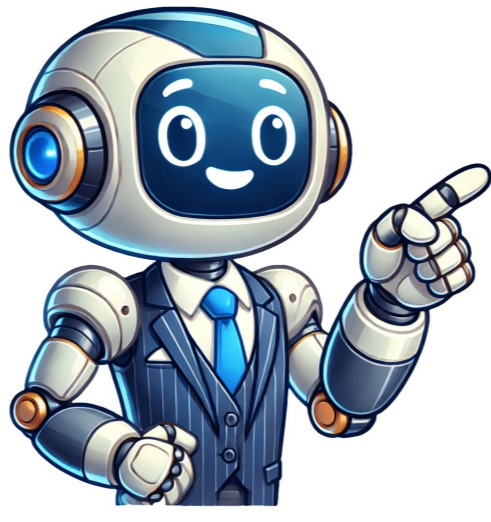


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to pass off the merits and results of coalition governments as her own decisions and achievements seriously weakened her partners, while at the same time helping to strengthen the authority. The results of the election campaigns show that she managed to stay in office, despite significant losses and defeats of the CDU. This is contrary to the popular belief that voters perceive parties and candidates to aggregate. Merkel managed to create an image of a nonpartisan politician thanks to effective moderation and the ability to compromise. The decisive factor in retaining power was her leadership style, which guaranteed voters that she would definitely find the right solution and come to a consensus. During the 16 years of chancellorship, Merkel's image underwent a major transformation. She was called a political killer, compared with Margaret Thatcher; considered a follower; accused of lack of goals; admired for her ability to find compromises and get through crises; and recognized as a chancellor with a firm hand and a pragmatist who firmly stood on the ground. One constant was her ability to change quickly. Learning and a scientific-pragmatic approach had become the main secret of her success. Politician Merkel won all these years because she effectively applied Darwins theory of evolution to political processes, according to which survival is not about strength but about adaptability. The author declares that she has no conflicts of interest.4In 2015, Germany was forced to take in 1.1 million refugees during the year, of which 476,649 applied for asylum. For a more detailed analysis of Merkels migration policy, see: Germany, 2015 (2016).7As a result of the election on September 24, 2017, the CDU/CSU received 37.2% of the votes, of which the CDU got 30.2%, and the CSU, 7%. The coalition agreement between the CDU/CSU and the SPD was signed on March 12, 2018.11This refers to Merkels open letter to Frankfurter Allgemeine Zeitung in 1999 and her speech at the CDU congress on April 10, 2000, in which she called for the renewal of the party after accusing its chairman Kohl of corruptionhiding the sources of funding for the CDU. (Authors note.)The article is a continuation of the study of various aspects of Chancellor Merkels leadership. See: Timoshenkova, E.P., (2021).Ekaterina Petrovna Timoshenkova, Cand. Sci. (Hist.), is a Leading Researcher at the Institute of Europe, Russian Academy of Sciences.Translated by B. Alekseev.I. Alexander R. Die Getriebenen: Merkel und Fichtlingspolitik: Report aus dem Inneren der Macht. Mnchen: Siedler; 2017. 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Cited July 20, 2021.42.Vasiliev, V. (2021), Germany and the European Union after the era of chancellor A. Merkel, Mirovaya Ekonomika i Mezhdunarodnye Otnosheniya, no. 9, pp. 4335-43.Vasilev, V.I. (2018), Mercalization of the SPD: A departure from the eastern policy of W.Brandt, Mezhdunarodnaya Zhizn, no. 9, pp. 4764.Articles from Herald of the Russian Academy of Sciences are provided here courtesy of Nature Publishing Group Merkel has great problem-fighting skills; yet, people usually underestimate them especially that she hides them under her placid exterior. Her dealings with the European financial crises of Greece, Spain, and Italy showed that she is adept at hardball tactics. However, she deals with politics using her soft hands approach, especially that shes aware of the benefits of this tactic, and keeps her hardball approach hidden! The German leader is a consensus builder who is guided by pragmatism. Indeed, the deliberations under Merkels leadership are fairly unstructured and everyone gets the chance to voice his/her opinion. Specialists claim that the Chancellor of Germanys leadership styles have been influenced by the communist rule she had lived under. For example, the consummate lesson of East German life was always to try hard but never attract attention to oneself. This taught Merkel an important lesson which is currently reflected in the way she allows everyone to state his/her point of view or position on an issue before she speaks of her position. Angela Merkel does not intimidate others, nor speak arrogantly or badly of people. Whenever she has any criticism, she gives it in a well-meaning advice manner. She works on maintaining a broad network of relationships through phone calls and casual meetings, often with her loudest and most public critics, such as having a beer with SPD parliamentary faction chair Peter Struck. For instance, she has a good grasp of the nuances of the details of every policy. She brings a scientists efficiency to everything she does, including politics. In that too, experts compared to The Iron Lady; i.e. they both share a scientific businesslike character, an encyclopedic range of information, an instant grasp of issues and their political implications, an emphasis on practicality, and a refreshing absence of jargon and spin. Merkle v Thatcher: how they compare (2013) Source: The Guardian organize political majoritiesnegotiate and win debatsisit out political controversies until they fade awaydeal with political rivals and former friendsset