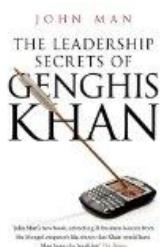


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Accounts of Genghis Khan's Leadership:

JOHN MAN:



John Man is one of the world's leading experts on Genghis Khan having written five books on him. He lays out in his book *The Leadership Secrets of Genghis Khan* the qualities of Genghis Khan as one of the most successful rulers in history. Some of these qualities he mentioned in the book include:

1. accept criticism from others;
2. get a clear vision;
3. always keep promises;
4. share hardship with others;
5. know your limitations;
6. make loyalty the key virtue and reward it;
7. make firm rules and make them clear;
8. get real, don't keep dreaming;
9. in times of peace train for war;
10. choose an heir (successor) and allow debate;
11. employ the best person for the job;

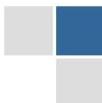


- 12.cultivate humility;
- 13.plan for eternity and
- 14.know your limits.

John man argues that two aspects of Genghis Khan's character or personality was unique to him and his time that no doubt made him a successful leader:

His belief that he was chosen by heaven: He believed that he was special. He believed that he was chosen by heaven or some higher power to rule the world and that he could. The fact that he conquered so many places in such a short time probably convinced him even more. This belief motivated him to go further and further and become more and more powerful.

His ruthlessness: it is also a fact that millions died under Genghis Khan's army and those of his heirs (successors). He was ruthless, stopping anyone in his way to making his empire the largest and greatest. He did not want anyone to stand in his way.



ROBERT HILLENBRAND:



The Rise Of Genghis Khan And The Mongol Empire
Documentary - Documentary Channel

Robert Hillenbrand is one of the leading Islamic art historians in the world. He has specialised in medieval art and architecture of the Islamic world and has explored Mongol cultural remnants and legacy. He comments:

“...we’re looking at a man like Alexander, like Hitler I have to say, with immense *charisma*, who made people follow him by the strength of his personality”.

Charismatic authority is not like traditional authority. It is a revolutionary and unstable form of authority. The German sociologist Max Weber in framing his theory borrows the religious term of “charisma” and extends its use to a secular meaning and usage.

Audiences and followers believe that charismatic leaders have a close connection to a divine power, possess exceptional skills, or



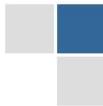
are exemplary in some unparalleled way. Charismatic leaders promise change in the future for the society based on a vision and also change people's attitudes and values in line with this vision, In this way, charismatic authority is revolutionary in a way that traditional and legal-rational authority are not.

On Weber's Charismatic theory, see Yale open Courses on social theory at: <http://oyc.yale.edu/sociology/socy-151/lecture-19>:

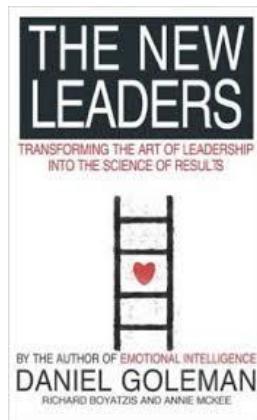
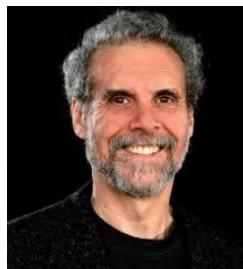


A video player interface showing a man with a mustache and glasses, wearing a plaid jacket and a red tie, speaking and gesturing with his right hand. The video player includes a play button, volume control, and a timestamp of 00:00. A 'CC is off' button is visible in the top right corner of the video frame. To the right of the video, a list of 'Lecture Chapters' is provided:

- 1. Weber's Theory on Charisma [00:00:00]
- 2. Definition of Charisma [00:09:38]
- 3. The Source of Charisma [00:15:12]
- 4. What About the Followers? [00:22:46]
- 5. Charisma as Irrationality; Charisma as a Revolutionary Force [00:27:58]
- 6. Problem of Routinization; Methods of Succession [00:39:26]



DANIEL GOLEMAN:



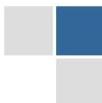
Daniel Goleman, one of the most successful leadership theorists, says that what makes a person a successful leader is what he calls 'emotional intelligence'. In his book *The New Leaders*, Goleman and his co-authors list 18 so-called 'competencies' (traits, qualities) that are displayed by top leaders. According to John Man, Genghis Man has 15 out of 18 of these competencies.

Personal competencies:

1. Emotional self-awareness
2. Accurate self-assessment
3. Self-confidence
4. Self-control
5. Integrity
6. Adaptability

Social competencies:

10. Empathy
11. Organisational skills
12. Commitment to service
13. Inspiration
14. Persuasiveness
15. An interest in cultivating the abilities of others
16. Recognising the need for



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- | | |
|---------------|-------------------------|
| 7. Drive | change |
| 8. Initiative | 17. Conflict management |
| 9. Optimism. | 18. Teamwork. |

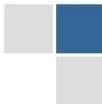


JOHN R SHOUP



According to Dr. John Shoup's study *A Collective Biography of 12 World Class Leaders*, there are 7 influences that shape individuals to become a leader for complex organisations:

1. Involved parents,
2. happy childhood,
3. formal, informal education,
4. prodigious patrons,
5. critics and adversaries,
6. apprenticeship/sequences of success, and
7. favorable fate.



MICK YATES



The Values of Genghis Khan

See the video on Genghis Khan and the values of what made him a unique leader by Professor Mick Yates at:
<https://www.youtube.com/watch?v=Y1miWk3ED24>



Activities:**ATL Skills: Research, Critical Thinking
and Communication**

- (a) Do you agree with John Man that Genghis Khan has nearly all the above competencies? **Produce** a list of which ones you think he does have with evidence (i.e. historical sources). You may even want to argue the opposite with evidence.
- (b) Was Genghis Khan a “Charismatic Authority”? What historical sources could support the view that he was? Find two and **explain** the links?
- (c) **Select** three of Shoup’s 7 influences and match them with a source from Genghis Khan’s biography. **Explain** the link between the influence and the source. One has been done for you as an example:

Influence:	Link:
<i>Prodigious patrons</i>	One of Genghis Khan’s patron was Wang Khan (also known as Toghrul). He was a close ally of his father, Yesugei and encouraged Genghis to rise to power. Wang Khan was a ruler of the Keraits, one of the sub-groups of the Mongol



	confederation. Wang-Khan helped him gather his first supporters and fight minor and major wars. (See Lane, <i>Genghis Khan and Mongol Rule</i> , pp.22–28).
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Which of the 7 influences do you think Genghis Khan did not have? Explain your answer.

(d) To what extend do you agree with Mick Yates? What evidence could you bring to challenge some of his knowledge claims?

