in a true leadership journey. Life individual lessons and lessons learned from the other already well-established leaders, courses such as this – Basic Leadership Skills course. It all serves us in developing our skills and keeping our leadership soil fresh and taken care of. Remarkable leaders like Mahatma Gandhi, Nelson Mandela, Martin Luther King, and many more had talent, circumstances, and willingness to do something extraordinary that transformed them into remarkable leaders. No one is born with any quality. Everyone is like raw soil waiting for the gardener to fertilize and plant something significant into it, giving it a professional value. What this course has taught us is that a leader is mostly born and sculpted heavily over practices and situations that the individual leader is facing. After this experience we could say, leaders, can be self-made, and can practice and display leadership across all their functions and roles lifetime. Having said this, a person who does not have the basic leadership ability over born might have failed a lot on his leadership role journey and decision-making process. The only thing that separates successful and unsuccessful leaders is a proper understanding of the power of failure. Success requires us that we must learn from mistakes, missteps, and also with misunderstandings along the way rather than falling into despair and giving up. With this leadership attitude towards failure, you can never really fail.

### **BLS – EspressoSkillsLAB© activity: Namaskar Meditation (inspired by Isha Yoga for Love – Namaskar Process)**

**Namaskar Meditation – Video timestamp 1:01:37**



## Event – Part 2



Event 13 MAY 2022 – Part 2 – Emotional Management courses – the poster created by the students

### Emotional Management of International Business Complexity (EMIBC course 2)

#### IN-FIN-IT-ely

## East-West educational cultural journey: from India to Finland... with a taste of Italy

*written by Anil Kumar*

### ***Culture matters***

Culture refers to a racial, religious, or social group's traditional beliefs, social forms, and material characteristics, as well as the set of shared attitudes, values, goals, and practices that define an institution or organization. Most of the time culture is like an iceberg: what is visible above the surface is a massive base of assumptions, attitudes, and values that influence people's decision-making, relationships, and other actions. Culture plays a major role in a society, organization, or country. Culture affects every aspect of daily life including the food we eat, the clothes we wear, the language and the way we speak, and the music we listen to. The geographical area, climate, and natural resources affect the culture of any group or country. During the course Emotional Management of International Business Complexity (class 2) we were a group of Indian students who had the chance to explore and perform an

East-West educational cultural journey: from India to Finland... with a taste of Italy (Marcella, our teacher has Italian origin). Here is what we learned during the course, and we presented it in the form of videos at the final event on the 13<sup>th</sup> of MAY.



Images combination by Pexels.com representing Finland (Northern Lights) on the left, India (Holi Festival) on the right

### ***Finnish culture / Indian culture***

In Finnish organizations, people who are in higher positions are called by their first name instead of referring them with titles such as Dr. or Mr. The opinion of every employee is valued, and they can even challenge the opinion of others, including those people much higher in the hierarchy than the employee. Even at JAMK University of Applied Sciences we call the lecturers by their first names, and this is the accepted norm of Finnish society though as an Indian we find it a bit awkward because in India it's not the same case, people will rather feel disrespected if you call them with their first names so we must use titles for the concerned person. When we meet a teacher in Finland, we greet them by saying "Moi" whereas in India we either greet them with "Namaste" or even touch their feet as a mark of respect to them but saying "Hi" or "Hello" is considered rude. The power distance in India is high and power is unequally distributed which is clearly evident in Indian culture. India is a male dominant society and even in workplaces men are usually in the top ranks. However, Finland is considered to have feminine culture and women participate equally.

### ***Finnish cultural values / Indian cultural values***

Indian culture is very ancient, and Yoga, meditation, and dance are part of Indian

culture. All these were also practiced during our EspressoSkillsLAB© activities with Marcella. Finns usually do not brag about their achievements they believe that whatever they have achieved in their life is for themselves and is not something to talk about. In India, we love to talk about our achievements, and we take pride in telling what all we have achieved in our life usually when we meet someone for the first time, we ask each other where we work, and a person is associated with his job profile. Finnish people are very punctual. If we agree to meet someone at 8 am you are supposed to be there at 8 am sharp so it would be better to reach, there 5 minutes earlier rather than 1 minute late. Being late is considered rude and impolite and it simply means that you do not respect their time. Finnish people like to go straight to the business which means if you are for a meeting they will not chitchat and just talk about the business, informal talk is usually kept for coffee or lunch breaks. On the other hand, in India when we talk to each other and do not ask about the well-being of them or their family it's considered rude. Let us say if you meet some new people at your workplace, it might be some colleagues there is nothing too special regarding the interaction so when you are introducing yourself, a firm handshake is enough. No physical contact in Finland. In India at workplaces usually, we fold our hands and say "Namaste" which means "I humbly bow to you". The relationship with Finns is usually built outside the office. For example, if you get an invitation to the sauna, that is a great way to build business relationships with those Finnish people. Indian people are usually very expressive and they build relations at the workplace and these relations are extended to even families and family functions as well.

The work-life balance in Finland is more about working smarter not harder or longer hours and usually, we have just seven-and-a-half hours' workday, from Monday to Friday, and there can be some overtime work. Whereas in India we have five or six days a week with eight to nine hours workdays.

Indians are religious and even though we have different religions in India, people respect each other's beliefs and even celebrate festivals with people from other religions. Wearing religious symbols and doing religious rituals is a common practice. India celebrates a lot of festivals based on religion and during these festivals, we have large gatherings, dancing, and celebrations which we also saw at EspressoSkillsLAB© and the event where Indian students had shown their cultural dance. But in Finland, it is different. For example, religious symbols and scarves are allowed in Finland and at Finnish jobs. As for Finnish people, religion is a personal matter and religion has less importance.

### ***Finnish communication styles & patterns / Indian communication styles & patterns***

Finns are usually quiet people, and they rarely say something, unless they are in the sauna. They like discussions and talking but only in saunas. But when they meet you, they greet you by saying "Moi" and usually that is the end of the conversation. If you meet an Indian even for the first time, they will greet you with "Namaste" and that is the beginning of a conversation about you, your family, what you do, what you like, etc.

because Indians love interacting and generally consider everyone as their friend. Indian people believe in an old Sanskrit saying” Vasudhaiva Kutumbakam“ which means that the whole world is one single family. Indians are usually fun-loving and happy people and get along with everyone very easily as we had also seen in interviews of JAMK students who belong to various countries, and they too agreed upon this.

### ***Finnish stereotypes / Indian stereotypes***

The Finns do not usually like small talk conventions. For example: If you ask a Fin “So how are you?” be prepared to hear how they actually are feeling at that moment. Small talk questions can get interpreted as genuine inquiries instead of just something said in order to fill the void. But in India whenever we meet someone we usually ask, “how are you?” and they will just reply “I am fine” instead of giving

details of what they actually feel, and this is what the expected reply is. The Finns are not very expressive and talk less, Finns really like their space but if they feel someone is showing interest in them, they have honest conversations with them. Talking about the Indian stereotypes, India is a male-dominated society and earlier women were supposed to take care of the home and kids while men earned a living. But things are changing really fast, and we now see women working in offices and almost in every walk of life.

### ***Finnish diplomacy & negotiation attitude / Indian diplomacy & negotiation attitude***

In India business is usually on a personal level and to run and excel in business relationships plays a significant role. The negotiations have to be formal and usually, Indians negotiate in a friendly manner, and it’s done politely. Indians find it really difficult to say “NO” as they do not like refusing. The business is done in leisure time and the important decisions are made at the top due to the power gap which we already discussed. Finns do not like small talk and in business, they directly start discussing business. As they talk less it makes the talk a serious one and individuals are considered responsible for decision making.

## **EMIBC course 2 – EspressoSkillsLAB© activity:**

### **GIDHA Punjabi Indian Live Song & Dance**

**EspressoSkillsLAB© activity: Dance & Song Punjabi Gidha Dance – Event 13 MAY 2022**

Emotional Management of International Business Complexity (EMIBC course 1)

**“The BIG 6” Emotions:**

**FEAR DISGUST ANGER SADNESS SURPRISE JOY**

**language barriers and cultural differences – challenges & possibilities in international business**

*written by Tejal Shankar Patel*



image by pixabay.com

***Emotions observed, studied, and trained: Anger, Disgust, Sadness, Fear, Surprise, Happiness***

***Awareness in leadership and management***

Leadership role should not be like to work in a crucial way by being strong and behaving like an annoying chief or manager showing extra qualities, degrees, or skills. A successful leader is one who helps others and manages stress, work in a team, give proper feedback, coach the team members in a positive manner, and cooperate with each other by showing humble gesture. A leader is the one with whom the team should not have a fear to approach as he/she should be humble and polite and should listen to the problems and try to solve them together as such behavior is significant, and a quick response can totally benefit the entire working environment. A leader and his/her team should be ready to manage the unexpected hurdles while working together. There are few things that can encourage the workers working in the firm like giving awards or rewards to the one who deserves and had contributed more by doing hard

work, working space should create a joyful environment which increases the willingness to work in the firm. Emotions like anger, disgust, fear, and sadness should be replaced to some extent to run a smooth business without any hurdles or losses in the global and local market. Leaders, as well as employees, can improve their performance by not only showing their skills but also by learning to manage their emotions. It is a must to have the *education to emotion* which tends to great working style, a calm environment, not much pressure and conflicts, and responding to each other with empathy. We should not think to change others, but we should work on bringing a change in ourselves first, then expect from others. Your co-workers will automatically change towards you as per your requirements it is better to have self-awareness as it show-case your qualities, strengths as well as weaknesses. If one person thinks that others are not the best and works towards improving them it is better first work on yourself as first bring out your best and then access others. If the workers are not perfect while working it can evaluate the worst performance which only increases stress among others and can decrease motivation within yourself. Furthermore, social awareness plays a vital role as leaders need to practice empathy work which enables them to understand other feelings and emotions. Due to the global market, there are many aspects for instance cultural differences and language barriers are affecting while working together so empathy walk can effectively enable them to communicate with each other and understand their values which results in accurate and quick decision making whether it is individual or group it raises the performance of the employees and develops the whole foundation of the firm. Other components like self-management and relationship management if one who basically lack self-management can tend in react negatively so to maintain your emotion just try to meditate or pause, breathe, listen to music, or chat or call your friends to divert your mind and share your thoughts take it easy do things which make you feel comfortable which can manage your emotions and you can avoid a hard time. To build the whole” empire” it is essential to build proper relations, so it is better to stay away from conflicts and stop wasting time gossiping about other colleagues. The leader should focus on keeping all the employees happy and can have an open conversation that solves the conflicts without any fear or disgust feeling. Respect each other at all levels which creates job satisfaction among all the employees.

