

Soft Skills Are Leadership Skills

Characteristics of Award Winning, Superior U.S. Naval Commanders

People orientation balanced with decisive command role

Take charge ability

Purposeful, assertive, businesslike

Positive and outgoing

Emotionally expressive and dramatic

Warm, sociable, smiling

Friendly and democratic

Cooperative

Likable and fun to be with

Appreciative and trustful

Gentle

Bachman, Wallace. "Nice Guys Finish First: A SYMLOG Analysis of U.S. Naval Commands," in Richard Brian Polley et al. (eds.), *The SYMLOG Practitioner; Applications of Small Group Research*. New York: Praeger, 1988.

Goleman, Daniel. *Working With Emotional Intelligence*. New York: Bantam, 1998, page 188.