

Unaccountability is a system that spreads & not the system of justice is not pursued

Leaders should act with a growth mindset, thinking always of what they will leave to the next generation

Inclusion & openness from the leaders for the ethical practice of respecting cultural diversity.



Accountability & Justice

Growth & Stewardship

Inclusion & Openness

Culture & Diversity

Respecting culture & diversity is the ethical foundation of empathy & emotional-intelligence leadership



Charismatic Power



Rational Persuasion



Inspiration

Power Bases & Influence Methods

Ethics & Values

Forms the bedrock of any person & organization

Case Study: Ardern's Response to the Christchurch Mosque Shootings



→ wears head covering in respect of Muslim culture

- Empathy & cultural sensitivity
- Official inquiry + gun law reform
- "Aroha mai" ("peace be with you")

Leadership

Ardern combines different leadership styles, bases of power, & influence methods to achieve her emotionally intelligent leadership strategy: strength through compassion

Notes for an Aspiring Leader
In Times of Crisis

Jacinda Ardern, Emotional Intelligence, & Strength Through Compassion

Personality & Perception

Being aware of differences in personality & perception intersects with understanding & handling diversity



Leadership Styles

Servant Leadership
is about what a leader can do for their people, not what her people can do for their leader

Transformational Leadership
uses charisma & inspiration to promote unified action



Case Study: Ardern's COVID-19 Response

- Empathy (20% payouts)
- Hope + resilience
- Strong action plan

Conflict Management

A strong value base & respect for diversity are key to inclusivity-focused conflict management, which is an integral skill for leaders, especially in crises

Collaboration

Problem solving + integrating goals

Compromise

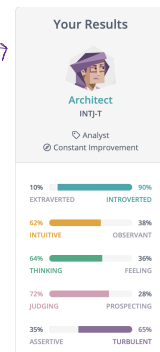
Each party makes concessions



Personality Types: MBTI

What does my personality say about me as a person & leader? How can it clash with others?

Being conscious of how personal biases & stereotyping influences perception is crucial



Introduction

In November 2020, Jacinda Ardern, Prime Minister of New Zealand, was awarded the Centre for Public Leadership's 2020 Gleitsman International Activist Award by Harvard University, for exemplary leadership shown in the face of multiple crises (INews, 2020). Upon receiving the award, Ardern famously stated that “You do not have to have personal ambition to be a leader. You do not have to be the loudest person in the room. You can believe in consensus more than you believe in conflict. You can be human. You can feel & show emotion. You can be kind, empathetic, and strong” (INews, 2020). As an aspiring leader in international relations, these words struck me profoundly and have stayed with me because they gave me a vision for how the future of leadership, especially in times of crisis *should* look like: strength through compassion. Ardern and her “emotional intelligence”-based leadership (combining self-awareness and social skills) became a role model for me (Maher, 2020). Therefore, I went into COMM 321 hoping to learn leadership skills that would help me emulate her. An integral part of organizational behaviour (OB), after all, is leadership, since the tone at the top reverberates throughout an entire organization. Throughout the course, I realized that key takeaways for an aspiring leader could be found throughout many units of the course (not just in the leadership module). Furthermore, the ongoing pandemic made me recognize that unprecedented crises may very well happen again in my lifetime, and future international leaders must be prepared to respond to crises. As seen in my mind-map, there are five topic areas that I believe are essential to future leaders, based on a case study of Jacinda Ardern: ethics and values, culture and diversity, personality and perception, conflict management, and leadership styles. Combined, these different themes build on each other to create a ‘toolkit’ that I will draw on as an aspiring leader.

To Know Thyself: Values and Ethics

To begin, I believe that knowing yourself is the bedrock of being a good leader. If you do not know who you are as a person, it is impossible to know what kind of leader you will be. This self-awareness is the first part of the “emotional intelligence” crucial to Ardern’s successful leadership style (Maher, 2020). Understanding what your ethics and values are is understanding the core of what drives you as a person and as a leader. This understanding is integral to having empathy, which is the root of Ardern’s leadership strategy (Friedman, 2020). My values have been chosen with empathy in mind and can be summarized into three main themes: accountability and justice, growth and stewardship, and inclusivity and openness.

