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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.

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PART 02

KAZGUU LIBERAL ARTS DIGEST

BOOK
REVIEWS



LEADERSHIP AND SELF-DECEPTION. GETTING OUT OF THE BOX» BY AU- THORS OF ARBINGER INSTITUTE

BALTABAY D.G

Abstract: The book that is called «Leadership and self-deception. Getting out of the box» was published by a group of authors under the brand of the Arbinger Institute consulting company. The Arbinger Institute offers training, consulting, coaching and electronic tools to help people and organizations change their mindset, transform, stimulate innovation, resolve conflicts, and achieve sustainable improvement in results. The book offers an interesting and unexpected analysis of leadership problems in a modern organization. The book has told how the new leader of the fictional Zagrum Corporation abandoned his old ways of behaving and learned a new, more effective way of leadership. «Leadership and Self-Deception» has shown clear examples of what self-deception was, how it worked and, most importantly, how it can be overcome. The book has covered useful human skills, methods, and systems of leadership, this book goes deeper, fully covering the source of what makes leadership truly effective.

Keywords: self-deception, blinders, get out of the box, leadership, self-betrayal

The first thing I need to emphasize before I start reviewing the book is the fact that caught my attention connectedness between leadership and self-deception. For a long time, only deep thinkers, scientists, and researchers of key issues of human sciences have been dealing with the problem of self-deception. The public knows almost nothing about it. But the fact is that self-deception is so ubiquitous that it affects almost all aspects of our lives and “effects” is perhaps too soft a word to describe this phenomenon. Self-deception practically predetermines a person’s experience in all aspects of mankind’s life. The scale of the phenomenon and especially the extent to which it determines the nature of a person’s impact on others and his relationship with them is discussed in this book.

«Leadership and self-deception. Getting out of the box» was first published in 2000 and immediately became an international

bestseller. The Arbinger Institute and its activities were little known to anyone, however, instantly generated a response throughout (The Arbinger Institute: the authors of the Anatomy of peace, 2009). Since the sales of the book have grown steadily, it remains on the bestseller list today, many years after its publication.

The given book addresses the following issues:

1. Leadership and personal growth
2. Decision-making and communication
3. Conflict resolution
4. The relationship between work and family

The authors have focused on the perception of the people as a person rather than objects to overcome self-deception in the workplace. In general, the book was a production novel about the company «Zagnum», in which a young ambitious top manager whose name

was Tom got a job. A few weeks passed, and the vice president of the company called the young specialist and told him that there was a problem, and the problem was in the youngest Tom. In the novel business book, the most important attribute was that character Tom did not see any problem in himself. Having caught up with the horror of the sweating top manager, vice president of the company Bud Jefferson opened Tom's eyes, it turned out that there were people everywhere in self-deception. Numerous Leaders consider themselves similarly know-it-all thinking they are better than everyone in this way looking at the world through a prism. To be in self-deception in the terminology of a business sense means to be blinded. Further in the book, there were several instructive stories and instructions, and at the end of the training, a promising specialist successfully applied the acquired knowledge not only at work and in family life. The main message of the book is that people do not leave their boxes during the communication situations, which completely distorts our connection with followers, and the given business novel work consists of 3 main chapters:

1. Self-deception and blinders
2. How we get in the «box»
3. How to remove the blinders.

1. Leaders often fail to understand the attitudes of employees and others towards them. Because people in positions always think that employees always try to use and outsmart, sometimes even take their chair. For example, leaders usually do not love or react if their colleague is making out with them, displays an active hearing and ask about their family members. Here the big problem is hidden in a person who thinks that the whole world revolves around him, and if not the whole world, then all his employees. Another example of when a person is blinded is when they look at a person as an object, and that is a clear sign of being in the box. Mankind in many cases does not remember the name of the employees, thinking that it is not their concern and interested in the person only

as a simple employee and object of the organization.

2. According to my opinion, the most interesting part of the book, is how leaders face self-deception not only at work but even in their family including putting on blinders without even knowing themselves. The first conception of how people get in the «box» is self-betrayal sometimes we call it going against your soul. Negative and positive actions that run counter a person thinks that he should do for another are called self-betrayal. When the cheater begins to justify himself to what that they do not act, their perception of reality is distorted. Over time, some blinders mentally encourage others to put on blinkers. In consonance with Antonio Meneghetti self-betrayal plays an essential role in egoistic identity and it leads to the cumulative result that the subject obtains the facts that run counter to a human being's conscious and desired goal (Meneghetti, 2009).

3. The contrast between the 2 chapters above, the authors of the Arbinger Institute provided readers with solutions or if we speak the language of the book, ways out of the box. The leaders in the «box» should regain their eyesight, due to not seeing their role in mediocre results, respectively, they do not understand that they blame their followers not for their mistakes, but their own. This book has given some directions to improve the quality of leadership by removing the blinders. First, leaders should stop being spectators in the «magic show», and it is important to look into yourself and start treating people as a person, not as an object (The Arbinger Institute: the authors of the Anatomy of peace, 2009). Secondly, unfortunately, there is no definite solution to how to get out of the box, the commander should focus on changing himself, not others.

Summing up, I would like to emphasize the fact that the book by the authors of the Arbinger Institute presents an interesting look at behaviour not only in the corporate

environment but also in everyday life in relation to the family. I presume, this work approaches the study and is part of the «Leadership Psychology» course for some important reasons:

1. The main thing that made this book more instructive and interesting is the living stories of vice presidents of companies where they shared using metaphors and stories from their own experiences, showing the problem of modern leadership and the concept of self-deception
2. Understandable advice on their own life
3. A clear thesis is that changes should start with the leader, and he should not be concerned that followers do not help him and worry about whether they help others.

Nevertheless, I encountered some moments in the book that I did not like:

1. It begins to seem that the authors double repeated themselves, presenting the same idea from different angles
2. When I have chosen the given book, I made it randomly the I liked it However, the authors did not give the solution to the self-deception and self-betrayal.

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