### ***Education to emotion***

*“Emotions are a process, a particular kind of automatic appraisal influenced by our evolutionary and personal past, in which we sense that something important to our welfare is occurring, and a set of psychological changes and emotional behaviors begins to deal with the situation.”*

*– Paul Ekman, PhD*

Learning how to manage your emotions and try to recognize them is one of the most essential skills that people should try to understand- it is better to accept the fact that there is something going on somewhere and try to calm down yourself if you are annoyed or nervous. People around us might face the same situation and try to adjust and try to be good leaders when there are difficulties, but it is our responsibility in life



to manage problems and have a healthy relationship with the team. Learning that emotions can boost our career by developing good relationships and rational choices and that they can play an important role in our business life is very important. It affects our state of mind as being stable and happy can lead to good decision-making and also creative thinking. It has a great impact on teamwork as the team can plan accurately and negotiate whenever they require their needs. People around us may be emotionally unbalanced so as to overcome such things it is better to understand others and manage emotions by using various techniques to “*save the leadership soil*” where to plant the seeds of strong connections, bonds, relations, team spirit, and the power to stay strong together in severe conditions. Like the tree with strong roots can stand still and survive in a severe storm, companies can do the same when grounded and are working for the same purpose following the same vision by using the force of emotions with awareness for the prosperity of the business and the impact on the company mission and image.

### ***Challenges observed while working in a business environment and how to overcome them***

Different types of challenges like Cultural Differences and Language Barriers were observed while working together on our in-class projects by simulating business situations where there is conflict in the team and that can lead to informal behavior not respecting others’ cultures and values and communication gaps. This can be dangerous in the company life, the place where to grow we need to have a strong relationship between the team leaders and the employees. The multicultural team may sometimes be beneficial as each, and every person has a different mindset and have creative ideas and innovative techniques such diverse skills can offer productivity, profitability, and competitive advantage.

For the professional growth of the organization, we must try to overcome such issues through mutual understanding, by using simple words, learning different languages, avoiding slang words being polite, asking for clarification to avoid misunderstanding, being careful of using jargon, try not to be complex and be patient, be specific and use “*thank you*” and “*please*” while working together. Learn about different cultures, food habits, and music, and give training to the employees to embrace distinct cultures. Share knowledge and start something unique by accommodating a different culture for instance start encouraging different religions or cultural activities and celebrations, like example EspressoSkillsLAB© where people can show their skills, they can share their opinions without hesitation and enjoy their heart with great enthusiasm, plan an event which spreads awareness among different people. This brings UNITY among all and decreases the distance of being apart from each other.

### ***Background Noise***

Different organizations need to bring a few essential changes in the workplace to avoid the “*background noise*” that could disturb the flow of the work. Comfort, mutual

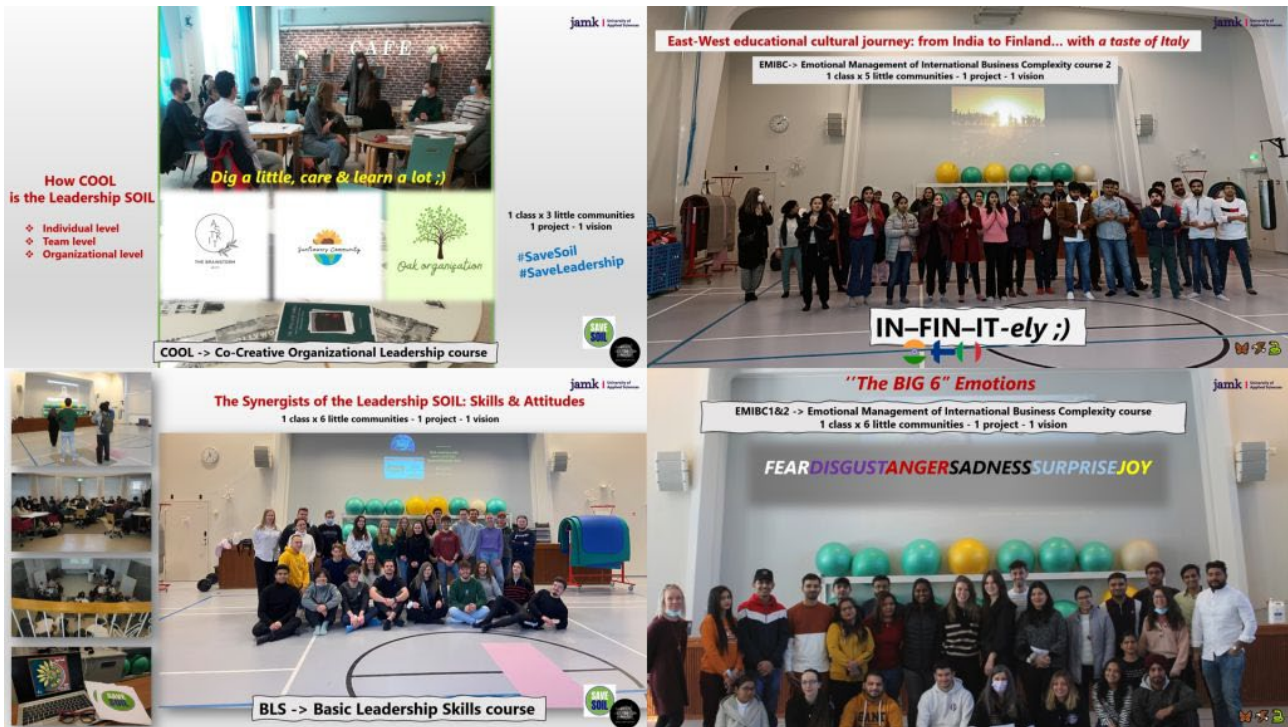
understanding, listening to others, valuing thoughts and opinions, patience, tolerance, and punctuality are social factors useful to create great opportunities both on individual and team levels to achieve the common goal. Avoiding slang words or phrases and learning distinct cultural backgrounds can foster workplace relationships and bring new opportunities. Unity and ethical behavior can improve the working environment life which is beneficial for the image of the company. Implementing new techniques by giving a chance to every candidate can clear “the noise” around the mission of the organization. Nowadays in many companies and working environments, international colleagues are called to work together facing challenges and problems typical of our complex time. Through planning and managing emotions and by spreading awareness about each other’s culture and language and organizing special events bringing all people together through the feeling of belonging to humanity as a unity.

## **EMIBC course 1 – EspressoSkillsLAB© activity: Music & Dance**



## Conclusions...

**WE MADE IT HAPPEN! ON 13 MAY 2022!**  
**Conscious Leaders on a Conscious Planet!**  
**#SaveSoil #SaveLeadership**



*...” remember...this is not the end...it is just a new Leadership beginning!” – Zella*

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**URN** <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-18>

**Link to the Videos of the Event:**

[Part 1 - Conscious Leaders on a Conscious Planet #SaveSoil #SaveLeadership](#)

[Part 2 - Conscious Leaders on a Conscious Planet #SaveSoil #SaveLeadership](#)

*Source*  
**Issue December 2022**

10.01.2023 at 11:02 | Author: [Marcella Zoccoli](#) | Posted in [2022 December](#), [Journal editions / Issues](#) | Tagged [attitude](#), [business](#), [choice](#), [commitment](#), [commonvision](#), [consciousleaders](#), [continuouslearning](#), [cooperation](#), [creativity](#), [curious](#), [human](#), [inspiration](#), [inwardly](#), [life](#), [meditation](#), [mondo](#), [positive](#), [roots](#), [saveleadership](#), [savesoil](#), [self-awareness](#), [skills](#), [spirituality](#), [sustainable](#), [technology](#), [together](#), [transparent](#), [trust](#), [walkathon](#), [yoga](#) |

## Together for a New Leadership MONDO!

Human Transformative Leadership© Very first Celebration Day #JAMK.fi – 8 DEC 2022  
#SaveLeadership #ZellaInternational #ConsciousPlanet #SaveSoil #Walkathon #Sadhguru

*What an intensive experiential learning courses-journey! During the semester of Fall 2022, my Leadership students-community doubled compared to the Spring! Almost 300ish students in 8 leadership courses. Although the dedicated paths, we walked together under the same vision #saveleadership #savesoil, towards the same direction: "out there – they say – leadership is in crisis, our in-time is now! Together for a new leadership MONDO!"*

*Welcome to enjoy here following some self-reflections on the leadership of the future written by some of the masters' students representing different implementations of the course Leadership Dynamics, the teaser video, and the full recording of the Human Transformative Leadership© – Celebration Day held at JAMK.fi for the very first time ever on 8 DEC 2022. Thank you all for being part of this inevitable moment. Yours, Zella*



Together for a new leadership MONDO! #saveleadership #savesoil

[Teaser Together for a new leadership MONDO #saveleadership#savesoil](#)

[Video event 8 DEC 2022 Together for a New Leadership MONDO](#)

# For a New Leadership MONDO

written by Äzäm (Asa) Mirzaei (Iran/Finland), Raminder Kaur Rajput (India/Finland), Anil Kumar (India/Finland), Sahil Sase (India/Finland), Gagandeep Singh (India/Finland), Marcella Zoccoli (Italy/Finland/India)

## **Cooperation is the key** by Gagandeep Singh

The most important thing is to think beyond the existing boundaries of traditional leadership through a new consciousness, which is achievable through thought sharing, a collaboration of different cultures, diversity, and collectivism. Cooperation is the key to becoming successful in the recent world which encourages communication and provides a solution to complex problems.