Firstly, accountability is very important to me because unaccountability and corruption are like poison that spreads and rots the system of any organization or institution if justice is not sought. This value is closely related to my next top value, growth and stewardship. It is only with an accountable and just organizational culture that an organization can pursue growth, which is important to the survival of an organization. An organization plagued by chronic unaccountability and injustice is an organization that is weakened as its culture becomes toxic and evolves to allow crime (van Rooij & Fine, 2018). Therefore, accountability must always be pursued for the long-term health of an organization. As celebrated American civil rights activist Maya Angelou once said, “History, despite its wrenching pain, cannot be unlived, but if faced with courage, need not be lived again” (Ratcliffe, 2016). This is a very apt message that epitomizes the importance of justice and accountability.

Additionally, an essential part of a growth strategy is a stewardship mindset; leaders should act thinking of what they will leave to the next generation. In this way, leaders and organizations are constantly challenged to evolve and progress as time passes and crises emerge. By looking to the future, leaders can more effectively prepare their organizations for the inevitable changes (McGuire et al., 2020). With this mindset, leaders will arguably be more agile and innovative in the face of crises (Clark, 2020). Finally, inclusiveness and openness make up the final value theme most important to me since they are key ethics that help an organization grow and develop. They serve as a foundation for the ethical practice of respecting culture and diversity, which will be discussed further in the next section.

To Know Others: Diversity, Perception, and Conflict Management

Having established the importance of the self-awareness portion of emotional intelligence by reflecting on my values, it is equally important to address the second part of emotional intelligence: social skills and empathy. The key to social skills is being culturally sensitive and respecting diversity. As mentioned above, these are key ethics of mine that intersect with my values of inclusivity and openness. Ardern is a leader that has made her commitment to cultural diversity very clear in the aftermath of the tragic Christchurch mosque shootings. Ardern garnered global praise in the empathetic way she comforted New Zealand's Muslim community; respectfully wearing a headscarf and using the phrase "*Assalamu alaikum*" ("peace be upon you") (Jalalian Daghigh & Rahim, 2020). She made clear that extremists "have absolutely no place in New Zealand and, in fact, have no place in the world" (Britton, 2019). She also apologized for how an official inquiry into the attack revealed that security agencies focused on Islamist terrorist threats and ignored increasing warnings from the Muslim community regarding hate crimes against them (Menon, 2020). Moreover, the inquiry revealed loopholes in New Zealand's firearm license system that enabled the terrorist to acquire the gun used in the attack (Menon, 2020). Most importantly, Ardern backed up her words with quick action, passing gun legislation reform to negate future terrorist attacks (Cullinane et al., 2019). Through her handling of the Christchurch massacre, Ardern has displayed how crucial empathy and cultural sensitivity is as the bedrock of a leader's social skills, particularly in times of crisis.

A vital part of understanding people is how cultural diversity intersects with individual personality & perception on both sides of the exchange. Aside from being empathetic and aware of cultural diversity, being aware of diversity in terms of individual personalities is also a key aspect of a leader's social skills on two levels. Firstly, understanding how your personality may clash with others' personalities can add to your emotional intelligence and empathy. Secondly, your ability to influence others stems partly from your personality since gaining power through the support of others relies on being able to effectively mesh with others (Anderson et al., 2008). Awareness of personalities encompasses two parts: awareness of your personality, and awareness of others' personalities and how your personality interacts with theirs. The Myers-Briggs personality test (MBTI) has long been a popular way of identifying personality types, with many *Fortune 500* companies using the test in some way (Shuit, 2003). Although it has limitations (i.e., it does not represent the entirety of a person), it can be useful in understanding the different key traits of a person (Shuit, 2003). My current MBTI personality type is INTJ (Introverted, Intuitive, Thinking, Judging), also known as the "Architect" (16Personalities, 2021c). Characterized by rationality and independence, INTJs' weaknesses are being overly critical and dismissive of emotions (16Personalities, 2021a). So, although INTJs can supposedly be great leaders due to their drive for innovation and efficiency (16Personalities, 2021b), according to the emotional-intelligence leadership style, the lack of empathy characteristic in INTJs is a weakness that I must be careful of this in my interactions with others both as a person and as a leader.

