

# SOCIAL SCIENCES

## EFFECTIVE LEADERSHIP PRACTICE IN 21<sup>ST</sup> CENTURY TO EVALUATE THE KEY TRAITS OF SUCCESSFUL LEADERS AS GLOBAL PERSPECTIVE

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### Abstract

The normal workplace is no longer as conventional as it once was due to technological advancements and globalization in 21<sup>st</sup> century. In 21<sup>st</sup> century, with a globalization, the successful utilization of technology and contemporary lifestyles has become an essential component of leadership. Technology has a tremendous impact on all facets of human existence, and it is revolutionizing how contemporary leaders connect, manage everyday affairs, and conduct their businesses. Leadership is the capacity to express a vision, adopt the principles of that vision, and cultivate an atmosphere in which all individuals can achieve the organization's objectives and their own personal requirements. Organizational leaders are typically defined as individuals who possess command, position, control, governance and authority at the highest echelons of an organization. Nevertheless, this is entirely inaccurate. Contemporary leaders can make educated judgments, generate innovation, and remain ahead of the competition by leveraging technological improvements, which also enhances efficiency and productivity. They give significance on organizations, agencies, businesses, industries, or nations can get effective leadership style to achieve their mission and vision. Contemporary leaders involve and adopt novel tactics and concepts and are ready to change. Today organizations face many challenges in creativity and transformation. As a result, contemporary leadership approaches tend to be more appropriate, particularly in a global setting. The authors of this analytical study have taken an effort to determine the key traits/characteristics of contemporary leader thorough examination of associated problem and challenges of leadership in 21<sup>st</sup> century as global perspective, where advanced technology and globalization are vital.

**Keywords:** Traits, leadership, toxic workplace, innovation, courage, honesty

### I. Introduction

Humans pursue meaning of life in the metrics of happiness in knowing and activities, where happiness is concerned in their feelings in the present and related to their satisfaction. This includes relationships, work, achievements, the people around us, level of pressure, zeal in life, and all other things that we care about and everything is integrated into the essence of human life.<sup>1</sup> Leaders are the individuals who motivate and inspire others with their behavior, style, and abilities. Modern leaders are surrounded by individuals that share their passion, drive, and thought process. They have genuine following, team members, and lovers; nonetheless, they are not motivated by fame or popularity. Their vision and objectives are evident, and they were implemented without the necessity of obtaining special privileges, rights, or positions. Modern leadership is not contingent upon one's status or position. Typically, they remain as a top executive who oversees the subordinates are compelled to adhere, even if their views and vision are in stark opposition. Contemporary leaders in 21<sup>st</sup>

century must embrace a modern way of thinking in order to meet these particular difficulties. The secret is innovation, courage, agility and balance. Today leaders need to be adaptable, receptive to change, and proactive is crucial. They need to establish a stronger connection with their team members in order to create an atmosphere where creativity flourishes and change is encouraged rather than feared. Today, leaders need to adopt a more people-centric management style rather than concentrating only on output; create creative methods of operation and tactics that suit the current situation; proactively introduce new procedures and encourage teams to welcome change.<sup>2</sup> In the modern leadership approach, leaders provide and ensure the power of data to boost team performance and drive business growth; fostering innovation, collaboration, and a sense of purpose while building resilient teams; focusing on self-development to continuously adapt and grow in a world that is constantly changing; and utilizing the potential of every team member. In this new era of leadership, it

<sup>1</sup> Hossain K A, (2025), NARRATIVE OF SIMPLE AND HAPPY LIFE, Journal of Liberal Arts and Humanities (JLAH) Issue: Vol. 6; No. 4; August 2025 (pp. 33-84) ISSN 2690-070X (Print) 2690-0718, available from:

Doi: 10.48150/jlah.v6no4. 2025.a1, accessed on 30 Dec 2025

<sup>2</sup> CoachHub, (2025) The Digital Coaching Platform, Modern Leadership Styles & Their Effect on Well-being, Available from: <https://www.coachhub.com/blog/modern-leadership-styles-their-effect-on-well-being> accessed on 13 Jul 2025

is impossible to overestimate the importance of good communication and, more crucially, active listening.<sup>3</sup>

There is a big difference between classical or traditional leadership, which is centered on titles and positions, and contemporary leadership, which is a way of life that influences, motivates, and inspires people. Once again, people may be unconvinced, unmotivated, and uninfluenced by the vision, objectives, ideas, and perspectives if command is too restrictive, which can lead to conflict and objection. A contemporary leader who can motivate their followers by outlining the realistic benefits and drawbacks of proposed activities, tactics, and plans is more likely to have their followers and teammates buy into their vision. So, instead of relying on influence, control, command, and order, contemporary leadership must be based on communication, relationships, attention, and caring. True, modern leadership is more of a way of life than a job description or title. It encompasses one's actions, beliefs, and perspective. In reality, contemporary leadership is less about rank and more about building relationships, committing to the team's goals, and coordinating efforts while also valuing and respecting each team member's unique perspective. This is when a leader possesses the character traits and demeanor necessary to make an impression. Contemporary leaders do not require any particular tie or connection to a position or social status in order to influence and persuade individuals to believe in them.<sup>4</sup> Contemporary leaders don't need high-ranking titles to prove their effectiveness. The rise of technologies like IoT, AI, ML, DL, blockchain, big data, etc. is transforming the workforce, impacting fields such as law, engineering, and healthcare. Traditionally, leadership emphasized expertise, but that emphasis is shifting. Future leaders must focus on managing relationships and fostering collaboration within teams. The ability to communicate, motivate, and influence is essential for effectively managing human resources and benefiting both the company and its workers.<sup>5</sup> Recent leadership becomes a powerful force when individuals are willing to harness their influence, articulate a compelling vision, and create a lasting impact.