New world leadership provides the framework which collaborates individuals to perform at a common platform for common goals through collectivism and provides recognition to each one according to their inputs. At the same time, it encourages the individual who does not perform well through constructive criticism. It motivates individuals to perform well in the future and helps to build skills to perform well in complex situations. Psychological safety at the workplace is the next important thing. It is the base of creative intelligence. It creates an environment that motivates people to involve in projects which ultimately leads to collective brainstorming.

New world leaders are the one who does not rely on the present rather they think about the future and try to build up teams with an adaptive approach. Empathy is the tool to understand the needs of the people to lead. It creates a sense of harmony and builds trust and a positive environment.

Collective leadership is the most essential tool for problem-solving. Brainstorming with teams and co-creation helps to understand the problem in different ways. It also helps to get different solutions for the same problem. As a leader all needed is to collaborate and filter the inputs from teams to get the best results. This creates a healthy and positive environment in the workplace.

## **Leaders inwardly focused traits** by Anil Kumar

Maintaining clear communication with our people or team members and training them to gain leadership traits, Integrity and honesty are important components of every institution, company, or organization. Giving responsibility and imparting duties effectively by building trust and giving them a certain freedom in decision-making will help build a powerful team.

Using yoga and meditation creates self-awareness which helps in creating more inwardly focused traits. The better our teammates, colleagues, or employees

understand themselves and recognize their own strengths and weaknesses, the more effective they can be as leaders. Practicing gratitude can lead to higher self-esteem, reduced depression and anxiety, and better sleep, this way my team performs better. Emotional intelligence, learning agility, having the courage to express, using empathy, and appreciating the efforts makes the team work efficiently and achieve the manifestation of our vision.

### **Leading for Growth** *by Raminder Kaur Rajput*

A direct leadership style is leading by example, delegating tasks, taking the lead on projects, staying involved, and inspiring people by showing that we are working hands –onto help them too. There are 5 elements of self-leadership that the trainers-facilitator must update and upskill constantly so that my leadership qualities are applied and can support leaders to overcome challenges and become good leaders of society: self-awareness, self-management, self-efficiency, emotional intelligence, and locus of control.

Good leaders of the future constantly uphold the same standards for their workers and encourage moral and ethical conduct at work. They place a premium on professionalism and seek to ensure that others do as well. They set an example by setting clear expectations regarding their principles so there can be no misunderstanding, but they also lead by example.

### **Leader of the Future** *by Sahil Sase*

The leader of the future is a leader who always tries trying to merge historical leadership with modern leadership. A leader who is willing to lean into change and take the opportunity to grow and learn from every experience. A leader who is result oriented and prefers to consider the big picture while taking care of the small details in mind. A socially and professionally active mix of working autonomously and with others in a group. Not afraid to share points of view and am willing to offer his/her approach for the greater goal. A self-reliant person nourishes self-leadership qualities. A considerate person who helps people to build relationships on the foundation of trust. Good listener with a crucial skill: helping others to create a space suitable to share ideas.

Curious and transparent: clarifying questions before jumping to a conclusion or solution which will bring stability to working with him/her. me. Able to display exhibiting team spirit which will help to lead the team in critical situations. Lead from the front rather than instructing and staying back but when necessary, sharing some tasks and responsibilities with others to create and make feel a sense of responsibility and trust. Connecting versus commanding, leadership appears when we are connecting with people working with us and through the process, emotional bonds are developed with people that sometimes help leaders build trust and strong bonds with people.

Emotionally Intelligent, solving a lot of problems while dealing with people by being attentive to the well-being and safety of a balanced leader: strict and strong but also gentle and kind. Open, encouraging, and trained to receive and give feedback in a positive way. Introducing a creative way to work towards a new task where we can bring new ideas, and everyone gets a chance to express themselves without holding back so everyone can work or find the solutions that we are looking for.

### **Sustainable Leadership** by *Äzäm (Asa) Mirzaei*

In terms of being effective and good, a sustainable leader should settle clear goals to achieve and deliver them to her/his employees and reward them after achieving those targets. Further, this leader provides both positive and negative feedback to subordinates during the work journey as these reflections are constructive for work progress and do not hurt people's self-esteem. This kind of leader pays special attention to employees' feelings by utilizing all three kinds of empathy (cognitive, emotional, and compassionate empathy) wherever needed because a conscious sustainable leader should be able to understand her/his environment and should behave accordingly. Furthermore, being amiable, vital, accountable, and concentrated can maintain a realistic perspective of the situations while achieving goals on time with hardworking, motivation, and joy. Knowing how to behave in a teamwork manner so that everyone sees themselves as precious member in a psychologically safe working climate contributes to high efficiency as well as a viable and satisfied team, leading to enthusiasm and success at work.

Another important aspect of future leadership is consciousness and open-mindedness. As the current business world is complex and calls for managers and leaders to challenge their abilities in such an environment, mastering a conscious attitude toward the issues with an open mind is vital. To do this we should see the leader in us as a transformative leader who is assertive enough to be affiliative and democratic at work, which is possible by continuous learning and communication with peers and being a good listener. By being aware of the consequences of initiatives that remain destructive impacts on the planet and individuals' personalities both in the short and long time, a transformative leader also puts special emphasis on nature and sustainability. On the other hand, such a leader avoids being incompetent. That means leaders could refrain from many harmful behaviors resulting in sabotaging the company's goal and staff's motivation at work. Furthermore, bullying and abuse, as well as toxicity, should not be part of a sustainable leader's working methods because all these lead to an uncertain and inefficient working environment that contradicts sustainably.

In addition, preventing from sticking to old stereotypes of leadership which avoid listening to and accepting people's feedback, would be another significant characteristic of a future leader, meaning staying away from the big ego that blinds over a leader's shortcomings. All negative characteristics of a bad leader not only affect the organization but also hurt leaders' personalities. That means, over time, they could



lose social integrity, inclusion, and well-being. Therefore, as a sociable leader, an aware manager averts being a bad leader. A constructive leader who concentrates on goal achievement, as well as team spirit, boosts all team members' synergy and motivation. This kind of leadership also is a rewarding model that increases work experience and happiness.

### **Leadership: choice and soil** by Marcella (Zella) Zoccoli

Leadership is a matter of focused choice and full dedication to prepare, work and maintain a fertile soil where to grow human possibilities under trained skills as a pre-condition and attitudes practiced in practice. Leadership, craftsmanship, expertise, masterpiece, mastery, artistry, magic... call it as you wish... ..only with systematic devotion and honoring a commitment to the highest level of accomplishment oriented to the balance of all the dimensions of its eco-system, the vision – *the star beyond the sky* – will manifest its infinite and exuberant potential, fed and powered by the gentle lymph of inspiration, and creativity flowing through its profound, extensive and trusted roots.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-21>

**Link to the Video of the Event: [8 DEC 2022 Together for a New Leadership MONDO - HTL© Celebration Day at JAMK.fi](#)**



*Source Category*  
**Practice Papers**

03.06.2022 at 9:46 | Author: [Marcella Zoccoli](#) | Posted in [Practice Papers](#) | Tagged [business](#), [complexity](#), [education](#), [emotions](#), [Finland](#), [India](#), [international](#), [leadership](#), [student](#) |

## Journey of Emotions

**Student-Author:** Gagandeep Singh (India)

*at Emotional Management of International Business Complexity course 1 – Spring 2022*



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Finland is a country known for its well-designed educational system and best universities in the world. Historically Finland is known for its academic excellence with its education system rooted back in the 16th century. Students from all over the world reached Finland with high hopes to experience and enjoy its best education system. There are a number of factors that play a role in selecting Finland as an education destination. Quality education, Universities' reputation, and political and economic stability are the main factors. Everything looks good but the story has turned, despite being a world-class education system students face a number of

challenges after reaching Finland which affects their emotions. Being an international student almost every student face challenges but things are more difficult for non-EU students. Education in the land of happiness is a "*Journey of emotions*". Starting from happiness students face Fear, Anger, Sadness, Surprise, and Disgust emotions throughout their stay in Finland.

Happiness is the first emotion that students experience. Selection to a world-class university and the happiest country in the world definitely an enjoyable moment for students from all over the world but traveling to a new country, and new community brings a sense of fear also. But the nice people of Finland, and the lovely environment helps to reduce fear emotion.

**Renting an Apartment-** Finnish system provides an option to rent an apartment from the home country. But there is a long queue of applicants and the process take about four months in some cases which leaves a sad emotion for applicants.

