

Score 30.9

[Comment:] APA writing style. Document formatting is fair, with room for improvement. Document formatting issues: vertical spacing; horizontal spacing; line spacing; reference indent; page header; font control; page breaks. [Observations:] Please review APA style (references). References should not be all-italicized. Highly redundant writing. {Integrity}: 100%. {Length}: 100%. {Mechanics:} 81% (spelling 90%, grammar 66%, punctuation 93%, word choice 74%). {Citation formatting:} 30%. Reference formatting: main problem area—source detail (edition, issue no., page range, date); error types—element misitalicized, element missing. Please look for higher-quality scholarly references (you have textbook + common academic article). In-text cite grade: quite deficient (one in-text cite misconstrued; textbook uncited; ref list incomplete). {Reasoning, logic:} 19% (efficiency 6%, acuity 6%, clarity 31%, objectivity 33%).

Characteristics of a Leader

Leadership is a multifaceted concept that has been studied and interpreted in various ways across different fields. Effective leaders are often characterized by a unique blend of traits, skills, and behaviors that enable them to guide, influence, and inspire others. This essay delves into the characteristics of a leader, drawing upon insights from two sources: James Kouzes and Barry Posner's "The Leadership Challenge" and Daniel Goleman's work on emotional intelligence.

Kouzes and Posner, in their seminal work "The Leadership Challenge," propose that exemplary leadership is not about personality; it's a practice. They identify five fundamental practices common to extraordinary leadership achievements: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. According to Kouzes and Posner, leaders must be clear about their own values and set an example by aligning actions with shared values. They must envision the future and enlist others in a common vision by appealing to shared aspirations. Challenging the process involves searching for opportunities, experimenting, and taking risks. Enabling others to act is about fostering collaboration and strengthening others. Lastly, encouraging the heart revolves around recognizing contributions and celebrating values and victories (Kouzes & Posner, 2012).

Daniel Goleman, a psychologist renowned for his work on emotional intelligence, adds another dimension to the understanding of leadership. Goleman (1998) emphasizes the role of emotional intelligence in effective leadership. He identifies five components of emotional intelligence as crucial for leaders: self-awareness, self-regulation, motivation,

empathy, and social skills. Self-awareness involves understanding one's emotions, strengths, weaknesses, drives, and impact on others. Self-regulation refers to controlling or redirecting disruptive impulses and moods. Motivation encompasses a passion for work that goes beyond money and status. Empathy, the ability to understand the emotional makeup of other people, is vital for managing relationships effectively. Finally, social skill refers to managing relationships to move people in desired directions.

Combining insights from Kouzes, Posner, and Goleman provides a comprehensive picture of leadership. Kouzes and Posner's emphasis on practices like modeling the way and inspiring a shared vision suggests that leadership is as much about 'being' as it is about 'doing.' Leaders are expected to embody the values and principles they espouse, serving as a living example for others to follow. This aspect aligns closely with Goleman's concept of self-awareness in emotional intelligence. A leader who is aware of their values, strengths, and weaknesses is better equipped to lead with authenticity and integrity. Generally, the existing research suggests that effective leaders are not just visionaries who inspire and challenge the status quo; they are also emotionally intelligent individuals who understand themselves and others. This blend of strategic thinking, value-driven actions, emotional insight, and interpersonal skills is what sets apart effective leaders.

The characteristics of a leader, therefore, are not static but dynamic. They involve a continuous process of learning, self-reflection, and adaptation. Leaders must be able to adapt to changing circumstances and continuously develop their skills and abilities. They should also be aware of their impact on others and the broader environment in which they operate.

In conclusion, effective leadership is characterized by a combination of practices that involve setting an example, inspiring a shared vision, challenging the process, enabling others, and encouraging the heart, as well as possessing key emotional intelligence competencies like self-awareness, self-regulation, motivation, empathy, and social skill.

These characteristics enable leaders to effectively guide, influence, and inspire others, driving positive change and achieving shared goals.

References

Goleman, D. (1998). What makes a leader? Harvard Business Review, 76, 93-102.

Kouzes, J. M., & Posner, B. Z. (2012). The leadership challenge: How to make extraordinary things happen in organizations (5th ed.). Jossey-Bass.