Every successful venture/business lies effective leadership, and for this a driving force propelling organizations towards their strategic objectives. It is through people management that leaders cultivate an atmosphere conducive to productivity and engagement. However, in today's dynamic corporate landscape, the ability to adeptly manage people is as important as understanding the intricacies of the organization's business model and its objective.<sup>6</sup> Significant changes in leadership content, delivery, and accessibility are being

made possible by technological breakthroughs. Today, advance technology including digitization, automation, Internet of Things (IoT), Artificial Intelligent (AI), Machine Learning (ML), Deep Learning (DL), blockchain, are significantly more intelligent than even the most brilliant and talented humans are considered a super-intelligence, superhuman intelligence, or hyper-intelligence. The kind or level of intellect that such an agent possesses can also be referred to as super-intelligence. Artificial general intelligence (AGI) research might lead to software with enough intelligence to self-reprogram and enhance its performance. The software would continue to get better as it became better, causing it to improve itself in a recursive fashion. During an intelligence explosion, its IQ would skyrocket, potentially surpassing that of humans by a wide margin. This situation was dubbed the singularity by science fiction author Vernor Vinge. After the technological singularity, what happens next is hard to anticipate or even understand because our intelligence and the power of super-intelligent computers are hard, if not impossible, to pin down. In the cyber security concern, in just a few short hours, AI, ML, DL or blockchain can create tens of thousands of harmful compounds. For this reason, we may see the advent of such complex technological developments or super-intelligence robots in the not-too-distant future. Hence, it is incumbent upon future leaders to provide them with the necessary tools. In today's tech-driven world, successful leadership need to be built them in a solid basis of fundamental principles. While technical know-how is obviously important, leaders should also model qualities like integrity, adaptability, equilibrium, etc. Leaders need to be able to roll with the punches since technology is always changing.<sup>7</sup> It enables leaders to adapt to a constantly changing environment, accept new ideas, and grab opportunities as they arise. Leaders that excel at what they do manage to keep both human and technological factors in check.

The most successful managers and leaders are aware that their performance in their primary duties and their ability to overcome obstacles will be the primary criteria used to evaluate them in 21<sup>st</sup> century. The journey of leadership has been long, as obvious by a dynamic evolution from autocracy to democracy. In the early stages, the authoritarian leadership style was dominant. It left little room for team input, focusing instead on the unilateral execution of decisions. On the other hand, democratic leadership, accentuating team participation and inclusivity, offers a compelling alternative. These democratic leaders, nurturers of thought and creativity, drive their teams towards a shared vision, fostering a culture of collaboration. They harness

<sup>3</sup> Hossain K A, (2025), Toxic Vs Contemporary Leadership Practice in 21<sup>st</sup> Century, Journal of Liberal Arts and Humanities (JLAH) Issue: Vol. 6; No. 4; August 2025 (pp. 33-84) ISSN 2690-070X (Print) 2690-0718, available from: Doi: 10.48150/jlah.v6no4.2025.a3, accessed on 30 Dec 2025

<sup>4</sup> Hossain K A, (2015), Leadership qualities for 21<sup>st</sup> century leaders, Journal of Management, Social Science and Humanities, published on 19 May 2015, available at: <http://pearlresearchjournals.org/journals/pjmssh/archive.html>, accessed on 27 Dec 2025

<sup>5</sup> Hossain K. A., (2015), "Essential Tips and Tactics of motivation, Journal of Management", Social Science and Humanities, Volume 1, Issue 1, April 2015, accessed on 27 Dec 2025

<sup>6</sup> <https://www.skill-up.org/people-management-effective-leadership-skills/>, accessed on 27 Dec 2025

<sup>7</sup> James, A. (2013). Transformational vs. transactional leadership theories: Evidence in literature. 355–361, accessed on 27 Dec 2025

the collective intelligence of their teams, making democratic leadership a preferred style in many contemporary organizations. The term "organizational toxicity" (OT) describes an environment where workers are unhappy and have issues, which in turn lowers their interest in and dedication to their work.<sup>8</sup> The term "organizational toxicity" (OT) describes an environment where workers are unhappy and have issues, which in turn lowers their interest in and dedication to their work.<sup>9</sup> Both individuals and organizations are badly affected by organizational toxicity, which is a major issue in today's workplaces. Organizational toxicity creates harmful working conditions that negatively affect employees' physical and mental health, leading to issues like depression and burnout. Therefore, it is clear that organizational toxicity is harmful to workers and may jeopardize businesses' viability.<sup>10</sup> Because they fear rejection or criticism, employees in a lethal work place may be hesitant to express themselves, voice problems, or share ideas. Racism, dishonesty, and broken promises are just some of the unethical behaviors that can flourish in a hostile work environment.<sup>11</sup> Leadership is based on building relationships, and toxic work environments affect employees at all levels, from entry-level workers to high executives.<sup>12</sup> When a disease has spread throughout an entire organizational structure, removing the diseased head won't solve the problem. The initial stage in enhancing a culture is identifying its poisonous components. Leaders will waste time and energy trying to fix every part of company culture that some workers find annoying. On the contrary, they ought to zero in on the fundamental problems that make workers miserable to the point where they disengage, criticize, and eventually leave.<sup>13</sup>

In the realm of venture/business, leaders aren't just task managers. Actually, they are strategists, influencers, and change-makers and they arrange the smooth functioning of various elements of an organization, from human resources along with project management to risk management and strategic planning. The impact of competent leadership exceeds the boundaries of the team, influencing the entire organization's health and wealth management with optimum utilization. A contemporary leader in 21<sup>st</sup> century takes into account not just the output or completion of tasks, but also the professionalism and growth of their personnel. Contemporary leaders should treat their teams with the utmost respect and care. So, it's a way of life where one develops and improves their behavioral and action abilities to inspire and encourage team members to follow them.