**Registration at the** population department (DVV)- After reaching Finland registration at the population office is the first thing every student needs to do. Here comes the surprise emotion. The most advanced nation which relies on technology for almost all the daily work takes almost 2 months to register a new student in their population database. In Finland, all services like banking, health insurance, student facilities, transportation card, and postpaid mobile services only came into effect if someone is registered with the population office. Without registration, new immigrants feel like a person without any identity. It is a surprising thing, even a developing country like India does not take such a long time. Everyone needs to take an appointment for registration and even these appointments are not available for one month after the appointment process takes almost two months for final registration. It is really a surprising moment for a person coming from a developing country.

**Rigid Banking system-** After completing the process of population office, here comes the second challenge which brings disgusting moments for an immigrant along with surprising emotions. Finnish banks do not entertain people without the Finnish language, even if they speak English, they directly refuse to give appointments to open bank accounts without a translator. Students with limited financial access are unable to take services from translation services agencies because they do not accept cash and students do not have bank accounts in Finland to pay them. The situation become very critical and disgusting here. There are no extra services available for non-EU students. The situation becomes more complicated when it comes to paying house rent because housing agencies also do not accept cash and bank accounts are still not open without translators. Somehow students managed to open a bank account with the help of their Finnish classmates, neighbors, or people from their community already living in Finland.

**Weather-** Next comes the weather challenge. In the world of the internet, everyone can search the information about almost everything. Students are also aware of the Finnish weather through the internet, but no one can understand the real situation

without experiencing it. The weather is very cold, especially for the person coming from Asian countries because the difference in temperature is huge. It triggers different emotions in different people. For some people it is an enjoyable moment, for some, it is a fear or disgust or anger, or a mix of emotions.

**Language-** The next challenge for the international student is the language barrier. Almost everyone in Finland knows English but prefers to speak in Finnish. Finns relate it to nationalism. Social life in Finland becomes very limited if someone does not know the Finnish language. It again emerged a mix of emotions, but, it is not an enjoyable emotion.

**Cultural Difference-** Experience a new culture is an enjoyable moment. Students can enjoy the rich culture of Finland. But again, for some people, it is a bit challenging situation to adapt new culture. Moreover, there is a huge difference between Asian and European cultures. Some people again develop a mixture of emotions that includes enjoyment, surprise, and fear. Finland is a multicultural society and it respects all the cultures of different parts of the world. It makes things easy for students to adapt new society effectively.

**Non-availability of jobs-** The most difficult and disgusting situation for students is when they realize that there is no job available for the non-speaking Finnish language. Almost every job has a Finnish requirement. That creates frustration and ultimately results in anger for international people.

**The silence-** Coming from most populated countries in very less populated countries is also a challenging situation for students. Finland is a very silent country with most of its parts covered with forests and snow. There is silence everywhere, on the other hand, countries like India, Bangladesh, and Pakistan are very populated and people there enjoy a big social life. Students feel alone here with very less social life. Even some people suffer from depression due to silence. Asian people need to do workouts to adjust to the new society.

**The Education system-** The next challenge that students face is the new type of education system. The grading system in Finland is very different from Asian countries. Students must adjust to the new system immediately. It also creates mixed emotions. At last, we can say that every student experiences a journey of emotions while staying in Finland.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-14>

03.06.2022 at 15:13 | Author: [Marcella Zoccoli](#) | Posted in [Practice Papers](#) | Tagged [cultural challenges](#), [disgust](#), [emotional managment](#), [emotions](#), [fear](#), [Finland](#), [happiness](#), [India](#), [international](#), [international business](#), [journey](#), [Joy](#), [language barriers](#), [sadness](#), [student](#), [surpise](#) |

## International students starting a new journey... from India to Finland

### Student-Authors:

Vipul Sharma – Inderjit Kaur – Mamta Kumari – Sukhdeep Kaur – Kiranjeet Kaur – Mandeep Kaur – Kuljeet Kaur – Virajkumar Ramani – Manpreet Kaur – Harpreet Singh – Shilpi Raina and Manpreet Kaur

*Indian students at Emotional Management of International Business Complexity course 2 – Spring 2022*



image by pexels.com

**Emotional management** is the core subject we studied and where various emotions like *Happiness, Joy, Fear, Sadness, Disgust,* and *Surprise* have been explored from the perspective of the international business complexity. From time to time, the situations get changed in everyone's life and this changes the behavior of people. In this paper, we discuss the journey of Indian students traveling from their home country to Finland. From birth, people live with their families. But they decide to go abroad for education as well as for work. There is a need for emotional management throughout the whole journey to understand various situations and changes according to their emotions. As we were coming to Finland to study and leave our hometowns. So, we are sharing our emotional experiences in this Spring 2022.

## **The starting of the new journey**

### **Happiness**

*The happiest part of this journey was when we got the result of the entrance exam of JAMK University of Applied Sciences. After some days, we got the University offer letter through email. Furthermore, we got our Visa cards to enter Finland and get a chance to continue the process of study. It was an excellent opportunity for us to study abroad, which was like a dream that comes true. Our families were also happy because their children were going to start their new journey in a new country.*

### **Sadness**

*No doubt, we were happy to get our Visa. But on the other hand, it was a moment of sadness as well. Because we had to leave our family members, relatives, and friends. It was hard to say goodbye to our loved ones. Because from our childhood, we are used to living with our family members and somehow we are dependent on them. We share all our experiences and emotions with our parents and, they give suggestions to overcome the difficulties of our life. It was such a critical time for us to go far away from our loved ones for some time and leave our homes because we have good memories in the home from childhood till now.*

### **Fear**

*Fear is fighting with our emotions. It was a new experience to start our studies in Finland. The language spoken in Finland is Finnish, which was unknown to us. We were thinking about the weather conditions in Finland. We all came here in February when the weather in Finland was too cold and there would be snow everywhere. We needed strength and encouragement to face these kinds of situations and started them with positive vibes.*

### **Anxiety**

*Whenever we start anything new, all emotions are combined, and we can feel so many things parallel. Same as that, it was a too anxious time because we had to pack all the stuff like cloth, medicines, required documents, passport, visa card, etc. because these were important things at that time. Even we were to think about the transportation for travel from our home to Delhi. All of us left our jobs in India and choose to study in Finland, which was confusing to survive in the new country without any job.*



## ***The journey from India to Finland***

### **Happiness**

*One of the happiest things was when we entered the Delhi airport. It seemed beautiful because it was just like our imagination. There we received the boarding pass, and their services were very cooperative. They guided us through the entire process at the airport. When we sat on the plane for the first time, we felt happy. The view we had seen during the air travel was quite attractive, beautiful clouds were there and made it a very scenic beauty. One more excitement was that we got a chance to see Dubai which is also a beautiful country. Dubai's airport was always attractive and saw Burj Khalifa, the tallest building, where we had traveled in a bus to enter from one terminal to another one. There we spent five hours and learned a few things about distinct cultures like dressing sense and food habits. There we met with our new classmates. After that, the time came when we took a flight from Dubai to Finland. On this journey from Dubai to Finland, we were excited to reach Finland to see the happiest country in the world.*

### **Sadness**

*It was hard for everyone to leave home, and family members and move to another country. It was not an easy decision for us. We cried a lot, it was an emotional journey, when our families came with us to Delhi airport to bid us goodbye. Our emotions shattered when we left our spouses, parents, brothers, sisters, and children. Later, we entered the airport and completed the formalities to board the flight. We could not get a direct flight from India to Finland there was a connecting flight. We boarded the flight for Dubai and after waiting for five hours we entered the airport to board for Helsinki, Finland. We were in a sad mood and thought that we do not know when we will be able to see them again. It is not going to be easy for us as we have never stayed alone in our whole life, we were always surrounded by family members and this thought made us emotional.*

### **Fear**

*When we reached Delhi, we had no knowledge about the immigration process. The fear was in our minds regarding the immigration process, and how we would reach timely at the airport. There was also a fear regarding how to find the flight from one terminal to another in both the airports. When we reached Finland then we also had a fear of how to reach the destination where everyone was unknown to us. There was also a fear of the language barrier.*

### **Anxiety**

*When we traveled from India to Finland, traveling anxiety (nausea, washroom, food, and baby care) was also in our minds. There was the anxiety about studying abroad, how the teaching level would be, whether we would face it, or it would be difficult for us, language barrier issues, and part-time job issues. The main anxiety was about the study differences in India and Finland and how would we manage them.*

## **Finland: the happiest country in the world – Spring 2022**

### **Happiness**

*As some of the Nordic countries are considered the happiest countries in the world all the students were happy going to study in Finland the happiest country in the world (YLE news 2022). This could be explained as there being a major difference in the standards of lifestyle in Europe and India. Happiness is a too complicated phenomenon to understand. A recent analysis of U-Multirank's 24 study subjects published in January 2020 shows that in general European students are very satisfied with the learning experience in comparison to other Indian universities. That could be the reason students have chosen JAMK for their further studies. Also, there is an opportunity to make connections with multicultural people that can also help us to improve our communication skills. And of course, that is very much needed in the corporate world. Another thing is the weather in Finland is pollution-free. And Finland also has more than 180000 lakes and 75% of forest area which personally excited me to come to Finland.*

### **Sadness**

*All students are happy to come here and study. But there are also some things that students are upset about. Like there are lots of unexpected problems waiting for us. All students expected that they will get some part-time jobs to help their studies. But after getting here they realized that it is not that easy to get a part-time job. Because of that, the first step is that you must have your social security number and a Finnish bank account. And to open a Finnish bank account, the bank will almost take two long months. So, yes there are a lot more other issues that bring us to sadness.*

