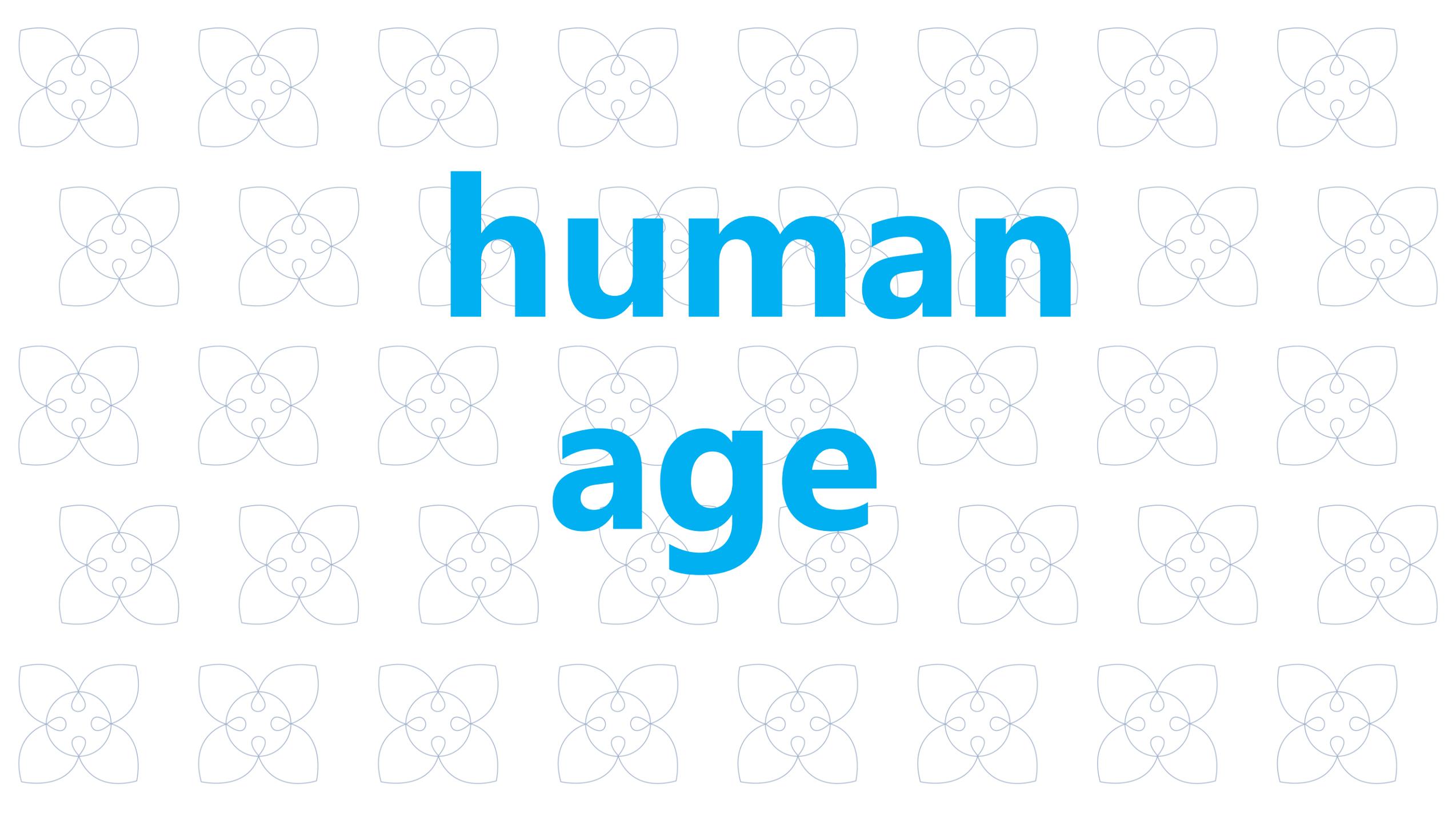


# Towards New Perspectives on Positive Leadership: **Leadership and Human Flourishing**

Santiago Vázquez

 @santivazquez\_

 @santivazquezb



**human**

**age**



**8 @ leadership  
crisis / 0**



**the most distinctive  
capacities and skills of a  
nation reside in its talent,  
its human capital**



**30% happiness crisis**

"a must read for managers who want to build an organization that's truly fit for the future." *GARY HAMEL*

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JULIAN BIRKINSHAW



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# BLUE OCEAN STRATEGY

How to Create Uncontested Market Space  
and Make the Competition Irrelevant

W. CHAN KIM | RENÉE MAUBORGNE

HARVARD BUSINESS REVIEW PRESS



**there are as many  
definitions of leadership,  
as people who have tried  
to define it**

**Bass, 1990**



**leader** is someone who  
**flourishes** while also  
contributing to the  
**flourishing** of others

Vázquez, 2018



**intra**

**inter**

**leadership**



**positive**

**psychology**

Leadership approaches	Number of publication with "leadership" in::	
	Title, abstract and keywords	Title or keywords (relevant research áreas)
Leadership (all)	71,966	25,311
Leadership y "well-being"	1,121	171
Positive leadership	5,966	235
Leadership y happiness	112	25
"Flourishing" leadership	73	10
New leadership models	3,006	39
Transformational leadership	2,969	1,574
Authentic leadership	831	350
Leader "coach"	927	269
Servant leadership	673	368
Strength-based leadership	522	17
Inspirational leadership	231	7

**Only 1.74%**  
**(441 / 25,311)**  
**of the publications**  
**pertained to the terms:**  
**well-being, positive,**  
**happiness, or**  
**flourishing**

This analysis made use of Scopus, and was limited to English-based publications between 2012-2018

# Leadership Oriented toward Human Flourishing Model



<b>Leadership Model Oriented toward Human Flourishing</b>	
<b>Elements</b>	<b>Sub-elements</b>
<b>Self-awareness</b>	<b>Self-management*</b> <b>Self-development</b> <b>Social-intelligence</b>
<b>Meaning</b>	<b>Service</b> <b>Transcendence</b> <b>Gratitude</b>
<b>Positivity</b>	<b>Self-efficacy*</b> <b>Hope</b> <b>Optimism</b>
<b>Resilience</b>	<b>Adaptability</b> <b>Managing uncertainty*</b> <b>Creativity*</b> <b>Open-mindedness</b> <b>Humility</b>
<b>Engagement</b>	<b>Integrity</b> <b>Ethical engagement*</b> <b>Citizenship*</b> <b>Goal-orientation</b>

**\*Aligned with Tec's Leadership Quality Enhancement Plan sub-competencies**

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