Having a position of rank or title, along with the powers of command and control, does provide you the chance to lead, but it won't get you very far in the current leadership game.<sup>14</sup> The purpose of this study is to offer a thorough study of leadership practice in 21<sup>st</sup> century, including the central role played by improved technology. It also covers the effects of modern technology, the effects of AI, ML, DL, IoT, and the fourth industrial revolution, robots, and all other smart technologies; the concept of contemporary leadership; and other issues pertaining to the development of leadership in this era. There are many challenges and gaps of true cognizant and contemporary leaders, whether in politics, religion, organization, business, education, or institution-everywhere in era of technological advancement. Famous or great leaders globally recognize the significant role of technology that plays in personnel management. It may facilitate team development and oversee work across all channels and locations globally. Actually, with continuous leadership training and mentoring, contemporary leaders can sharpen their skills and adapt to the demands of the developing economy. Through these measures, the future of leadership promises resilience, innovation, creative, effective, courage, balance and impactful change management. This article will focus on the difficulties and challenges of contemporary leadership with symptom of toxic leaders with the aim to evaluate a proposition of contemporary leadership practices with key traits of successful leaders in 21<sup>st</sup> century. Authors will try to answer the questions to fill the gaps of the study.

- a. What is the impact of technology on modern life and business?
- b. What is the impact of Toxic work environment?
- c. What is the sign of toxic leaders?
- d. What is the proposition of leadership practice in 21<sup>st</sup> century?
- e. What are the important traits of contemporary leaders in 21<sup>st</sup> century?

## II. Literature Review

### Background of Study on Leadership

The influential and renowned leaders in history for their mankind, civilization and motivation like Moses, who led the Israelites out of slavery in the Exodus from Egypt.<sup>15</sup> Again, Mahatma Gandhi, who was a defender

<sup>8</sup>Frost P.J., (2003), *Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict*. 1st ed. Harvard Business School Press; Boston, MA, USA: 2003. pp. 13–139, accessed on 27 Dec 2025

<sup>9</sup>Gunderman R.B., (2019), How neglect fosters workplace toxicity, *J. Am. Coll. Radiol.* 2019; 16:252–254, accessed on 27 Dec 2025

<sup>10</sup>[https://www.researchgate.net/publication/372338777\\_How\\_Does\\_Organizational\\_Toxicity\\_Affect\\_Depression\\_A\\_Moderated\\_Mediation\\_Model](https://www.researchgate.net/publication/372338777_How_Does_Organizational_Toxicity_Affect_Depression_A_Moderated_Mediation_Model), accessed on 27 Dec 2025

<sup>11</sup> <https://www.techtarget.com/whatis/feature/Signs-of-toxic-workplace-culture>, accessed on 27 Dec 2025

<sup>12</sup><https://blackwells.co.uk/bookshop/product/Toxic-Organizational-Cultures-and-Leadership-by-Susan-Hetrick/9781032361291>, accessed on 27 Dec 2025

<sup>13</sup> <https://sloanreview.mit.edu/article/why-every-leader-needs-to-worry-about-toxic-culture/>, accessed on 27 Dec 2025

<sup>14</sup> Thunderbird School of Global Management, (2023), What is global leadership? Available from: <https://www.forbesindia.com/article/thunderbird/what-is-global-leadership/82793/1> accessed on 13 Jul 2025

<sup>15</sup> Abrahams, Israel (2007), "Moses", in Berenbaum, Michael; Skolnik, Fred (eds.), *Encyclopedia Judaica*, vol. 14 (2nd ed.), Detroit: Macmillan Reference, p. 522, accessed on 13 Dec 2025.

of the principle of nonaggression as a means of revolution.<sup>16</sup> On the other hand, Adolf Hitler, Nazi leader responsible for the Holocaust<sup>17</sup> Nelson Rolihlahla Mandela, who dismantling the legacy of apartheid by fostering racial reconciliation and a multiracial democracy; groups, sets, and formed coalitions towards one goal. All of those leaders have different characteristics from each other. Some are pacifists, other activists, some conservative, some liberal, some make revolutions using words others using guns, some with a divine commission other against it, but all have something in common: the ability to involve thousands and millions of people and to lead their followers. Interestingly, every leader has their distinct way of influencing, guiding, supervising and motivating their own people or followers to the desired objective, and the delegation of activities or authority is shared with them, sometimes in a very obvious and open way. Freedom and empowerment, on the other hand, are not easy to transmit or share. The study by Conley and You (2018) points out that the leader who shares his management, involving his team in business decisions, improves the organizational climate and still retains employees in the organization to the extent of empowerment.<sup>18</sup> Leadership, says Robbins and Judge (2025), is the ability to influence a group towards goal attainment.<sup>19</sup> Peter Senge (1990) addresses the collective aspect of leadership, emphasizing that leaders conduct changes, and that is expected from true leaders.<sup>20</sup> The leaders' role is to be a projector, supervisor, and conductor. Avolio (2002) mentions that leadership is the ability to influence individuals and groups.<sup>21</sup> Kotter J P (1988) said that "leading by example has a simple concept: words can be forgotten, but actions cannot". John C. Maxwell said, "A leader knows the way, goes the way and shows the way." Warren Bennis said, "Leadership is the capacity to translate a vision into reality." Mahatma Gan-

dhi said, "I suppose leadership at one time meant muscles, but today it means getting along with people. "McShane and Glinow (2005) separated the complicated topic of leadership into a few categories, including transformative, implicit, contingent, competent, and behavioral.<sup>22</sup>