up media contactswait for the situation to develop before committing herself to a particular policy until the last momentbuild coalitions Merkel is seen as a mother, not only in her image as the metaphysical mother to Germany (also known as her nickname Mutti which means mother to all Germans), but also in how she nurtures and cares for her colleagues. She even tries to focus her efforts to try to get everyone behind a certain policy and allow them to get along properly just like what a mother does everyday in getting her family to agree to visit dreadfll Aunt Mabel or to clean out the garbage! Source Genovese, M. A., & Steckenrind, J. S. (2013).Women as Political Leaders: Studies in Gender and Governing. London: Routledge. Retrieved from www.routledge.com Share with us your thoughts and dont forget to check out our Political Leadership course! Follow us on social media Facebook: Dr. Nadine Mounzer KaramInstagram: @dr.nadinemounzerkaramTwitter: @dr_nadinemkTkikdn: @nadinemounzerkaramLinkedIn: Dr. Nadine Mounzer Karam YouTube Channel: Nadine Mounzer Karam And Stay Tuned! NMK Political Coaching and Communication After sixteen years at the helm, German Chancellor Angela Merkel is leaving office. While political observers often predicted her demise, at the end of her fourth term Merkel is at the height of her popularity. Femke van Esch explains how Merkel's success is rooted in her understanding of what is and is not important in German politicsMaintaining popularity in times of crisisCombining the outcomes of a new and existing study of Angela Merkel's leadership capital, the figure below shows how Angela Merkel fits the profile of a rock-solid leader. Leaders of such calibre carry out their functions over the years while maintaining high leadership capital scores of between 31 and 40. This type of leader is historically rare. The stature of most political leaders declines after a first honeymoon period. Moreover, for a leader to end a sixteen-year career at unprecedented capital is historically unique (14). Even 'Chancellor of Unity' Helmut Kohl concluded his reign with a public approval rate of 42 per cent; 22 points lower than Merkel's current poll rating. For a leader to end a sixteen-year career at unprecedented capital is historically unique, particularly given the major crises Merkel faced during her chancellorshipMaintaining her standing for this long is astonishing, especially given the major crises Merkel has faced. These include the Eurozone crisis (2010/13), the refugee crisis (2015/17) and the ongoing Covid-19 pandemic. Her leadership style, and the measures she pursued during these crises, stirred considerable controversy. But rather than depleting her capital, the financial crisis and the pandemic seemed to bolster her success.Only the refugee crisis had serious adverse consequences, and reduced Merkel's leadership capital for several years. The figure above provides some clues to Merkels success. Unsurprisingly, her lowest-scoring skills are political vision and communicative performance (11, 12). At times she was even less popular than her opponents (13, scores below 3), a fact that often caused observers to predict her imminent demise.However, vision, communicative performance and popularity are of minor importance in German politics. For historic reasons, the German electorate regards with suspicion the charisma and pathos associated with visionary leadership. Germany is, culturally speaking, a mercitocracy. German voters prefer Merkels reasoned, compromising and fact-based approach to politics over sweeping statements.Neither is Merkel likely to have lost sleep over the popularity of leaders such as current German President and former minister of foreign affairs Frank-Walter Steinmeier, or CDU mastodon Wolfgang Schuble. Popularity is not the most important thing in the German system. What is crucial is who can deliver the vote during elections and in parliament.Even the most popular leader is not a threat if (s)he leads a minority party (16). Moreover, party leaders and lead candidates for the chancellorship are selected by party members and as evidenced in last years election their choice is often based on internal party considerations rather than public opinion.Finally, Germany has a constructive vote of no confidence. This means that the chancellor can only be replaced when a majority in parliament rallies behind a rival candidate. For 16 years, no other candidate was able to command such a majority (18).Merkel may not always have been the most popular German politician, but she always maintained high public trust (17). Many features give political leaders legitimacy in citizens' eyes: competence, care, trustworthiness. Academic research and opinion polls show that Merkel has always scored very highly on all of these traits. But we cannot attribute Merkel's exceptional leadership for four terms solely to context. Angela Merkel's strong leadership skills as demonstrated by her ability to shape party platform (19) and parliamentary effectiveness (110) also help explain her success.From the start of her career, Merkel understood that it is crucial to maintain a close network of party allies. And while Merkel may not be charismatic in public, she