### **Fear**

*Students were also in fear of how they would adjust their selves to different weather conditions and a different culture. As in India, we have an average temperature of 30-40 Celsius. So, every student was in fear that how will they manage themselves in a -20 Celsius. The weather conditions of Finland are different in comparison to India. It is too cold for Asian people. Every country and religion has its own culture. And in Finland, there are a lot of multicultural people. That is also another fear students have faced. Because Finns have reticence thoughtfulness and unemotional behavior. They are unwilling to say anything unless they have something important. And there is also a saying that if Finn is saying something they really mean it. And on the other hand, Indians cannot stay shut. So those are the fears Indian students are facing.*

### **Surprise**

*Finland has so many surprising moments for the people who are coming to Finland. For example, their individualistic culture, their habit to obey all the laws, pollution-free weather, and many more. As in India, we have a collectivistic culture in which we thrive and survive through interpersonal bonds, but on the other hand, Finnish people prefer an individualistic lifestyle. So, they are supposed to look after themselves and their close family only. Finnish people have a good habit of obeying all the laws. Like they always obey traffic signals they are walking they will obey the rules. But we have seen the total opposite side of that like in some areas nobody cares about traffic and traffic signals. Also*



*in India, there are some cities that are full of pollution. Some areas are always covered in fog because of pollution. But Finland is not like that, the weather is clear and pollution-free. So, these were some surprises students faced after coming to Finland.*

### **Our final thoughts and feelings**

In the end, we can say that our behavior is also impacted by our emotions. The emotions like Happiness, Sadness, Fear, Anxiety and Surprise related to the journey from hometown to Delhi, Delhi to Finland, and from Finland till now are expressed in this article. Everyone has expressed their emotions in a different way. This shows that our life gives us an opportunity to us to experience our emotions and share them with others.

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03.06.2022 at 21:15 | Author: [Marcella Zoccoli](#) | Posted in [Practice Papers](#) | Tagged [attitude](#), [behaviour](#), [conscientiousness](#), [emotional sensitivity](#), [human personality](#), [knowledge](#), [leadership skills](#), [mental health](#), [self-confidence](#), [self-control](#) |

## Human Personality

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image by pexels.com

Emotions play significant roles in our daily lives because every day we meet different people in our regular lives, and this affects our behaviour and develops new emotions in our system and can transform our personality. Emotions are particularly important to people because emotional sensitivity serves to offer information about the state of an individual's relationship with others and with society. Personality is a constant method of thinking and seeing one's own characteristics. There are some personality factors to assess personality, which include availability to knowledge, self-control, self-confidence, life satisfaction, and emotional stability (Barrick & Mount 1991). People with varied cultures and personalities populate the workplace. No two people have the same personality. To avoid problems and other issues, management and co-workers must learn how to deal with unique characters in the workplace. Each type of person

needs a unique approach to coping with it. Sometimes many people think that because they are different from others and when they do not find a sufficient answer, they feel inferior and complex in their behaviour, and this will affect their personality and their health also. Every person has different types of emotions like fear, anger, sadness, and joy, and discussed and all these emotions play a very important role in human personality, but the question is how to overcome all these emotions in our personality and become a better person for the society. All these emotions also affect our workplace and management and leadership skills. There are some solutions to enhancing our personality with the use of some techniques like we should practice meditation and yoga to control the anger in our behaviour and arise our conscientiousness (Balliet 2010) by increasing the co-operation, the best way to adjust to the workplace or society. Lack of energy will also affect management because if we will take sufficient sleep and diet it will show in our personality so we should have to be more focused on our health. We should have the patience to prove our leadership skills, also we should follow time management. Continuously interact with the team member to share and improve the knowledge of teamwork. Also, look forward to helping each other. We should have a positive attitude to achieve the goal and always be ready to handle all types of situations with positiveness. If we are mentally healthy this direct effect our professional life because the right decision always depends on the mental condition and focus of an individual the person will feel confident and take decisions easily and they will encourage their team also and overall, the efficiency will improve. All these aspects will enhance human personality behaviour in management and social circle.

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04.06.2022 at 7:55 | Author: [Marcella Zoccoli](#) | Posted in [Practice Papers](#) | Tagged [challenge](#), [compassion](#), [equality](#), [family](#), [integrity](#), [leadership](#), [respect](#), [responsibility](#), [skills](#), [women](#) |

## Women's Leadership in Business

**Student-Author:** Pallavi Sharma (India)

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Leadership is a virtue that has held every group in place, whether we talk about a family, a friend circle, a classroom, a political party, or any business. For instance, a family can only lead wonderful family life if the leader of the family is doing the leadership with all his heart and mind, now the same applies to a classroom, a school, a business, and so on.

To run any business in a smooth manner the factor that matters the most is the head or leader of the business, who has the power to control the various sectors related to that business in his/her hands; and how does the leader utilize that given power. It has been noticed for a huge number of decades that men were the ones who used to lead all kinds of businesses whether it is factories, industrial sector, educational or financial firms. But now with this trend has come to an end, nowadays women are equally contributing in managerial roles in all those mentioned fields of jobs.

In this era where gender equality is at its highest level, women have been noticed to be working as managers and in other leadership positions in various businesses. Also, it is vivid that women are doing no less than men as leaders. However, in some aspects females are even better.

As stated by Boyington (2022) that females in business offer abilities that have the potential to change workplace culture. Women frequently exhibit distinct leadership styles than males, typically leading with compassion, integrity, and respect.

This report is intended to elaborate on the role and responsibilities of women as leaders. While it supports women's empowerment at the same time there are a lot of challenges related to it too, which the following segments will shed light on.



Image pexels.com

### **The biggest challenge for working women: Family and Kids**

Whereas some individuals may believe that the household chores and children become the most difficult hurdles for the women who want to step out of their homes and work at high designations for various businesses.

However, these things eventually fill more ethical values in the personality of a female. Women who handle their family, house, kids, and work with time attain multi-tasking and extra-ordinary time management skills, which helps them in business handling. They can encourage their employees to take those skills into practice too. Hence, they can set an outstanding example of hard work for their peers, juniors, and other masses related to that business sector.

Moreover, females are more empathetic as compared to their male counterparts. This value helps them to maintain a healthy relationship with the people working under their leadership. They can easily feel and understand their employees' expectations of them. This leads to the satisfactory experience of the team members of the business, which automatically makes the business successful.

Moreover, often the women with kids are underestimated and it is thought that they are not capable of handling their children and leading several workers simultaneously.

But as quoted by Eleanor Roosevelt, this is misleading thinking about the feminine group:

*“A woman is like a tea bag- you can’t tell how strong she is until you put her in hot water.”*  
Roosevelt (n.d.).

### **Other difficulties faced by women as a leader**

There are difficulties, problems, and stress related to all kinds of jobs that everyone has to face at their work irrespective of gender. However, female bosses are the ones who have to confront various different issues that their counterparts do not have to. These includes:

1. **Physical challenges:** Every month all the females over the globe experience the menstrual cycle which affects their physical ability, change their physical needs and affects their mood. Females go through hormonal changes which makes it hard for them to concentrate or perform their duty with as much strength as they usually do.
2. **Family planning:** It is true that family planning involves both males and females. It cannot be ignored that whether man and woman are 50-50 contributors towards having a baby, but it is the female who undergoes the pregnancy and obviously carrying a human inside you for whole nine months and working as a manager of a company is not a joke. The majority of females go on maternity leave between their fourth the sixth months of pregnancy.
3. **Lower pay rates for women:** It is one basic rule of equity that males and females should have the same economic opportunities in their lives. However, it has been witnessed all over the globe that women are paid less as compared to men. For an instance, during the times of pandemic, it was reported that women were making less than their male counterparts, even in the sectors especially affected by the coronavirus.

This infographic depicts sexual orientation wage gaps for ladies working in two healthcare occupations with very disparate income levels but a similar focus on providing basic healthcare administration.



## Women in health care: Exposed and underpaid?



Women health care workers are providing care on the front lines. But they are paid less than their male peers.

### Physicians and surgeons



### Registered nurses



**Economic  
Policy  
Institute**

[go.epi.org/covidgenderpay](https://go.epi.org/covidgenderpay)

Source: Current Population Survey data

image source: *Exposed and underpaid. Working Economic Blog. Economic Policy Institute* by Wilson, V. (2020)

## Women leadership statistics worldwide

Taking the roles such as Chief Finance Officer, Chief Executive Officer, and Chief Information Officer the contribution of women playing these roles for different companies has been raised with a huge percentile of 31% in the year 2021. This mentioned percentile is known to be the highest raise in the women leadership roles ever recorded. Other than the increment in the percentage of work positions, it is also seen that 90% of the companies all over the globe have a minimum of one female officer performing one of the senior management obligations.

Minna (content creator at Finnwards Oy) mentioned in her report, *“According to Chief’s poll, women made up 7% of the CEOs of Finland’s 160 publicly listed firms. The proportion was significantly greater for the largest enterprises, at 12.5%.”* (2020).

**The Women Entrepreneurs of Finland** (n.d.) is the association that was established in the year 1947 and it is yet one of the only a handful of central hubs of female entrepreneurs. The betterment of Finnish ladies in the sector of business and finance is the main motive of this organization. Apart from this, Finnish females were the first on the planet to set up their own organizations and participate in independent companies.

## Conclusion

After considering all the factors affecting the women in business leadership, even though there are numerous difficulties that women must face in this society for

working in huge business sectors, women still manage to cope with all those hardships and perform their duties with full determination.

While a worldwide economical emergency was going on, an examination was held of 90 US banks from 1999 to 2015 that female contribution on boards boosts firm performance once the least threshold of female board individuals has been accomplished i.e., 30% of female representatives. Having more women also adds a variety in the range of skills to the team. Women are fully capable as well as knowledgeable of running any business and handling the employees.

