

---

**Part I**  
**Soft Skills**

The story that today's workforce is looking for different skills and qualities in its leaders has become abundantly clear in the past decade, not only through a major shift in corporate leadership, but also through shifts in leadership qualities being taught in business schools and topics that leadership scholars focus on these days. According to Daniel Goleman, soft skills are inner- and interhuman skills such as self-awareness, self-regulation, motivation, empathy, and social skills.

In 2009, three scholars<sup>1</sup> conducted a multi-method study with surveys and interviews, in which 11 major European multinational corporations participated. This study underlined the impression that workforce members are really looking for soft skills in their leaders today. The survey part of the study yielded the following compiled list of desired leaders' qualities: "(1) Acting with integrity. (2) Caring for people. (3) Demonstrating ethical behavior. (4) Communicating with others. (5) Taking a long-term perspective. (6) Being open-minded. (7) Managing responsibly outside the organization." (p. 11). The interview part of the above-mentioned study yielded five reflexive abilities desired for leaders: "(1) systemic thinking; (2) embracing diversity and managing risk; (3) balancing global and local perspectives; (4) meaningful dialogue and developing a new language; and (5) emotional awareness" (p. 15).

The time when leaders *had* to be charismatic, swaying, convincing, diehard, conniving, and only bottom-line focused lies behind us, and that is a good thing, because leaders who focused only on glamorous performance and profit brought sheer damage to their companies, nurtured unhealthy relationships within their workplaces, and harmed the reputation of business in general in the past decades.

It needs to be underscored, however, that till today, there are many organizations with leaders that have been exposed to obsolete theories and behavioral models, and refuse to change. Unfortunately, many management educators are co-responsible for this ongoing problem. There are also ample reasons why the shift to a more creative approach in leadership gets stagnated. Some examples: (a) established structures in major corporations; (b) reluctance from current managers to sacrifice power and prestige; (c) fear that the new system will ultimately fail; (d) lack of trust in the qualities and motivations of employees; and (e) ignorance, caused by lack of awareness about the need for transformation.

Proudly focusing on soft skills in the first part of this book, we present the following perspectives in the upcoming soft skill-based chapters:

---

## 1.1 Leadership and Purpose

There is no leadership without a sense of purpose. Whether a self-leader or a leader of self and others, the practitioner needs to have a sense of purpose in order to take on a leadership role that will enable actions.

---

## **1.2 Leadership and Trust**

Trust will be presented as a critical skill in establishing and maintaining strong relationships with internal and external stakeholders. The chapter will emphasize the dire consequences of a lack of trust, and the effects this has on all parties involved.

---

## **1.3 Leadership and Moral Behavior**

A brief overview of the most common moral theories will be captured in this chapter, with inclusion of their strengths and weaknesses. The most important take-away, however, will be a quick moral test, which can be applied in all challenging circumstances.

---

## **1.4 Leadership and Values**

Discussing the need to evaluate one's values, in order to safeguard them, and ensure that they are not merely adopted mindlessly, but are truly in line with one's real beliefs. This chapter will also discuss the difference in values among cultures and the need to understand and work with these differences.

---

## **1.5 Leadership and Vision**

Explains the importance of keeping an eye on the future and provides some important tools regarding the nourishment of a visionary approach. Encourages the reader to make conscious choices in surrounding himself or herself with individuals who can contribute to renewed visions on a regular basis.

---

## **1.6 Leadership and Authenticity**

Underscores the importance of being honest and truthful to the self and others. Explains the complexity and unfulfilling nature of merely saying what one thinks others want to hear, and thereby becoming entangled in political webs and loss of values.

---

## **1.7 Leadership and Emotional Intelligence**

Emotional intelligence will be defined in light of one's ability to monitor one's own and other people's emotions. The various models of EQ will be reviewed, and some practical guidelines will be provided in processing emotional information and using it to navigate the social environment.

## **1.8 Leadership and Spirituality**

This chapter underscores the importance of spirituality in the workplace and its role in leading organizations. It focuses specifically on contributing to readers' awareness about the vital difference between religion and spirituality. The chapter builds on the premise that fundamental problems facing our organizations and the society today can only be solved at the level of human spirit. The chapter further postulates that the real spirituality is not indifference to the world but love and compassion born out of identifying oneself with all beings.