forges close and personal connections with ease. These connections, along with her capacity to sniff out the political mood, helped her outscheme her many challengers for the party leadership. Some observers even labelled her Machiavellian.Merkel knows how to play the political game. She also has the capacity to keep everyone on board, even when making controversial decisionsBut with the possible exception of her public condemnation of Helmut Kohls role in the CDU finances scandal, Merkel has never resorted to devious tactics. When discussions about her party leadership were raised in 2018, Merkel simply took herself out of the equation. By so doing, she diverted attention from the discussion so she could get on with being chancellor. Over the years, Merkel has showed the same political savviness in her policymaking. Combining principle and pragmatism, she could often carve out difficult compromises, and sell them politically. She has never been afraid to openly change her position when her convictions changed, or parliamentary tactics demanded it. Indeed, she did so on nuclear energy, refugees, and collective EU loans.Combining principle and pragmatism, Merkel could often carve out difficult compromises, and sell them politically At the same time, she is also known for sticking to unpopular positions when convinced she is right. Her strict approach to Covid-19 restrictions is one example. Such compromises and U-turns often left party members on both sides of the debate unhappy. The parliamentary records show that some but never more than a handful also dissented from the party line. Two leading scholars once wrote that great leadership is about 'disappointing your own people at a rate they can absorb'. Merkel has been superlativ at this.So, Merkel is stepping down and has no plans to continue in politics. She can boast a record of exceptional leadership, and will be sorely missed. Lets hope that if another crisis hits Europe, she will contemplate running for President of the European Council. For once again, she'll be able to disappoint us at a rate we can absorb.Jun 23, 2021 | 1 Min ReadSource:Photo by RODNAE Productions does not come in shapes, colours, nor gender. When we discuss leadership, we hear an abundance of men-centric narratives. However, in this piece, you will get a taste of how a powerful woman operates and how she maintains her powerful status. Let's talk about Angela Merkel. This is more of a fact than being a proverb or one of the commonly used ancient sayings. Leadership is indeed more synonymous with the discharge of duties than a pedestal of privileges. Time and again, the world has produced inspiring and transformational leaders to remind us of this significant reality. One such leader of contemporary times is Angela Merkel, the incumbent Chancellor of Germany. You will be amazed to know that she is serving her fourth term as the Chancellor of Germany. Having risen to power in 2005, she is Europes longest-serving elected female leader. In a world largely driven by patriarchy and male dominance, she has made her presence felt in a redefining way.Goes without saying, a leader with such massive experience has some enchanting leadership lessons to offer. It takes exceptional leadership potential to be at the helm of a nation like Germany for four consecutive terms. For sure, she is a leader with proven mettle and that is what has made people elect her time and again. In this post, we shed light on some incredible and crucial leadership lessons that we can learn from her aura.Not to forget, she is fourth on Forbes list of the worlds most powerful leaders and people. She supersedes some of the top leaders of the world and dominates the tally of astounding female leaders. Learning from her aura can hence be extraordinarily rewarding for us. Without much ado, let us delve deeper into the leadership virtues we can grasp from her. For your perusal: 9 skills to Being a More Effective and Impactful LeaderEnchanting leadership lessons to learn from Angela Merckell. Leadership is gender-neutral Even the most advanced nations are still battling with stereotypes on gender roles. The perception that men and women have different roles in society is prevalent even today. But Angela Merkels inspirational success story of leading Germany confronts such rudimentary notions. Having led Germany to be one of the five largest economies of the world, she has proved that women can be great leaders too. She is acclaimed for her leadership to manage Europes debt crisis with great efficiency. She is celebrated for having brought positive changes in the lives of people. She has never let her gender come in the way of her achievements. She is a fine epitome of women empowerment and feminism. She has shown the world that a leader is defined by potential and character and not by gender. So, the next time you doubt a females ability to lead, learning from Angela Merkels example will be a great idea! Leadership is a way of life and not a gender trait. II. Resilience Leaders will seem so hollow without resilience, isnt it? What makes leaders outshine others is their resilience and their conviction. Angela Merkels journey and her persona are brimming with teachings of