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Liderando Personas

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Review

Goleman, D., Drucker, P.F., Kotter, J.P., Heifetz, R.A., Laurie, D.L., Bennis, W.G., Thomas, R.J., Collins, J., George, B., Sims, P., McLean, A.N. and Mayer, D. (2018). *Liderando personas* (E. Atmetlla Benavent, trad.). Profit Editorial. ISBN: 9788416583911

There has been a paradigm shift in the recent decades about the concept of leadership moving from the conception of behavioural theories (which describes leadership as the ability to influence the behaviour of others) to the contemporary concept, which focuses on the personal and social skills to managing human talent. This book “Liderando Personas” focuses on the second premise.

“Liderando personas” is a popular text that brings together top leadership experts, including Daniel Goleman, a pioneer in emotional intelligence research, and Peter F. Drucker, who is considered to one of the founders of “modern management”. The work develops different aspects of leadership that is focused on emotions, personal development, and emotional intelligence. Although the book is primarily aimed at people in the business field, its contents can be extrapolated to any work environment, including education. As for the organization of the content, it has an excellent distribution of short essays and literature that is accessible to all types of audiences; the content varies from the basic aspects of emotional intelligence required for a leader to its practical application.

This work deserves its reading for various reasons. First, because of its simple language, it is ideal for those who want to start on the subject and have no basic notion of leadership or emotional intelligence. Second, this book presents practical cases that can help the reader to associate the concepts with the task of human talent management in organizations. Finally, this work pays special attention to cognitive aspects, as well as personal and social well-

being, which is in line with the latest approaches on the subject. In contrast, this work is not suitable for advanced readers on leadership, as the content is rudimentary and mostly focused on anecdotes.

Regarding the content, in the first two essays they go into two interesting questions: a) what does a leader do? b) What makes an executive effective? In these chapters, concepts such as emotional intelligence and aspects of self-knowledge and interpersonal skills related to leadership management work are presented. The author then goes on to specific organizational and executive aspects, where guidelines for timely management of human talent are presented; for example, effective decision-making and team meetings. I consider them to be the two best essays in the book, where in addition to presenting concrete actions they are based on data from empirical studies.

The following three essays focus on the practical aspects of leadership work. One of them explains the differences between how management and leadership are developed, and how to involve people in decision-making, assume responsibilities, provide advice, and praise people in success. On the one hand, principles are addressed to lead adaptive work in business challenges that require changes at the organizational level, corporate values, and responsibilities. On the other hand, the importance of traumatic or negative events as an opportunity to learn from them is discussed. One aspect to highlight is the identification of four essential skills: adaptive capacity, the ability to engage others in shared meanings, integrity, and compelling voice.

Finally, the book closes with two classic topics of leadership. The concept of Level 5 leadership, made by Jim Collins, is developed. This idea refers to the conception of respect of the leader toward the work team and on the commitment to achieve results, without allowing the leader's ego to be a difficulty for the success of the organization and the group. For its part, the last essay defines the concept of an authentic leader, which is described as the leader who uses personal adversity for the benefit of the company.

By a way of conclusion, the present work allows its readers to have an overview of leadership and is suitable for leaders from several different work fields.

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