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# The importance of mutual understanding and a common perspective for successful teamwork and collaboration

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*Co-Creative Organizational Leadership course – the COOL course – Fall 2022*

In most workplaces, teams are becoming more diverse, and constellations are changing much more rapidly. This requires adaptation to the fluctuating environment, and the skill of knowing how to prevent conflicts and misunderstandings, as well as dealing with them when they arise.

As per definition, a team of two or more “*people working together as a group in order to achieve something*” (Cambridge Dictionary, 2023). Working together, not alongside each other, meaning that there inevitably needs to be some form of cooperation and group dynamic between the members of the team. How important this cooperation and the mutual understanding between the members is, is something I realized during a group project in Marcella Zoccoli's course Co-Creative Organizational Leadership at JAMK University of Applied Sciences.

We were a group of five people in a class of forty-four international students and needed to produce a video clip and a report on the topic of successful and unsuccessful styles of leadership in a co-creative environment. My group consisted of an Argentinian, three French, and me, a German.



The image was taken by one student on the 8th of November 2022 during the TEAMWORK day at Marcella Zoccoli's course Co-Creative Organizational Leadership at JAMK University of Applied Sciences

Usually, I do not like to spoil the endings of things, but by the due date of the project, we had managed to hand in two products of the group work that all of us were very satisfied with. This can be traced back to the following five factors that were making our teamwork successful:

1. **A common vision** for the result we wanted to produce
2. **Constant, clear communication** about ideas, tasks, and the progress of the project
3. **Conscience about the challenges** we might have to face
4. **A common understanding** of others' experiences and skills
5. **Empathy, patience, and humor**

Our common vision was developing a unique idea into a good video and a detailed report. It was important to know the urgency that each of us felt toward the project. Were we working to achieve excellence or did some of us just want to pass the course?

We all agreed on distributing tasks evenly and working what we could on them, while constantly communicating about our time availabilities and progress. In the beginning, we collected ideas on how we could do the video with the given criteria and how we could best show the differences between good and bad leaders.

We defined the criteria for good and bad, successful and unsuccessful leaders, and afterward created scenarios for their demonstration of them. For the scenarios, we partly used experiences that some of our group's members had made during internships or jobs. Those people shared their experiences and we tried to understand the situation and emotions as best as we could to display them in the video later.

We first figured out who was good at what, e.g., one person from our team had some experience with video editing, while another was really creative and I was quite good with the writing parts, so we distributed the tasks accordingly.

While we were working on our tasks and filming the video and writing the report, we regularly communicated about our progress, what still needed to be done and what we needed help with. We had a really good group dynamic, and even though none of us had known any of the others before, we had a lot of fun during the project, and it felt like working with friends.

I believe that teamwork is something that you cannot just *hope to work*, by hoping that your team members will be communicative or productive, you need to *work to make it work*. Especially in a culturally diverse environment! Awareness about potential cultural differences, creating an environment for open and honest communication, and finally also showing empathy and communicating effectively have shown for me to be key in group situations that have the potential for misunderstandings and conflicts.

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08.01.2023 at 11:42 | Author: [Marcella Zoccoli](#) | Posted in [2022 December](#), [Practice Papers](#) | Tagged [authenticity](#), [awareness](#), [create](#), [curious](#), [tourist](#), [diversity](#), [future](#), [guru](#), [include](#), [leadership](#), [learn](#), [listen](#), [meditation](#), [mentor](#), [strive](#), [student](#), [train](#), [unity](#), [yoga](#) |

## Unity in Diversity

**Student-author:** Jaya Singla (India)

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**Towards Leadership like a curious tourist...** *I attended all the sessions of the course Leadership Dynamics course like a curious tourist toward your leadership future (Zoccoli, 2020) under the guidance and mentorship of Marcella Zoccoli. Through her experience and knowledge, she made us dive deeper into our growth and reveal the dormant leader in me. She has been setting an exemplary image with every passing session with her. Words are short to describe how she managed different topic-related in-class and virtual sessions to make us involved and aware of varied philosophical concepts, sending in break-out rooms for consultancy, and discussing the challenges faced as a foreigner in the new place. She has really revived the sleeping leader in us by making us introduced to amazing thought-provoking enthusiastic sessions that always blended with love and knowledge. She opened the very introduction about all of us by giving us an opportunity to talk about ourselves in the form of an introduction. I have truly learned mind practices, bhakti yoga, and karma yoga, to be spiritual by mind, and thought. How gracefully she carries and spreads the principle of the Ancient Yogic Science of SADHGURU – she has taken her completely in her thoughts and in life. Words have been short to express the gratitude which I feel for her.*

### **Welcome to 2030 – the future Leader in ME**

The very word “Leader” creates a kind of charm on one’s face that develops a sense of confidence in oneself. Everyone wants to be a good leader and have an ideal follower who follows all the guidelines religiously given by the leader. I am too blessed with a leader aura in me which I came to know with the passage of time. I am a very easy-going person even if I see myself in a leadership role, the reason being that I make sure not to blend my leadership quality with dictatorship turnover in me. So, I always try to lead my team on a very positive note by delegating all the specific work which they must contribute to being part of a team. I never shirk in taking a task where I must lead as a leader for my whole group as I believe the smoothness of work, accuracy, and timely completion requires unity of co-group members, we all have been reading since childhood ‘**UNITY IN DIVERSITY**’ so this is the real inspiring quote in my life by following which I continue to strive for perfection and betterment. I always make sure to keep my group indulged in work at all phases so that the charm and enthusiasm to do the group task remains at peak and it should not seem boring to anyone of us including me. I always welcome the thoughts and beliefs of my group members to make them feel at ease and they count that their contribution is considered wholeheartedly regardless of title or rank. I personally feel privileged to act like a democratic leader where I often make my group members feel that their thoughts, values, and opinions carry equal weight. This way it fosters a true sense of collaboration along with the warmth of thoughts for each other.

I have a unique perspective on self-leadership which lays emphasis on collective growth and development, apart from it continuing to strive to find ways to enhance the strength of the project co-members. I always hold a perception that what works for a football coach, works in the business, and the same in any group project. Someone may be a great writer while someone else may excel at data analysis, but chances are, the same person will not excel at both skills at the same time I have a hidden bureaucratic leader sign as well which only arises when it is the need of the hour i.e. if the idea or plan gets stray from the demand of the group task. I as a leader always looks for the growth of my entire team rather than the individual. I always balance between creating and moving ahead with my vision. I never acted as a hurdle to stifle the creativity of my team workers, this being the reason making me an apple of my workers' eyes. Talking about executing my leadership skills in my professional field is that I have till now so far done justice to my team by being a very philanthropist leader to them, the foremost reason being that I too developed an inspiration by reading the leadership skills from my ideal leaders and tried to follow on their footsteps to become an exemplary leader for my employees. I always tried the theory of **'LET THEM DO'** to see the hidden qualities of my employees otherwise I would have not done justice to my title of leader. I always lead my work employees with examples and attempts. To keep my professional charm lively, equal contribution of thoughts by my employees and keep them enthusiastic, I make sure to organize time-to-time leadership training programs as they can really hike career growth along with one's leadership training too. The foremost practice to guide my team at a professional level is **'LISTEN AND LEARN'**, this practice has ten folds increased chances of earning respect from all subordinates when their views are listened to and valued. Then I **'INCLUDE ONE AND ALL'** – this approach really incorporates outstanding qualities in all and strengthens the vision hoped by all. Thirdly **'STRIVING FOR AUTHENTICITY'**– By this, I encourage corporate culture among my employees and make them realize the professional goals to be accomplished in the workplace. Following the sutra of these three above-told strategies, I am moving ahead by accomplishing all goals set by me and helping to craft my own authentic leadership style.





The image was taken by one of the students: the Leadership Dynamics course (LD 3010) at JAMK University of Applied Sciences – Finland – Fall 2022

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*Source category*  
**#GenZ, tales from Finland**

09.05.2023 at 8:28 | Author: Marcella Zoccoli | Posted in #GenZ tales from Finland, 2023 June | Tagged adaptation, best practices, business landscape, business strategy, collaboration, continuous improvement, creativity, efficiency, employee empowerment, employee engagement, employee motivation, goal setting, historical context, human relations movement, innovation, leadership styles, legacy leadership, lessons from the past, management history, management principles, management theory, organizational culture, personal growth, productivity, professional development, scientific management |

## The Legacy Leader: A Manager's Journey Through Time and Generations

Student-Author: **Alexis Faure** (France) in the course *Co-Creative Organizational Leadership – Spring 2023 #GenZ, tales from Finland* collection



*Image: The image was created by an AI called Midjourney, which specializes in generating pictures based on user instructions. The AI created this particular image based on the story of The Legacy Leader.*



Once upon a time, Byron, a driven and ambitious Generation Z manager, found himself in the possession of an enigmatic antique pocket watch. Little did he know that this peculiar timepiece would propel him on a whirlwind journey through the annals of management history. As Byron examined the watch, he unwittingly set the hands in motion, and suddenly, he found himself transported back to the early 1900s. He was now in the era of Frederick Taylor's Scientific Management.

### **The Age of Scientific Management**

During this time, Byron observed workers performing repetitive tasks in factories, with each motion carefully measured and optimized. He learned the value of efficiency and the importance of breaking down tasks into smaller, manageable parts. As Taylor once said, "In the past, the man has been first; in the future, the system must be first" (Taylor, 1911). Just as Byron began to appreciate the intricacies of Taylor's approach, the watch started to tick, and he was whisked away to the next era.