---

## **1.9 Leadership and Sustainability**

This chapter explores the inherent interconnectedness of sustainability and spirituality, and the role of leadership in honoring and maintaining this interconnectedness. It postulates that unless people's moral and spiritual qualities are nurtured and developed, the best of sustainability efforts will not work. The chapter contends that true ecological sustainability, in contrast to the cosmetic variety we see around us, depends upon our deeper understanding of fundamental spiritual values such as interconnectedness and oneness, nonviolence and compassion, contribution and selfless service.

---

## **1.10 Leadership and Mindfulness**

This chapter will underscore the tendency of many people to regress in a "sleepwalking" mode, in which they mindlessly make decisions and go through motions, without considering long-term consequences, or even whether these decisions are in line with their values. Mindfulness will be approached from a Buddhist foundation, yet presented with careful consideration of a broad audience. Hence, the presented approach will adhere more to a psychological stance than a philosophical or religious one.

---

## **1.11 Leadership and Empathy**

Empathy is one of the critical leadership qualities that is hard to digest, especially in business and science-based circles. Many people consider empathy the gateway to weakness and being taken advantage of. This chapter will discuss empathy as a major strength rather than a weakness.

---

## **1.12 Leadership and Motivation**

This chapter will explain the difference between intrinsic and extrinsic motivation and provide examples of each. From a leadership stance, the importance of capitalizing on intrinsic motivators will be accentuated, while extrinsic motivators will also be reviewed as important foundational factors.

---

### **1.13 Leadership and Communication**

Communication is a well-understood phenomenon, yet, it is very often one of the major factors in leadership going awry. This chapter will underscore the importance of communication from a leadership perspective, discuss factors such as noise, formal and informal communication, and the overall need to understand various communication modes in diverse environments.

---

### **1.14 Leadership and Dependability**

Dependability is not merely expressed in meeting major deadlines, but may be even more obvious in a leader's promptness. This chapter will review the various layers of ensuring reliable performance, bringing this factor in connection with trust, mindfulness, and motivation.

---

### **1.15 Leadership and Creativity**

Creativity is an often underestimated aspect of leadership, yet, it could be considered the foundational skill in design thinking and critical problem solving. Creative thinking is a highly appreciated quality in business performance, but also in other settings. While education systems often curtail creativity, this mindset can be reactivated. Some activities and examples will be provided.

---

### **1.16 Leadership and Initiative**

This aspect has a lot to do with courage. Leaders, whether formal or informal, are expected to lead the way. In order to do so, initiative has to be undertaken, so that challenges can be eliminated or converted to opportunities. Initiative is an immediate consequence of vision and problem solving and needs to be implemented in such a way that others are involved, thus encouraged to develop and share their valuable insights as well.

---

### **1.17 Leadership and Self-Confidence**

Self-confidence is a skill that needs continuous rebuilding. While some individuals may have a more stable or higher degree of self-confidence, there are others who need to work on their self-perception and their inner-drive. It is essential to nurture one's self-confidence, as it positively influences one's psychological health, sense of mattering, body image, and physical health.

## 1.18 Leadership and Resilience

The art of bouncing back when things have not gone as expected is essential in leadership. Leaders therefore have to increase their internal locus of control, so that they take ownership of the windfalls and the setbacks with a sense of determination to keep trying. This chapter will discuss the quality of taking responsibility, growing a solid backbone.

---

## 1.19 Leadership and Perseverance

This chapter ties into the previous, as it elaborates on the quality of endurance, in order to succeed. Some well-known and lesser known examples will be provided of people who became remarkable persons in history, thanks to their perseverance. Some well-known examples are Abraham Lincoln and Thomas Alva Edison, but several others will be included as well.

The authors of these chapters hope that, by presenting a multitude of viewpoints, examples, cases, and questions about the chapter topics, current and future leaders will get inspired to further polish these qualities and start applying them more enthusiastically toward others in formal as well as informal leadership approaches.

---

## 1.20 Note

- i. Hind, P., Wilson, A., & Lenssen, G. (2009), “Developing Leaders for Sustainable Business”, *Corporate Governance*, Vol. 9, No. 1, pp. 7–20.