A survey of the literature on organizational change and leadership style has been performed by academics and researchers.<sup>23</sup> Several literature assessments have identified authoritarian, transformational, laissez-faire, servant, transactional, democratic, strategic, bureaucratic, consultative, and participatory leadership as accelerators of change management.<sup>24</sup> Subsequent research has shown that effective leadership is critical to the successful implementation of positive organizational changes.<sup>25</sup> The process of leading and directing followers along the path the leader has chosen in order to accomplish organizational goals is known as leadership.<sup>26</sup> The environment and culture of the organization have a huge impact on how executives behave. The common collection of values, presumptions, and beliefs that shape organizational behavior is referred to as organizational culture by Schein (2010).<sup>27</sup> On the other hand, workers' opinions and attitudes toward their workplace are related to organizational environment (Schneider, Ehrhart, and Macey, 2013).<sup>28</sup> According to Aycan et al. (2000), the cultural context affects the interaction between a leader and their subordinates, which in turn affects whether or not certain leadership philosophies are accepted. Furthermore, Einarsen et al. (2007)<sup>29</sup> stress how important it is to distinguish between harmful and ineffective leadership. While harmful leadership is intentional actions that injure others, ineffective leadership is characterized by a lack of knowledge or ability to accomplish desired goals. Schneider et al. (2013)<sup>30</sup> emphasized the importance of leaders in shaping the business environment and culture, emphasizing the need for inclusive and moral

<sup>16</sup> Goswami, K. P (1971). Mahatma Gandhi A Chronology. Publications Division. p. 60. accessed on 13 Dec 2025

<sup>17</sup> Maser, Werner (1973). Hitler: Legend, Myth, Reality. London: Allen Lane. accessed on 13 Dec 2025

<sup>18</sup> Conley, S., and You, S. (2018). School organizational factors relating to teachers' intentions to leave: A mediator model. *Current Psychology*, 1-11, accessed on 13 Dec 2025

<sup>19</sup> Robbins, S., and Judge Timothy A., (2025.), *Organizational Behavior*, Amazon publication, Available from: <https://www.amazon.com/Organizational-Behavior-14th-Stephen-Robbins/dp/0136124011> accessed on 13 Dec 2025

<sup>20</sup> Senge, Peter. (1990). *The Fifth Discipline*, dp: 0385260946, Amazon publication, Available from: <https://www.amazon.com/Fifth-Discipline-Peter-M-Senge/dp/0385260946> accessed on 13 Dec 2025

<sup>21</sup> Avolio, Bruce J., and Bernard M. Bass, (2002), *Developing Potential across a Full Range of Leadership: Cases on Transactional and Transformational Leadership*, Mahwah: Erlbaum, available from: <http://www.netLibrary.com/urlapi.asp?action=summary&v=1&bookid=66188> accessed on 13 Dec 2025

<sup>22</sup> McShane, S. L., & Glinow, M. V. (2005). *Organizational behavior: Emerging realities for the workplace revolution* (3<sup>rd</sup> ed.). New York: The McGraw-Hill Companies

<sup>23</sup> Ciulla, J. B., et al, (2020), The importance of leadership in shaping business values. *The Search for Ethics in Leadership, Business, and Beyond*, 153–163, accessed on 01 Jul 2025

<sup>24</sup> Bommer, W. H., et al, (2004), Setting the stage for effective leadership: Antecedents of transformational leadership behavior, *The Leadership Quarterly*, 15(2), 195–210, accessed on 11 Jul 2025

<sup>25</sup> Adams, D., et al, (2020), Principal leadership preparation towards high-performing school leadership in Malaysia, *Asian Education and Development Studies*, 9(4), 425–439, accessed on 27 Dec 2025

<sup>26</sup> Kadiyono, A. L., Sulistiobudi, R. A., Haris, I., Wahab, M. K. A., Ramdani, I., Purwanto, A., Mufid, A., Muqtada, M. R., Gufron, M., & Nuryansah, M. (2020). Develop leadership style model for Indonesian teachers' performance in Education 4.0 era. *Systematic Reviews in Pharmacy*, 11(9), 363–373, accessed on 11 Jul 2025

<sup>27</sup> Schein, E. H. (2010). *Organizational Culture and Leadership* (4th ed.). Jossey-Bass, accessed on 11 Jul 2025

<sup>28</sup> Schneider, B., et al, (2013), *Organizational Climate and Culture*, *Annual Review of Psychology*, 64, 361-388, accessed on 11 Jul 2025

<sup>29</sup> Einarsen, S., et al, (2007), *Destructive Leadership Behaviour: A Definition and Conceptual Model*. *The Leadership Quarterly*, 18, 207-216, accessed on 11 Jul 2025

<sup>30</sup> Hossain K A, (2024), AI is the smart solution for ocean resources preservation and maritime industry operation in modern era, *Scientific Research Journal (SCIRJ)*, Volume XII, Issue X, October 2024 ISSN 2201-2796, accessed on 11 Dec 2025

leadership.<sup>31</sup> Fresh ideas on leadership, like many other parts of business, are being fostered by the rising understanding by companies throughout the globe that distant organizations and events have an influence on their operations.<sup>32</sup> Corporate-level leaders, such as CEOs and upper management teams, have a problem due to the abundance of strategy options available for participating in global competition.<sup>33</sup> Traditional leadership and contemporary leadership differ in a few key ways. The authoritarian style of traditional leaders is typified by the lack of input or participation from others in the decision-making process.<sup>34</sup>

However, contemporary leaders tend to take a more cooperative stance, which involves working together to achieve common goals and include others in the decision-making process. While traditional leadership is based on power and control, modern leadership places a higher priority on collaboration and teamwork. Task-oriented goals may also be given priority by traditional leaders, while people-oriented goals may be given priority by modern leaders. Traditional leaders often use a top-down approach, which entails making choices alone.<sup>35</sup> On the other hand, modern leaders are more likely to use a democratic or participatory style, which involves including others in the decision-making process. While modern leaders are more likely to use motivating techniques, traditional leaders may also be more authoritarian and employ harsher methods to impose their will.<sup>36</sup> While contemporary leaders could be more likely to use informal power, traditional leaders might be more likely to use official authority to sway others. There aren't many clear benefits to using a traditional leadership paradigm as opposed to a contemporary one. Because of its duration, traditional leadership techniques are often more well-liked and accepted

