LEADERSHIP WORKSHEET

Three perspectives on the same person

Name:DIANA VLASCEANU **Date:** 07.07.2026

Part 1. Understanding the three perspectives

1. Complete the table.

Thinker	Lens	Main focus
John Kotter		
Daniel Goleman		
Peter Northouse		

2. What is the main difference between management and leadership according to Kotter?

_____

_____

3. Name the three main functions of management described by Kotter.

_____

4. What are the three main functions of leadership described by Kotter?

_____

Part 2. Goleman – Emotional Intelligence

5. What makes an effective leader according to Goleman, beyond IQ and technical knowledge?

_____

_____

6. Name the five pillars of emotional intelligence.

_____

_____

_____

7. Match each pillar with its description.

Pillar	Description
A. Self-awareness	1. Understanding other people's feelings
B. Self-regulation	2. Building relationships and managing interactions
C. Motivation	3. Understanding your own emotions
D. Empathy	4. Managing your emotions and impulses
E. Social skills	5. Having an inner drive to achieve goals

Write your answers: A – ____ B – ____ C – ____ D – ____ E – ____

8. Is emotional intelligence something that can be developed? Explain your answer.

_____

_____

Part 3. Northouse – Leadership as a relationship

9. Define leadership according to Northouse.

10. What are the three essential elements in Northouse's definition of leadership?

11. Why is leadership considered a process rather than simply a personal trait?

12. Why should a leader adapt their leadership style to different people and situations?

Part 4. Applying the three theories

13. A manager has a clear plan but struggles to motivate employees to accept organisational change. Which perspective helps explain what is missing?

14. A leader becomes frustrated during a conflict and reacts aggressively to employees. Which of Goleman's pillars should the leader develop?

15. A leader uses the same approach with every employee, regardless of their experience, needs or abilities. Which Northouse perspective is relevant here?

16. Imagine you are leading a team through a major organisational change. Explain how you would apply all three perspectives.

Kotter: _____

Goleman: _____

Northouse: _____

17. Complete the sentence: An effective leader needs Kotter because _____, Goleman because _____, and Northouse because _____.

Suggested answers

1. Complete the table.

Kotter – Action: driving change. Goleman – Interior: emotional intelligence. Northouse – Relationship: influence and interaction with others.

2. Management vs. leadership.

Management deals with complexity through planning, organising and controlling. Leadership deals with change by creating direction, aligning people, and motivating and inspiring them.

3. Three functions of management.

Planning, organising and controlling.

4. Three functions of leadership.

Establishing direction, aligning people, and motivating and inspiring them.

5. What makes an effective leader?

Emotional intelligence: the ability to understand and manage one's own emotions and recognise and respond effectively to other people's emotions.

6. Five pillars of emotional intelligence.

Self-awareness; self-regulation; motivation; empathy; social skills.

7. Matching.

A–3, B–4, C–5, D–1, E–2.

8. Can emotional intelligence be developed?

Yes. It can be developed at any age through practice, self-reflection, feedback and experience.

9. Northouse's definition of leadership.

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

10. Three essential elements.

Leadership is a process; it involves influence; and it occurs within a group pursuing a common goal.

11. Why is leadership a process?

Because it develops through interactions between leaders and followers. It is not simply something a person is born with; it can be learned and improved.

12. Why adapt leadership style?

People have different abilities, motivations, levels of experience and needs. Adapting one's approach helps the leader support and motivate individuals more effectively.

13. Clear plan but low motivation.

Kotter. The manager is handling complexity but needs to demonstrate leadership by creating direction, aligning people and motivating employees through change.

14. Aggressive reaction during conflict.

Self-regulation, supported by self-awareness. The leader needs to recognise emotional reactions and manage them appropriately.

15. Same approach with every employee.

Northouse. Leadership involves influence and relationships, requiring attention to people and situations rather than applying one fixed approach.

16. Applying all three perspectives.

Kotter: establish a clear vision, communicate the direction and motivate employees to embrace change.
Goleman: manage emotions, demonstrate empathy, listen actively and maintain positive relationships.
Northouse: adapt the leadership approach to employees' different abilities, needs and levels of readiness.

17. Final reflection.

An effective leader needs Kotter to drive change, Goleman to manage emotions and relationships, and Northouse to influence and adapt to different people and situations.