### **The Human Relations Movement**

Byron found himself in the 1930s, amidst the Human Relations Movement led by Elton Mayo. He witnessed the Hawthorne Studies, in which workers' productivity increased when they felt valued and heard. Byron realized that employee motivation was a vital aspect of effective management. As he reflected on this insight, the watch sprung to life again, moving Byron to the next period.

### **The Rise of Management Theory**

The 1950s welcomed Byron with Peter Drucker's Management by Objectives (MBO) and Douglas McGregor's Theory X and Theory Y. Byron discovered that setting clear goals and understanding employees' motivations could lead to better results. As Drucker said, "Management is doing things right; leadership is doing the right things" (Drucker, 1954). With this newfound knowledge, Byron was once again transported through time.

### **The Age of Innovation and Empowerment**

Entering the 21st century, Byron encountered the concepts of innovation and employee empowerment. He saw how modern organizations fostered creativity and encouraged employees to take ownership of their work. Byron learned the significance of adaptability in the ever-evolving business landscape. As Byron embraced this final lesson, the antique pocket watch brought him back to his own time.

## **Epilogue: Lessons from the Past**

Back in his office, Byron clutched the antique pocket watch, reflecting on his time-traveling journey. He understood that each era of management history had its strengths and weaknesses, but the key to exceptional leadership was combining the best aspects of each.

Byron focused on efficiency and streamlined tasks, while also prioritizing employee well-being and motivation. He set clear goals for his team and offered guidance, emphasizing innovation and adaptability in the ever-changing business landscape. By empowering his employees, Byron fostered a culture of trust and collaboration.

Under Byron's leadership, the team thrived, becoming more productive and engaged. The blend of efficiency, empathy, clarity, and adaptability made Byron a true legacy leader, inspiring others to reach their full potential. The antique pocket watch remained a treasured reminder of the lessons learned and the journey that has taken, guiding Byron into the future. By learning from the past, Byron was well-equipped to lead his team to new heights, leaving a lasting legacy for future generations.

*"Those who cannot remember the past are condemned to repeat it." – George Santayana, 1905*

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09.05.2023 at 14:40 | Author: [Marcella Zoccoli](#) | Posted in [#GenZ tales from Finland, 2023 June](#) | Tagged [adaptation](#), [ceo](#), [collaboration](#), [community impact](#), [efficiency](#), [employee empowerment](#), [employee motivation](#), [employee well-being](#), [goal setting](#), [innovation](#), [leadership principles](#), [leadership styles](#), [legacy leadership](#), [lessons from the past](#), [productivity](#) |

## From Personal Growth to Community Impact: my Journey as a Leader

Student-Author: **Elias Mliha Touati** (France) *in the course Co-Creative Organizational Leadership – Spring 2023 – #GenZ, tales from Finland collection*

I had always been a natural leader. From a young age, I followed my father's advice, who taught me the importance of working hard and persevering to achieve my goals. Over the years, I developed leadership skills, becoming a role model for my friends and classmates. I was respected and admired for my insight, creativity, and determination. I always followed my father's advice, who taught me to always remain pragmatic, even in the most difficult times. One day, I was invited to attend a leadership conference hosted by a renowned technology company. I had always been interested in the technology world, and I decided to take this opportunity to learn more about the leadership strategies that had made this company successful.

At the conference, I was immediately impressed with the presentation by the company's CEO. The CEO had a very personal approach to leadership, emphasizing the importance of empathy, compassion, and active listening. I was fascinated by how the CEO was able to inspire and motivate his employees to achieve ambitious goals. After the conference, I had the opportunity to meet the CEO. I asked him questions about his leadership philosophy and the challenges he had faced in his career. The CEO responded with honesty and shared anecdotes about the difficult times he had to overcome to lead his company to success.

I was inspired by the CEO's words and began to think about how I could apply these leadership principles to my own life. I began to take the initiative and become more involved in school and community projects. Over time, I developed a reputation as a reliable leader. I was known for my hard work ethic, commitment to the community, and ability to inspire others. I had earned the trust and respect of my peers and teachers.

One day, I was elected president of my student union. I was proud of this accomplishment, but I was also aware of the responsibility that came with this title. I knew that I had to be an example to other students and that I had to work hard to achieve the goals of the association. During my tenure, I demonstrated exceptional leadership. I worked closely with my colleagues to organize successful events and to

raise funds for important causes such as humanitarianism. I have also ensured that the concerns and interests of all members of the association are taken into account, by holding regular meetings and listening carefully to their ideas and opinions. One of the biggest challenges I faced as president was organizing a major fundraising campaign for a charity. I worked closely with my colleagues to develop a solid strategic plan and to mobilize the community around our cause. Through our determination and hard work, we were finally able to raise a significant amount of money for the charity. This experience taught me the importance of organization and planning and the value of teamwork.

After completing my term as president, I continued to be involved in school and community projects. I also began to consider my professional future, focusing on careers that would allow me to use my leadership skills to make a positive difference in the world.

In the future I sincerely wish to do meaningful work that will serve as many people as possible, although many of my family and friends see it differently and prefer that I focus on a personal career, my education, and personal experiences tend towards another path that I find will be more beneficial to others and that I personally enjoy. Through the teachings of my father and the inspiring guidance of the CEO of the technology company, I was able to develop a clear vision of my leadership goals and priorities. Today, I am proud to say that I am on a successful path, and I want to share it with as many people as possible.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-23>

09.05.2023 at 14:58 | Author: [Marcella Zoccoli](#) | Posted in [#GenZ tales from Finland, 2023 June](#) | Tagged [better future](#), [GenZ](#), [gratitude](#), [international](#), [knowledge](#), [leadership](#), [experience](#), [life](#), [love](#), [open heart](#), [open mind](#), [open will](#), [personal history](#), [understanding](#), [working experience](#) |

## My First Experience in the Working World

Student-Author: **Xabier Prieto Zugazaga** (Spain) in the course Co-Creative Organizational Leadership – Spring 2023 – #GenZ, tales from Finland collection

My first experience in the working world dates to February 2020, until December 2022, when I started my internship in a social services company focused on the elderly, in a cooperative led by 97% women, in which I mainly focused on accounting, training, and labor tasks. This company is a cooperative that was born with the double objective of caring for elderly people with scarce economic resources and organizing the self-employment of women who provided care services to people, generally in the underground economy, responding to the social needs of people in situations of social vulnerability and dependence in the Basque Country (Northern Spain).

My beginnings in the company as a Generation Z teenager were not at all easy, as I felt a bit out of place for being the youngest person in the whole office, and also the only man. These were two factors that scared me a little bit about how I was going to fit into the company or how I was going to be received, as it was my first experience of this kind. Although these were only fears and prejudices, it has been one of the most enriching experiences of my life in which I have been very comfortable and I leave with new friendships that in my life I imagined could be given, and less in a work environment.

During my stay in the company, I feel that I have learned many things for my work life and above all for my personal life. At the same time, I have learned to adapt to new situations and new areas, and all the experiences I have had in the company, whether better or worse, have helped me to grow and develop as a person. The endowment of new tasks and responsibilities that I have been acquiring over time has made me have to adapt to new situations and acquire new knowledge. Sometimes I have felt saturated or overwhelmed by the fact of having many pending tasks to perform, but always with the support of my team, of which I am very proud and grateful for the treatment they have given me and especially for how they have helped me and taught me in all aspects, I have always managed to get the tasks forward and my best self. With this experience, I have realized how important it is to work in a good working environment, where we all help each other and above all respect each other, as it helps you to express yourself freely and above all to share your opinions and thoughts without any fear or hindrance.

To conclude, I would also like to highlight how it has helped me to open my eyes and learn more about the world in which we live by working in the training part in first person with these mostly immigrant women, which, knowing the personal history of

each of them, you realize how lucky we are to be able to enjoy our family, freedom, and rights. The work I have done with these women has been mainly about interviewing them, helping them with the course, and taking care of their exams, which has been a very enriching task since I have felt that in a direct or indirect way, I have contributed to their better future and happiness.

Once my experience ended with a lot of sadness, it made me rethink many things, one of them was a series of areas of improvement for my future work, which I concluded in the following:

- To open up more with the team and take the next step by proposing new areas of performance and not focusing only on my tasks.*
- Continue to improve my attitude, and always show myself to be active and eager to work. Not letting tiredness or low moods influence my work in some cases.*
- To be more interested in getting to know the company and the sector in which I work better to become an expert in my field, and not to remain superficial.*

I FEEL TO THANK YOU, MY ESTEEMED COLLEAGUES, FOR ALL YOUR HELP, UNDERSTANDING, AND LOVE YOU HAVE GIVEN ME. I WILL BE GRATEFUL AND PROUD OF ALL THAT YOU HAVE HELPED ME IN MY WORK AND PERSONAL LIFE FOR THE REST OF MY LIFE.



Image taken by colleagues during my work.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-24>

10.05.2023 at 6:35 | Author: [Marcella Zoccoli](#) | Posted in [#GenZ tales from Finland, 2023 June](#) | Tagged [action](#), [co-creative](#), [coworkers](#), [exploration](#), [great man](#), [help](#), [leadership](#), [leadership journey](#), [positive influence](#), [responsibility](#), [successful adult](#) |

## Being a Leader, the journey of a Lifetime

Student-Author: **Louise Bastard de Crisnay** (*France*) in the course Co-Creative Organizational Leadership – Spring 2023 – #GenZ, tales from Finland collection

I always knew I wanted to do something with my life, something significant, that would be useful and would help others. At first, I thought why not become a doctor and save lives, but I quickly realized that first I was not good enough in chemistry and second, I would not be as free as I wanted, this is not the kind of life that I wanted. So, I started to think: What will I do when I am a grown-up? Who will I be? To this day, these are the questions that I am still asking myself, but at least now I have an idea. For years I have watched my parents, and my siblings, successful adults, and there is one thing that united all these people that I admire, they are free because they are entrepreneurs, they are free because they decided to take the lead in their own lives. Suddenly it struck me, now I know, I am and want to be a LEADER.

