**Emerging Leaders Program**

**Readings 2023-24**

**Readings Session 1: Introduction to Leadership and Emotional Intelligence**

*Required*

1. ***The role of managers in employee job satisfaction***

Allas T, Schaninger B. The boss factor: Making the world a better place through workplace relationships.  *McKinsey Quarterly.* September 2020. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-boss-factor-making-the-world-a-better-place-through-workplace-relationships>

Accessed August 9, 2023.

1. ***Basics of being a smart leader***

Schwantes M. 3 Surprising Secrets of Smart Leadership (which Many Don’t Practice). *Inc.com* February 2022. <https://www.inc.com/marcel-schwantes/3-surprising-secrets-of-smart-leadership-which-many-dont-practice.html> Accessed August 9, 2023.

1. ***Emotional intelligence and self-reflection***

Goleman D, Nevarez M. Boost Your Emotional Intelligence with These 3 Questions. *Harvard Business Review*. Aug 18, 2016. Pp 1-6. <https://hbr.org/2018/08/boost-your-emotional-intelligence-with-these-3-questions> Accessed August 9, 2023.

Walsh D. How Self-Reflection Can Make You a Better Leader. KelloggInsight. Dec 2, 2016. <https://insight.kellogg.northwestern.edu/article/how-self-reflection-can-make-you-a-better-leader> Accessed August 9, 2023.

KelloggInsight. Leading Is Tough Right Now. But You’ve Got This. Author not specified. Oct 15, 2021. <https://insight.kellogg.northwestern.edu/article/leadership-during-crises> Accessed August 9, 2023.

1. ***Servant Leadership***

Schwantes M. 10 Compelling Reasons Servant Leadership May Be the Best, Says Science. *Inc.com*. Sept 1, 2016. <https://www.inc.com/marcel-schwantes/10-convincing-reasons-to-consider-servant-leadership-according-to-research.html> Accessed August 9, 2023.

Patrnchak JM. Implementing Servant Leadership at Cleveland Clinic: A Case Study of Organizational Change. *Servant Leadership: Theory and Practice.* 2 (1): 36-48. 2015. <https://weavinginfluence.com/wp-content/uploads/2015/10/ken_jennings_john_stahlwert_white_paper.pdf>

or

<https://csuepress.columbusstate.edu/cgi/viewcontent.cgi?article=1003&context=sltp/>

Accessed August 9, 2023.

UIC Business. Measuring Servant Leadership <https://uofi.app.box.com/s/wref8ysxlyyv2fkndol6ck0xnpv54b09>

Accessed August 8, 2023.

*Supplemental*

Trastek VF, Hamilton NW, Niles EE. Leadership Models in Health Care – A Case for Servant Leadership. *Mayo Clinic Proceedings.* 2014: 89(3):374-381. <https://www.mayoclinicproceedings.org/article/S0025-6196(13)00889-6/fulltext> Accessed August 9, 2023.

Smith C. Servant Leadership: The Leadership Theory of Robert K. Greenleaf. Dec 4, 2005.

<https://www.boyden.com/media/just-what-the-doctor-ordered-15763495/Leadership%20%20Theory_Greenleaf%20Servant%20Leadership.pdf>

Accessed August 9, 2023.