by staff. Because it promotes more stability and order, a conventional leadership approach could be beneficial in companies with intricate hierarchies or large operations. Traditional leadership styles, which are more formal and have distinct lines of power, may help with communication and decision-making.<sup>37</sup> Toxic leadership are only a few of the ideas used in the literature to describe the negative aspects of leadership (Einarsen, Skogstad, Leseth and Aasland, 2002; Einarsen, Aasland and Skogstad, 2007),<sup>38,39</sup> toxic leadership, and bullying (Rayner & Cooper, 1997)<sup>40</sup>, (Lipman Blumen, 2005)<sup>41</sup>. On the other hand, as compared to traditional leadership, modern leadership has distinct drawbacks. It's possible that leaders nowadays don't have as much authority or prestige. Followers of modern leaders may become less motivated.<sup>42</sup> Modern leadership techniques may be less effective in certain situations. Individual achievements could get more attention than team performance.<sup>43</sup> However, compared to more traditional leadership techniques, there are certain advantages to using a modern leadership paradigm.

Modern leaders are often more focused on achieving results than their predecessors.<sup>44, 45</sup> This implies that they would rather implement strategies that help their businesses than preserve the status quo. Teamwork is often valued more highly by modern leaders than solo success.<sup>46</sup> This might lead to an increase in creativity and invention as well as a more cohesive and effective

<sup>31</sup> Bilal Zaghmout, (20240, Unmasking Toxic Leadership: Identifying, Addressing, and Preventing Destructive Leadership Behaviours in Modern Organizations, Management Studies, York St John University, London, UK, accessed on 11 Dec 2025

<sup>32</sup> M. F. Peterson, (1988), Organization development programs in Japan and China based on the Performance-Maintenance (PM) theory of leadership Organizational Dynamics, accessed on 30 Jul 2025

<sup>33</sup> G. Hofstede, (1980), Motivation, leadership, and organizations: Do American theories apply abroad? Organizational Dynamics, accessed on 11 Sep 2025

<sup>34</sup> Hidayat Rizvi, (2024), Traditional leadership vs modern leadership, difference, pros and cons, Leadership and Negotiation, Available from: <https://hidayatrizvi.com/traditional-leadership-vs-modernleadership-difference-pros-and-cons/> accessed on 11 Jul 2025

<sup>35</sup> Crick, F. (1995), The Astonishing Hypothesis: The Scientific Search for the Soul, Simon & Schuster, New York

<sup>36</sup> Yukl, G., et al, (1992), Theory and research on leadership in organizations, Palo Alto, CA: Consulting Psychologist, accessed on 11 Jul 2025

<sup>37</sup> Hidayat Rizvi, (2024), The Ultimate Guide to Understanding Contemporary Leadership Theories, Available from: <https://hidayatrizvi.com/contemporary-leadership-theories/> accessed on 11 Jul 2025

<sup>38</sup> Einarsen, S., Skogstad, A., Leseth, A. M. S. B., & Aasland, M. S. (2002). Destructive leadership: A behavioural model. *Forskningved Institutt for samfunnspsykologi*, 55–59, accessed on 17 Jul 2025

<sup>39</sup> Vermani M., (2022), Tackling workplace toxicity, *Empl. Benefits Wellness Excell*, 2022;9:36–38, accessed on 17 Jul 2025

<sup>40</sup> Rayner C, et al, (1997), Workplace bullying: Myth or reality– Can we afford to ignore it? *Leadership and Organization Development Journal* 18(4): 211–214, accessed on 19 Jul 2025.

<sup>41</sup> Lipman-Blumen, J. (2005). *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians – and How We Can Survive Them*. Oxford: Oxford University Press

<sup>42</sup> Indradevi Balasundaram, (2020), Toxic Leadership over the Years – A Review, Available from: [https://www.researchgate.net/publication/338800769\\_Toxic\\_Leadership\\_over\\_the\\_Years\\_-\\_A\\_Review](https://www.researchgate.net/publication/338800769_Toxic_Leadership_over_the_Years_-_A_Review), accessed on 11 Jul 2025

<sup>43</sup> Harris, K. J., Kacmar, K. M., and Zivnuska, S. (2007), An Investigation of Abusive Supervision as a Predictor of Performance and the Meaning of Work as a Moderator of the Relationship. *The Leadership Quarterly*, 18, 252–263, accessed on 11 Jul 2025

<sup>44</sup> Bandura, A., (1977), *Social Learning Theory*, Prentice Hall, accessed on 11 Jul 2025

<sup>45</sup> Zangaro, G. A., et al, (2009), Recognizing and overcoming toxic leadership, Available from: <http://rnjournal.com/journal-of-nursing/recognizing-and-overcoming-toxic-leadership>, accessed on 13 Oct 2025

<sup>46</sup> Hidayat Rizvi, (2024), Leadership Tactics and Strategy for the Modern Day, Leadership and Negotiation, Available from: <https://hidayatrizvi.com/leadership-tactics-and-strategy-formodern-days/> accessed on 13 Jul 2025

team. Modern leaders often prioritize ongoing education for both themselves and their employees.<sup>47</sup> In addition to learning new skills and knowledge, this helps them stay up to date on the latest developments and trends in their fields. Rather than just only controlling their employees, modern leaders often try to empower them. Consequently, this might lead to improved motivation, work satisfaction, and productivity. Generally speaking, modern leaders are open to change in both how they handle assignments and the goals they set for their companies. This allows them to take advantage of quickly shifting environments and quickly adapt to new circumstances and opportunities. The existing literature on the concept of virtual teams, contemporary/advanced technology, and e-leadership will be assessed in this research.<sup>48</sup> Recent studies on e-leadership have shown that the goals of leadership have not changed. On computer-mediated virtual teams that are geographically and temporally separated, the new e-leader must, nevertheless, carry out these goals electronically.<sup>49</sup> It is common to commend leadership as the driving force that shapes the destiny of teams, companies, and civilizations. Effective leaders inspire and motivate their followers, creating an environment that is conducive to development and productivity.<sup>50</sup> However, not all leaders are created equal. Toxic leadership is a horrible phenomenon that lurks in the dark corners of leadership, clouding the events and people it impacts.<sup>51</sup> The phrase toxic leadership has garnered more attention and public concern in recent years.<sup>52</sup> It includes a variety of behaviors and traits shown by leaders that create a poisonous atmosphere characterized by dysfunction, fear, and distrust rather than supporting their staff.<sup>53</sup>

