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"KLAD" is a student journal first published at M. Narikbayev Kazguu University School of liberal arts. This journal is aimed at enhancing students' involvement into science and research.



INFORMATION ABOUT THE JOURNAL

“KLAD” is a student journal first published at M. Narikbayev Kazguu University School of liberal arts. This journal is aimed at enhancing students’ involvement into science and research.

«KLAD” journal admits for publication various types of articles: original research, review articles, short reports or essays, reflections, case studies, methodologies and cases in english; containing the results of fundamental and applied research in the field of philosophy and identity, history of kazakhstan, pedagogy, linguistics and methods of teaching languages, translation, and tourism.

CONTENTS

WHAT ARE THE EXPERIENCES OF INTERNATIONAL STUDENTS IN TERMS OF LINGUISTIC ADAPTATION	7
Kussainova Zarina	
HUMOUR IN SIMULTANEOUS INTERPRETING: A CASE OF EURASIAN MEDIA FORUM IN KAZAKHSTAN	14
Mukanbednyarova Madina	
TRANSLATION OF EMPHATIC CONSTRUCTIONS FROM ENGLISH INTO RUSSIAN: A COMPARATIVE ANALYSIS OF TRANSLATIONS OF JACK LONDON'S NOVEL MARTIN EDEN	25
Khamidullova Mergul	
STRATEGIC DOING: TEN SKILLS FOR AGILE LEADERSHIP	37
Abilkaiyr A.T.	
THE 360 DEGREE LEADER: DEVELOPING YOUR INFLUENCE FROM ANYWHERE IN THE ORGANIZATION BY JOHN MAXWELL	40
Amanzhol R. S., Nurakhmetova A. Zh.	
LEADERSHIP SECRETS OF THE WORLD'S MOST SUCCESSFUL CEOs" BY ERIC YAVERBAUM	43
Muratova Assylzhan	
SERVANT LEADERSHIP IN ACTION: HOW YOU CAN ACHIEVE GREAT RELATIONSHIP AND RESULTS	45
Gazizova Samal, Prmagambetova Diana	

START WITH WHY: HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION	48
Kudaibergenova R.S., Koigeldiyeva A.A.	
LEADERSHIP IS LANGUAGE: THE HIDDEN POWER OF WHAT YOU SAY - AND WHAT YOU DON'T" BY L. DAVID MARQUET	50
Kurbanova D.G.	
LEADERSHIP STRATEGY AND TACTICS: FIELD MANUAL BY JOCKO WILLINK	53
Serikov Alisher, Temirgali Bakytzhan, Yesbatyrova Zhuldyz	
LEADERSHIP AND SELF-DECEPTION. GETTING OUT OF THE BOX» BY AUTHORS OF ARBINGER INSTITUTE	56
Baltabay D.G	
YOUNG PEOPLE DON'T WORK BY CHOSEN SPECIALTy	61
GRADS UNEMPLOYMENT BY THEIR SPECIALITY	64
HOW TO PREVENT THE HIGH NUMBER OF SUICIDES AMONG YOUNG PEOPLE STRUGGLING WITH THE UNT EXAM FAILURE?	67
Kappassova Dinara	
FAKE NEWS CAUSING ISSUES ON DIFFERENT SOCIAL LEVELS	70
Makhsumova Arina	
Members of Editorial Board	73



PART 02

KAZGUU LIBERAL ARTS DIGEST

BOOK
REVIEWS



THE 360 DEGREE LEADER: DEVELOPING YOUR INFLUENCE FROM ANYWHERE IN THE ORGANIZATION BY JOHN MAXWELL

AMANZHOL R. S., NURAKHMETOVA A. ZH.

Abstract: Currently, leadership is one of the most brightly lit and hotly debated topics. There is a broad consideration among people that leadership can be the pivotal quality that will facilitate achieving triumph in the workplace. However, several instruments, books, and guidelines on the issue are designed for those who occupy a senior position. In this regard, the book “The 360-degree leader: Developing your influence from anywhere in the organization” by John Maxwell is dedicated to those who are in all levels of an organization, in particular, who are in the middle. Regardless of your position, the book assists to lead in all directions - up, down, and across. John Maxwell has considered a leadership guru with years of experience, in the book he debunks myths that are a stone on the way to being a leader and inspires to develop leadership influence. This work is a book review, where we briefly described the advantages of the book.

Key words: leadership, lead up, lead down, lead across.

Leadership is one of the major features of human nature, to which more and more attention is being placed. Therefore, it is very important to refute the difficult achievability of leadership, by showing that everyone in the world has the opportunity to become a leader. With this respect, the book «The 360-degree leader: Developing your influence from anywhere in the organization» by John Maxwell is advantageous and can fill readers with energy and determination for new beginnings. The goal of the book is that person can be a leader from any position and most importantly, be able to lead in any direction: lead across (with peers), lead down (with followers) and lead up (with leader).