resilience. She came into politics in the year 1989 and for many years, she remained a responsible and active leader of the opposition. Her resilience paid off and she rose to power in 2005 proving all those wrong who would have argued that she is not fit for the post. Resilient people do not quit and in fact, they inspire grit and strength in others. She is full of resilience like a great leader should be. Hence, she exhibits resilience as one of the most significant leadership qualities. As a leader, when you strive to make a change, many will tell you that you are wasting your time. People will discourage you, try to pull you down, and try to oust you from the competition. In such a scenario, your qualification or your interpersonal skills would not matter much. What will matter the most will be your resilience and perseverance. Keep doing the best that you can and destiny will bow to make way for you!Further reading: Perseverance is Key to Making Your MarkIII. Vision How can someone win four straight terms unless she does not have a vision? You look at any successful leader of the world, you will find that all of them have visions. They know what they want to achieve and they know the path to it. If they were to get confused in the middle of their journeys and struggle for answers, they would not reach where they are! Angela Markel portrays the true prowess and charm of being a visionary. You may be a great orator or a great socialist but for being a leader you need vision. She has had a vision, and that vision has led Germany to attain such a powerful position in the world. Today, with a GDP of over 3.8 billion USD, Germany is the fourth on the list of largest global economies. She also has the vision to make Germany play an active role in environmental sustainability. She has devoted a lot of her time to developing renewable sources of energy. She is leading Germany to create abundant green energy for the future. All of this is possible because she is a visionary. Every leader should be a visionary before anything else. IV. Selflessness Leadership is about service and selflessness however, this virtue is often ignored. People believe that leadership is about enjoying unparalleled power and ruling others. Angela Merkel all her life has vowed to serve the people of Germany with humility and has personified service. From the welfare of her countrymen to infrastructural development, she has always been keen to serve with selflessness. She knows how to win the hearts of people by working for their interests and rights. It is a well-known fact that arrogant and self-centered leaders are voted out of power soon. Because they keep their own interests over the rights of the citizens, they seldom get a second chance. The world is full of such examples of leaders being ousted. On the other hand, Angela Merkel has been the most important person in Germany since 2005. Her selflessness has given her a competitive edge over all her political rivals. She is a fine endorsement of democratic leadership.V. Critical Thinking Angela Merkel is a deep thinker who has a loyal belief in strategic planning. With ardent strategic planning, she has been able to neutralize the geopolitical challenges of Germany. Whether it is about economic policies, the creation of contemporary job opportunities, or strategic foreign policy, she believes in critical thinking and informed choices. She understands the cause and effect relationship of every policy and likes to think deeply about it. She does not draw inferences on intuitions but she relies on information. She has proved that with critical thinking and intellect, problems can be overcome without going to war. She believes in constant dialogues and discussions with allies as well as leaders of nations that Germany has disputes with. She endorses amazing problem-solving skills based on critical thinking abilities. She thinks ahead of her time, prepares well for forecasted challenges, and resolves conflicts with analysis. She has all the traits of a leaders coaching manual! These articles may interest you: To recapitulate, it takes strong character and class apart leadership to be the most powerful lady in the world. Angela Merkel is an optimistic leader and a thinker who is constant in finding ways to bring about changes for the better. From her resilience to her altruistic nature, there are multifaceted attributes of leadership that we can learn from her. Besides, she is a metaphor for outstanding courage to challenge a patriarchal system that resents the rise of women to power. She teaches us that as long as one has dreams, follows up those dreams with perseverance, one can achieve whatever he or she desires. Every great leader is an extraordinary teacher and so is Angela Merkel. Curious to know more about moulding a stronger foundation in your leadership skills? Check out these stupendous original videos by Leaderonomics: Hier finden Sie Informationen zu Terminen, Aktuellem sowie Kontaktmglichkeiten zur Bundeskanzlerin A. D. und zu Ihrem Bro. Vielen Dank fr Ihr Interesse!Enjoy sharper detail, more accurate color, lifelike lighting, believable backgrounds, and more with our new model update. 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