Toxic leadership has far-reaching effects that extend beyond its direct area of influence, impacting both the macro and micro facets of institutional culture and performance. In addition to more covert, nonviolent actions that are often seen in business environments, toxic leadership may manifest in a number of ways, such as overt aggression and pervasive toxicity.<sup>54</sup> The variety

of detrimental behaviors has inspired a number of academics to develop taxonomies of toxic leadership. Instead of characterizing toxic leaders, as was previously done by Whicker (1997) and Kellerman (2004), these taxonomies, as proposed by Williams (2005), Schmidt (2008), and Pelletier (2009), concentrate on describing certain behaviors.<sup>55</sup> In order to provide a worldwide perspective on modern leadership, the goal of this inquiry is to analyze and evaluate organizational behavior, global culture, societal change, globalization, traditional, modern, toxic, and effective leadership styles and practices. Reviewing books, journals, and other study materials, assessing primary and secondary data, and integrating the ideas and opinions of current academics will all help accomplish this. In order to prevent toxic environments, the researcher in this work has thoroughly researched and investigated leadership positions in the modern period and their contribution to strategically formed contemporary businesses. In the period of the fourth industrial revolution, or 4IR, research has also been done to support leadership styles and efficiency levels in relation to advanced technical innovation and organizational strategy.<sup>56</sup> The examination and arguments will center on the ways in which leaders' dependability, efficiency, activity, style, and action impact companies. Efforts will be made to demonstrate how technical advancements and management improvements to leadership in a competitive global market led to strategically evolved enterprises. In order to successfully navigate the complexities of modern leadership practice and challenges, as well as to succeed in the age of smart technology, this research also encourages a shift toward the acknowledgment and integration of global perspectives from many locations.<sup>57</sup>

### **Impact of Technology on Leadership**

Building technology that mimics human intelligence is obviously a good idea, but there are many different kinds of imitation. There are differing opinions among scientists regarding the best way to create AI systems that mimic human behavior. Some advocate

<sup>47</sup> Adem Yavaş, (2016), Sectoral Differences in the Perception of Toxic Leadership, *Procedia - Social and Behavioral Sciences*, Volume 229, 19 August 2016, Available from: <https://www.sciencedirect.com/science/article/pii/S1877042816310722> accessed on 11 Jul 2025

<sup>48</sup> Lin, C.-P., et al, (2010), Perceived job effectiveness in cooperation: A survey of virtual teams within business organizations. *Computers in Human Behavior*, 26, 339-344, accessed on 11 Sep 2025

<sup>49</sup> Raja Hashaam Khan, (2023), 10 Must-Have Leadership Discussion Topics for Rising Talent, Available from: <https://www.togetherplatform.com/blog/10-must-have-leadership-discussion-topics-for-rising-talent> accessed on 13 Nov 2025

<sup>50</sup> Christina Lattimer, (2023), A Comprehensive Overview of Leadership for New and Experienced Leaders, Available from: <https://peopledevelopmentmagazine.com/2023/01/08/comprehensive-overview-of-leadership/> accessed on 13 Nov 2025

<sup>51</sup> Yukl, G. (2006). *Leadership in organizations* (6th ed.). Upper Saddle River: Pearson, accessed on 11 Jul 2025

<sup>52</sup> Nauman, S., Khan, A. M., and Ehsan, N. (2009), Patterns of empowerment and leadership style in project environment.

*International Journal of Project Management*, 28, 638-649, accessed on 21 Jul 2025

<sup>53</sup> Goulet, L. R., and Frank, M. L., (2002), Organizational commitment across three sectors: Public, non-profit, and for-profit. *Public Personnel Management* 31(2), 201-210, accessed on 23 Nov 2025

<sup>54</sup> Einarsen, S., Aasland, M. S., and Skogstad, A., (2007), Destructive leadership behaviour: A definition and conceptual model. *The leadership quarterly*, 18(3), 207-216, accessed on 11 Sep 2025

<sup>55</sup> Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*. Harvard Business Press

<sup>56</sup> Srivastava R.V., (2021), The Matthew effect in talent management strategy: Reducing exhaustion, increasing satisfaction, and inspiring commission among boundary spanning employees. *J. Bus. Ind. Mark.* 2021; 37:477–496, accessed on 13 Jul 2025

<sup>57</sup> Hossain K A, (2025), Appraise the Contemporary Leadership Practice in the Era of Smart and Advanced Technology, *International Journal of Science, Technology and Society*, 2026, Vol. 14, No. 1, pp. 21–51, available from: <https://doi.org/10.11648/j.ijsts.20261401.13>, accessed on 27 Dec 2025

for a synthetic model that closely resembles human biology, while others propose using methods like Whole Brain Emulation to achieve this goal (or WBE). The majority of humanity's greatest discoveries were the result of either a single scientist making a significant advance or of massive multinational cooperation. Rapid resolution of the obstacles to AI and WBE by a small number of scientists will be likely led to the creation of a single super-intelligent computer. Reason being, such a group might be compelled to operate in secrecy due to the highly competitive nature of the field. We should examine ways to improve and implement general intelligence technologies before we freak out about the approaching machine-led end of the world. Machines that can execute tasks that now require human intelligence and dexterity will likely become mass-produced at low cost as technology becomes more accessible and affordable. What this means is that machines will eventually supplant humans in every job and will be easy to replace once they do. It's obvious that a fully robotic workforce would revolutionize the economy, our way of life, and our wants and needs. When machine labor becomes the standard, wages will fall so low that no one can survive on a paycheck. In addition, the small number of companies that hired mechanical workers would amass substantial wealth. Returning to an earlier point, the fate of that funding is contingent upon whether SI is conceived by an exclusive group or the product of a gradual shared effort. Assuming the former is correct, the majority of people would have to resort to renting out their homes or living off of pensions and savings if they wanted to make ends meet. Thus, there are several safety concerns associated with SI development, and the worst-case scenario is that it might wipe humans off the face of the earth. Considering the reason behind the SI we create can help us take some measures, but it won't be enough on its own.