The content of the book is meticulously constructed by the author, so the basic concepts are always in sight. The main term of the book is the 360-degree leader what means the leader that can lead in all

directions (peers, followers and leader) from anywhere of the organization. In fact, the author makes suggestions and statements that explores deeper that term. The book is composed of six sections with one special section and workbook. Section 1, the Myths of leading from the middle of an organization, deals with seven superficial myths that mislead most people. At the outset of the way of becoming the 360-degree leader who can influence regardless of his/her position, we need to acknowledge and dispose of these prejudices. Section 2, the Challenges the 360-degree leaders face, discusses a number of challenges that may arise during the process such as tension, frustration, multi-hat, ego, fulfillment, vision and influence. Section 3, the Principles 360-degree leaders practice to lead up, examines the main principles of leading up e.g., the ways how to influence the person who is in high position than you. Section 4, the Principles 360° leaders practice to

lead across, explores another aspect of a competent leader - the ability to lead other leaders. Section 5, the Principles 360° leaders practice to lead-down, considers that by helping your followers to become a part of something bigger, you are also helping yourself. Section 6, the Value of 360-degree leaders, addresses the importance to create a strong team and the essence of its value. In the special section, the author gives extra information about the theme and suggestions to create an environment that unlocks the potential of the 360-degree leaders. Moreover, in order to anchor the received knowledge, we can take advantage of the workbook.

The preeminent statement of the book is «ninety-nine percent of all leadership occurs not from the top but from the middle of an organization» (Maxwell, 2011, p. 10). By looking at this percentage given in the statement, you begin to understand and realize the fidelity of this fact. Most people have the possibility to be a leader from the middle. In that way, they can make more contributions and be more effective than those who are at the top. The fact that the author is very realistic about the challenges of being the 360-degree leader and explains that every position has its own cons and pros, has its own limits is influential. We really liked the attitude of the author that “position does not make a leader but a leader can make the position” (Maxwell, 2011, p.19). This motivating statement means that leadership needs further preparation and is applicable for everyone. Maxwell not only identifies the challenges and problems of being the 360-degree leader, but also gives the effective tips, given as principles, to overcome them, such as first to lead yourself to lead up, to listen to your peers and refrain from gossiping at the workplace to lead across, to invest in talented followers to lead down, and many others. However, there were some principles that are contradictory, for instance, the author states that in order to lead up we need to follow the ‘heartbeat’ of the top leader. He explained it in his book as paying attention to every word of your

leader (jokes, statements, etc.), knowing his/her hobbies and interests and trying to be pleasant for his/her family members. In fact, these actions are aimed to help you to promote, and be friends with your leader. Although, this statement counteracts the norms of professional relationships within the organization, moreover, you can achieve your goals, promotion or recognition by excelling in your work. Therefore, we do not consider that this part is obliged to be followed. The interests and hobbies should match naturally, not adjusted to the preferences of the ones. Another example of contradiction is the statement that 360-degree leaders need to do ‘not their job’ (Maxwell, 2011, p. 105) for the benefit of the organization, which is quite irrational, because as it was stated middle position leaders have a lot to deal with, so there emerges a relevant question, why they need this extra load. We consider that it can lead to the burnout of the person, because, no matter how hard we try to be a superhero at work, there exist physical and mental limitations of human beings that cannot be neglected. The analysis above shows that some of Maxwell’s statements can be perceived critically during the reading of the book, that the statements of the book can contradict with the opinion of the reader and that they are dependent on readers’ judgments.

As we said before the book gives light to the importance of the middle position because it is the important but unseen bridge that connects the leader with the followers. The author’s statement that “people should strive for the top of their game, not for the top of the organization” (Maxwell, 2011, p.26), in our view, brings something new to the table, while people tend to think that only those who are number one have a power and aspire to be the first. He also suggested that 360-degree leaders wear multiple hats, which hints at the presence of multiple tasks and responsibilities at their work. They need to know what hat to apply in different situations, know their boundaries and not overstep them, also recognize how

to work with ineffective leaders by helping them to find their strength and adding value to their work. As we can see, 360-degree leaders have a lot on their plate and that is why people give up on that position and prefer to have less complicated jobs. However, Maxwell points out that every position has obstacles and prejudices and reminds the reader that he/she is not alone in their struggle and difficulties, and there exist millions of others who deal with the same problems. He also gives the true picture of the work of 360-degree leaders, that it is about knowing where to 'push' and 'back off', that it is along with rewords about sacrifices. To be the 360-degree leader requires an extensive amount of energy and resources and a careful approach.

One more point that should be mentioned is concerning the structure and writing style of the book. The visual content is well-organized and has a logical order. The key quotes are highlighted and support the ideas of the author. The style is understandable and reader-friendly, without complicated professional terms. Each chapter is supported with real life and historical examples and experiences of real people. Also, the author gives the link to the free online questionnaire that is constructed with the care of your time and takes only 10 to 15 minutes to conduct, in addition, we can send it to other people in order to know our leadership personality better. The one comment is that there are few illustrations. Adding some pictures, tables, figures would assist to reinforce insight information.

John Maxwell's book «The 360-degree leader: Developing your influence from anywhere in the organization» is a useful tool to define and refine abilities to lead from the middle of an organization. There was not only a description of the theme but also factors that impact us, ways for amelioration and awareness of your own capacities. The book will give you a lot of information on leadership and leads you to have a look at it from a totally different perspective. This book leaves you with

some questions, and in some cases can emerge resistance to some points of the book. This book definitely has a lot to offer and we strongly recommend reading it for the beginners, who are just trying to find out their leadership style and starting their career, and for those who are working in that middle position, and even for leaders the book can give a lot of insights. So, one needs to give it a try and explore the new approach of leading as the 360-degree leader, because this is about knowing the way, going the way and showing the way.

REFERENCES

Maxwell, J. C. (2011). *The 360 degree leader: Developing your influence from anywhere in the organization*. Thomas Nelson Inc.