Together, empathy, cultural sensitivity, and awareness of different personalities make up the core of a leader's social skills. Being aware of how our personalities and cultural beliefs may mesh or clash with others' helps us detect how our own biases and stereotyping influence our perception of others. In turn, being aware of personal biases and perceptions makes us more emotionally intelligent – a key skill of any leader. Moreover, being aware of how personal perceptions may clash with others' perceptions based on personality or cultural biases or differences is key to clarity of judgement and thereby conflict-management and effective leadership. In times of crisis, the ability to handle conflicts successfully is essential to leaders. Two of the most effective conflict management strategies – collaboration and compromise – rely on the clarity of judgement that comes from being self-aware and sensitive to diversity. Compromise is when each party "sacrifices something valuable to them" while collaboration focuses on problem-solving and amalgamating each party's goals (University of Minnesota Libraries Publishing, 2017). These two strategies arguably align with the emotional intelligence style of leadership exemplified by Ardern in the sense that they are based on inclusivity. In the quote cited earlier, Ardern makes clear her support for these kinds of strategies, stating that "You can believe in consensus more than you believe in conflict" (INews, 2020).

The Future of Leadership: Strength Through Compassion

From the previous two sections, it is clear that the emotional intelligence style of leadership exemplified by Jacinda Ardern requires a great deal of self-awareness as well as awareness of others. This includes cultural diversity, differences in personality, and personal biases. Combined, all these essential skills form the foundation of effective conflict management strategies that have inclusivity and consensus at their core. However, possessing emotional intelligence is just part of Ardern's effective leadership style. Although it is the core of her strategy, her leadership approach arguably intersects with two more leadership styles: servant leadership and transformational leadership (Susilawati & Supartha, 2020).

Servant leadership is characterized by selflessness on the part of the leader and is grounded in the attitude of what the leader can do for their people, rather than the reverse. Importantly, servant leadership has been noted to result in higher trust of the people towards the leader and thereby higher performance (Khattak & O'Connor, 2020). During the COVID-19 pandemic, Ardern utilized this leadership style very effectively. In addition to empathizing with the New Zealand people over the fears surrounding the virus, she also made it clear that she and her government was there to get the country through the crisis. For example, shortly after the pandemic began, Ardern announced that she and her cabinet would take a 20% wage cut, while also illustrating concrete crisis-management steps such as a national lockdown and closure of international borders (Yee et al., 2020). These actions showed that Ardern's government was at the service of the people and also contained solid empathy; if the people were facing economic downturn, Ardern would face it with them.

Additionally, Ardern also showed transformational leadership in her pandemic response. Transformational leadership is when leaders inspire their people to take action by showing how they have common goals, thereby increasing commitment. This kind of leadership utilizes charismatic power – which Ardern has plenty of. Furthermore, Ardern uses both inspiration and rationality to gain influence. Experts argue that “[a] key task of leaders is to present a hopeful, yet realistic vision of the future during times of crisis” (McGuire et al., 2020). Ardern delivered on this task by instituting effective lockdown measures and then “direct[ing] attention to messaging about the importance of unity and...[reassuring] the public that key decisions were being driven by strong communitarian values” (McGuire et al., 2020). Furthermore, she used direct means of communication (e.g., Instagram, Facebook Live) to connect with her people (Friedman, 2020). Ultimately, Ardern balances the line between a compassionate leader at the service of her people, and an inspirational authority with the strength to manage a crisis (McGuire et al., 2020).

Conclusion

Through her performance in handling the Christchurch terrorist attack and the COVID-19 pandemic, Ardern has proved that strength through compassion is a non-toxic and highly effective form of leadership. Her emotional-intelligence approach to leadership intersects with servant leadership and transformational leadership. Moreover, it is deeply rooted in empathy, which is grounded in values and ethics such as respect for diversity, accountability, and stewardship. These are all values that I strongly agree with, and I believe, are the basis for inclusivity-focused conflict management strategies like collaboration and compromise. Furthermore, she is willing to admit her faults and apologize when necessary, displaying that acknowledging failures and limits (typically seen as weaknesses) is a fundamental part of emotional intelligence leadership. Finally, it is important to note that Ardern's compassion-based approach does not mean weakness; indeed, she combines empathy and rationality to achieve her goals. Her strength is her empathy, which gives her the charismatic power to spark nationwide collaboration in the face of crises. To conclude, in the five OB themes discussed (ethics/values, diversity, personality, conflict management, and leadership) it is apparent that Ardern's approach to leadership is a highly effective one, drawing on multiple OB concepts to create a progressive ‘strength through compassion’ leadership strategy for a better future.

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