Four main features define the term "automatization" in the context of industrial production: 1) Robots manage the manufacturing process. The employment of smart machines will eventually lead to the complete automation of industrial processes, with people being involved in production only in rare instances. An example of this is the so-called "smart factory," a kind of manufacturing facility that uses minimal or no human workers. 2) One of the main features of Industry X is real-time production. 4.0. An intelligent machine determines the most efficient use of the production facility's resources. The production process has low lead times and can avoid standstills (apart from those caused by technical problems). Synchronization of resources (information, materials, and goods) is demand-driven across the value creation chain. The system orders more materials if the stock falls below a certain level, even though stocks are kept to a minimum. In the same way,

the machine reduces storage costs by producing finished goods in response to incoming orders and general demand. 3) The dispersion of manufacturing. In essence, the machine can organize itself. The manufacturing units are part of this network. Complete automation extends to both material planning and order processing. 4) Customization of manufacturing processes down to a single unit batch. The next generation of machines will have limited personalization capabilities, but they will be able to handle most requests. Humans are not needed to make any adjustments to the machines. Consequently, there will be no more changeover times. To meet the needs of its customers, the smart factory either incorporates new parts or, within the framework of optimal distribution, changes specific steps in the production process.<sup>58</sup> As a result of their autonomous connection with one another through networks and sensors, the phrase "Industry 4.0" refers to the optimization of production process components (machines, operating resources, software, etc.). In theory, this should help the business compete better on a global scale by lowering production costs, especially in the area of personnel planning. Some well-known examples from the realm of AI and robotics include self-driving cars, delivery drones, 3D printers, and so-called "smart factories," which can create extremely complicated objects from a single template without modifying the production process or requiring any kind of human intervention.

Some well-known examples of service models are social media sites like Facebook and Amazon Mechanical Turk, on-demand marketplaces like Uber and Airbnb, and content sharing platforms like Spotify, Netflix, and carpooling. According to research, the industry's revenue will increase twentyfold in the next decade just as a result of service sharing. While traditional industries were able to advance because to mass production and economies of scale, the rise of monopolies in the modern information economy is a direct result of networking effects.<sup>59</sup> Observing our surroundings today, it is evident that our society is evolving due to the integration of AI and IoT in everyday operations. For instance, when visiting a healthcare facility, an AI-powered device can check our pulse, and while shopping online, we encounter personalized product recommendations generated by AI tools. These illustrations only touch the surface of the advantages AI brings to our daily lives. In the future, we can expect even greater contributions from AI as other organizations, service sectors, and industries adopt this transformative expertise to enhance each aspect of social activity and workflow.<sup>60</sup> AI can enhance and expedite procedures across communities, societies, countries, and globally by improving workplace efficiency, supporting better decisions, or offering direct assistance. It can detect and re-

<sup>58</sup>Hossain K A, (2023), Analysis of Present and Future Use of Artificial Intelligence (AI) in Line of 4<sup>th</sup> industrial Revolution (4IR), Scientific Research Journal 11 (8), ISSN: 2201-2796, Aug 2023, accessed on 27 Dec 2025

<sup>59</sup>Bloomberg, (2016), available at: [www.bloomberg.com/news/videos/2016-05-20/forward-thinking-march-of-the-machines](http://www.bloomberg.com/news/videos/2016-05-20/forward-thinking-march-of-the-machines), accessed on 27 Dec 2025

<sup>60</sup><https://www.thedailystar.net/recovering-covid-reinventing-our-future/blueprint-brighter-tomorrow/news/the-economic-impacts-the-4ir-bangladesh-2960641>, accessed on 27 Dec 2025

solve problems that might go unnoticed or be challenging for humans to manage alone. Nonetheless, some individuals remain skeptical of AI's benefits, fearing it could cause job losses and diminish human intelligence. In truth, AI's primary advantages include increased speed, accuracy, efficiency, and scalability. **Many current jobs will be obsolete in the next quarter of a century due to the 4IR's revolutionary impact on many different types of industries and services. Academic and learning institutions are not immune to the effects of these developments, and we must be aware of them.**<sup>61</sup> A world where social media, cloud computing (internal and external), AI, ML, DL, IoT, and big data (Big Data) offer both opportunities and problems to conventional educational institutions is now facing all graduates. Institutions of higher education and learning are contemplating their own demise, especially in relation to service, as students think about life beyond graduation or diploma.