According to the Oxford Dictionary, the definition of leadership is the action of leading a group of people or an organization, but to me, leadership is much more. To me, leadership is not about leading people but guiding them, helping them achieve their goals, and becoming the person they want to be. Being a leader is about being able to bring people together, motivate your team members and cultivate a sense of shared purpose.

I said that “I am a leader” because I believe in the great man theory of leadership. The great man theory of leadership is a theory introduced in 1840 by Thomas Carlyle, explaining that some people are born with certain capacities enabling them to become leaders. In fact, several studies reveal that 30% of our leadership abilities are due to genetics (University of Illinois, 2014). I believe that I was born with some leadership characteristics: I have always been sociable, confident, and creative, and I am certain that as a child I had leadership experiences that I can’t even remember.

I want to be a leader because being born a leader is not enough. I need to learn how to be a great leader. This is why I am writing this paper today I attended the class of Marcella Zoccoli: Co-creative Organizational Leadership because I wanted to learn, feed myself with knowledge, and explore different aspects of leadership, to become one day the best leader I could ever be. I want to have all the necessary knowledge in my possession before taking the leap.

To conclude I would like to talk about the future. As I continue on my leadership journey, It is crucial for me to keep in mind that being a leader involves more than simply attracting followers, it also involves having a positive influence on the world.



Whether you are the leader of your family, a sports team, or a group of coworkers you have the power to encourage and inspire people to achieve greatness. At the end of the day, we are all the leaders of someone else, and it is our responsibility to use our leadership abilities to shape a better future for ourselves and the others around us.

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URN <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-25>



10.05.2023 at 7:05 | Author: [Marcella Zoccoli](#) | Posted in [#GenZ tales from Finland, 2023 June](#) | Tagged [communication](#), [devotion](#), [encouraging people](#), [erasmus experience](#), [leadership](#), [living together](#), [mutual understanding](#), [respect](#), [shared vision](#), [sharing](#), [spiritual bond](#), [spiritual pilgrimage](#) |

## A Fish in the Ocean

Student-Author: **Yohan Bouvier** (France) in the course *Co-Creative Organizational Leadership*, Spring 2023 #GenZ, tales from Finland collection

*"I decided to write a story about an experience I lived during my Erasmus exchange the last semester. According to the Co-Creative Organizational Leadership course journey and the subjects explored during our sessions, this story is about mutual understanding, empathy, and "living together". Thanks to this experience, I realized how it is important to take a step back and connect with others as a Leader should do with his team. The story takes place in Sweden precisely in Stockholm, the capital. It is the 15th of November 2022, I am with my friend Licht (fictional name for privacy), it's a cloudy day where the wind blows so strong that I was wondering if we had done something wrong with Aeolus, God of winds" – Yohan*

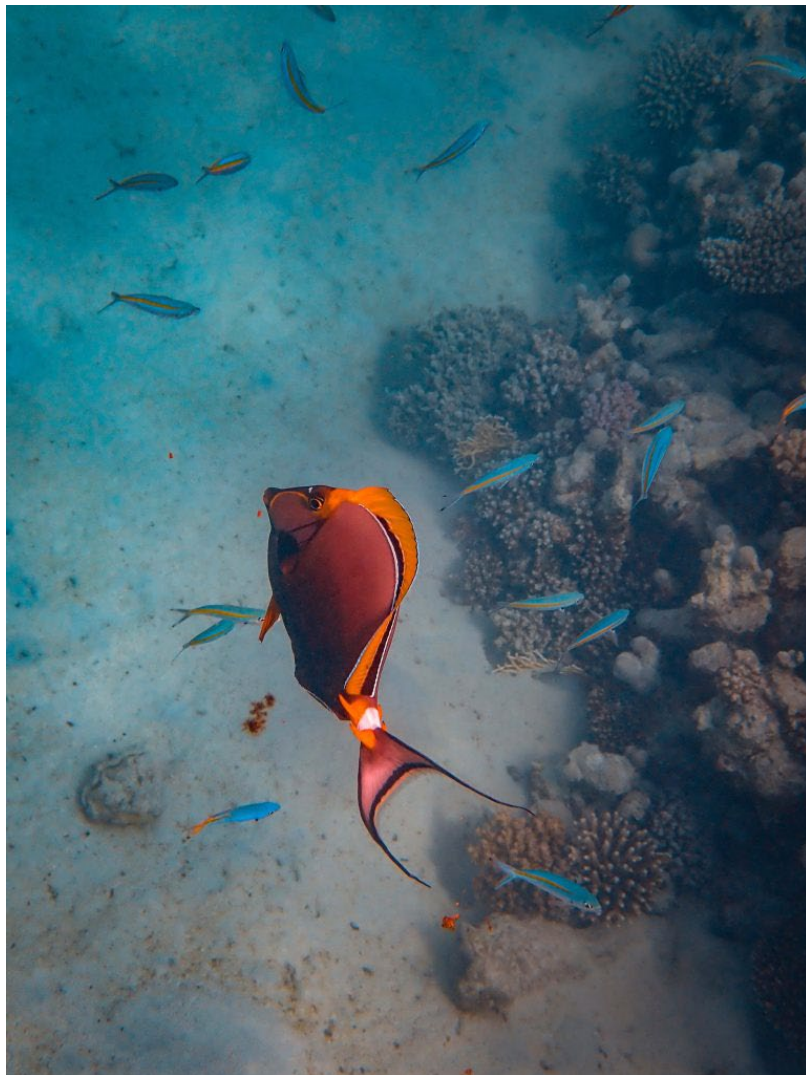


image source [pexels.com](#)

When I walked for the first time in the old town, I felt like a knight during the Middle Ages. Indeed, I remember telling my friend Licht, "We should ride a horse and visit the royal palace this way, I'm sure Swedish will appreciate". Such a beautiful city it was. However, we were late as usual, the staff of our "youth hostel" waiting for us. Yes, we booked a hostel because we're students, and a fun fact: we don't have money. For the story, it was my first time compared to Licht - my friend - who's used to it but the thing is I have always been scared of this place for many reasons. Anyway, I was happy to try new things, after all, it's part of the journey. As I said before, we didn't have much money, Licht booked this for us this hostel and I trusted him: I was wrong. The place looked like a cellar where a psychopath resides, the smell, the snoring, the screaming will always remain in my memory, believe me, those six days have been long. I was still in the presence of my friend, so we laughed more than we cried. After a few minutes of explanation, the keys in hand we left to discover our room. Without surprise, it was an underground prison with five beds. We were the first ones. We spent the first night in an Old Town tavern, where we spoke, danced, and sang with other individuals. Following the eating and drinking of traditional delicacies and as I return to my room, I found that two guys have settled in and are sleeping in our dormitory.

That night, despite my tiredness and the previous day's celebrations, I woke up in the night and I heard thuds, movements, and whispers, the two people with us seemed to be doing something on the floor. Regardless of what happened, I get back to sleep. Licht and I are surprised to find a knife on the floor with remnants of what seems to be a "red" hue and no one in the room in the morning. There was something peculiar after explaining what happened the night before. But Licht calmed me by saying, quote, "If they intended to murder us, they would have done it during the night," which was extremely encouraging, thank you, Licht.

The days passed and we enjoyed Stockholm without seeing the two people (which is usually at hostels because you may come and leave whenever you want), but I was concerned. The two guys returned in the middle of the night on the fourth day and woke me up again, but this time I was prepared to defend myself if anything happened to us, after hearing the knife and whispering, I felt one of the two men right next to me. I leaped out of bed, struck the man, and then turned on the light, which is when I recognized and felt ashamed.

There were two carpets on the floor, along with a knife and a strawberry. After a few moments, I realized the two guys are sharing a strawberry during their morning prayers. Certainly, these two men were Muslims who formed a spiritual bond. In fact, they were on a spiritual pilgrimage to show their beliefs. Of course, I apologized for whatever misunderstanding occurred, and after sharing the situation, my buddy and I spent the rest of the night discussing their religion and the reasons for their devotion, something I had never fully grasped until today.

These experiences have taught me that I have a lot to learn and that being interested

in, communicating, sharing, and creating is a lifetime's job. Being a successful leader, in my opinion, is more about being motivated by the things that push us to develop a shared vision. It is critical to recognize that we are mere "*a fish in the ocean*", to be able to swim in it.

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**URN** <http://urn.fi/urn:nbn:fi:jamk-issn-2669-9060-26>

## Link to the educational playlist videos

Dedicated playlists with educational videos related to the articles and the leadership events are available on the teacher's YouTube educational channel **Zella International**

### [Zella International YouTube Channel](#)

*Zella International is a community of practice of like-minded yet diverse individuals brought together by a shared idea that leadership skills, attitudes, and practices can change the world around us, one human being at a time. We are committed to bringing forth our multi-faceted expertise in education, business, sociology, psychology, and design in accessible formats through coaching, training, and events. By bridging the academic and the working world, we aim to create a human-centered workspace for participants to share, reflect and build upon their (human-) intelligence and experiences. Zella is there for individuals and organizations alike to nurture their leadership capabilities in an evolutionary educational setting...*

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