The world is being changed by practically AI-powered modern technologies to the extent that societal concepts like "post-work" are becoming more and more indicative of the modern day. Competencies needed in this era are different from those in the Third Industrial Revolution (when the primary engine was IT). By the conclusion of the next seven years, the artificial intelligence market is predicted to be worth \$15 trillion. Mass layoffs of unskilled workers with traditional education and training are imminent.<sup>62</sup> In contrast, the next several years will see the creation of millions of occupations using contemporary and high-tech skills.<sup>63</sup> Imagine a world where AI not only revolutionizes industries but also sparks the creation of exciting new job opportunities! This powerful technology has the potential to transform our economy, driving productivity and efficiency like never before. Embracing AI could lead us to a future filled with innovative roles that empower individuals and enhance our work lives. The possibilities are endless!<sup>64</sup> The advancement of technology frequently results in the elimination of specific jobs, leading to a complex and individualized world, especially with the rise of AI. It is probable that there will be an insufficient number of employment opportunities for everyone in the future. Therefore, it is crucial for the new generation to receive education in advanced technology and develop valuable skills. As a result, transforming the current education system is essential to implement practical solutions.<sup>65</sup> AI has the potential to be both knowledge- and data-driven. When applied universally,

knowledge inference represents the next big thing in artificial intelligence. New research directions and standard extensions might emerge as a result of several major worries about machine learning in 5G and future networks.<sup>66</sup> An absolute assurance of safety is necessary for AI to gain widespread use and continue to improve. We need to portray AI in a way that fosters understanding and trust while safeguarding human and civil rights because it will soon be employed in healthcare and transportation.<sup>67</sup> Conversely, privacy, security, and ethical considerations should all be addressed by policies and standards. Therefore, international communities should work together to advance AI for the good of humanity. It appears improbable that all human jobs will be replaced by AI as it increasingly finds its way into the workforce. Instead, a large number of industry watchers anticipate a future in which workers exhibit ever-increasing levels of specialization. Creativity, problem-solving, and qualitative abilities, which automation cannot now provide, will be more important in these occupations in the future. People will always be required to work in the sector, but as technology progresses, their specific duties may also evolve. There will be a rise in the demand for people with certain skill sets, and a number of these occupations will call for highly technical expertise.

#### **Impact of Toxic Work Environment on Leadership**

As is well known, toxic workplaces cause employees to feel devalued, unloved, and unmotivated. The entire workforce may be impacted by this negativity, which can spread swiftly and hinder cooperation and teamwork. Nurses' silence inside the legal system and emotional exhaustion are the results of toxic leadership behaviors. In actuality, it is detrimental to every firm. Therefore, toxic leadership should be avoided since it poses a serious risk to any firm. Negative emotions such as punishment, rejection, guilt, defensiveness, and humiliation are common in toxic work situations. Due to the negative behaviors exhibited by both management and coworkers, employees struggle to function effectively in this environment. Common actions encompass berating, manipulating, screaming, and bullying. Workplaces that are hostile, sexist, racist, xenophobic, and otherwise harmful to employees are difficult to find. Workplace stress and burnout are both exacerbated by hostile work environments. In an effort to stave off burnout, some workers may do the bare minimum at work or even quit quietly.<sup>68</sup> Toxic events are present in every company to some extent, but ignoring them causes workers to lose motivation, creativity, and

<sup>61</sup> <https://nntc.digital/blog/4ir-how-to-exploit-the-fourth-industrial-revolution/>, accessed on 03 Jan 2026

<sup>62</sup> Kurzweil Ray, (2005), *The Singularity is Near: When Humans Transcend Biology*. New York: Viking. ISBN 978-0-670-03384-3, accessed on 03 Jan 2026

<sup>63</sup> Harris Karen, et al, (2018), "Labor 2030: The Collision of Demographics, Automation and Inequality," Bain and Company Reports, accessed on 03 Jan 2026

<sup>64</sup> Pablo Padula, (2023), *Are You Going to Lose Your Job to Artificial Intelligence?* Amazon Digital Services LLC - Kdp, ISBN:9798391007401, accessed on 03 Jan 2026

<sup>65</sup> Alexander J. Means, et al, (2020), *Education and Technological Unemployment*, Springer Nature Singapore,

ISBN:9789811362255, 9811362254, accessed on 03 Jan 2026

<sup>66</sup> 5G mobile network architecture for diverse services, use cases, and applications in 5G and beyond, EU co-funded project, available at, <https://www.5gmonarch.eu>, accessed on 03 Jan 2026

<sup>67</sup> A definition of AI: main capabilities and disciplines. High-Level Expert Group on Artificial Intelligence, European Commission, April 2019, accessed on 03 Jan 2026

<sup>68</sup> <https://www.techtarget.com/whatis/feature/Quiet-quitting-explained-Everything-you-need-to-know>, accessed on 03 Jan 2026

output<sup>69,70</sup>; As a result of the detrimental impacts on their physical and mental health, people may suffer from problems including anxiety, stress, depression, and burnout syndrome (BS), and their relationships with the company may be strained.<sup>71</sup> Despite its reputation as an OT-related issue, BS is, at its heart, an ever-changing process.<sup>72</sup> It also includes weariness<sup>73</sup>, depersonalization<sup>74</sup> when it comes to one's own achievements and self-esteem.<sup>75</sup> Additionally, BS can be defined as a syndrome of physical and emotional exhaustion, leading employees to have negative attitudes toward their jobs, while their desire for engagement decreases.<sup>76</sup> People who face BS often feel powerless, despairing, and overwhelmed<sup>77</sup>. Stress resulting from OT in the relationship between OT and BS plays a crucial role, as stress is one of the harmful effects that OT can have on employees<sup>78</sup>.

The prolonged persistence of stress is one of the primary reasons for the development of BS<sup>79</sup>. Schaufeli and Enzmann actually state that burnout is the result of chronic work-related stress. Several studies in the literature support these arguments, revealing that OT positively affects BS<sup>80,81</sup>. BS is a consequence of OT that affects more than just workers.<sup>82</sup> BS is, at the same time, one of the main causes of depression<sup>83</sup>. BS and depression are sometimes used interchangeably because of their similarities. Although some studies indicate that BS leads to depression, others suggest that depression can cause BS<sup>84</sup>. It is fairly uncommon for companies to go through a succession of chief executive officers (CEOs) in search of the perfect rescuer when they replace a dysfunctional leader. On the Titanic, they are

essentially switching places. Though consultants and coaches may manage the symptoms of poison, they will not achieve long-term success unless they tackle the causes of toxicity. Depending on the individual, their work habits, and the things that set them off, the telltale symptoms of a toxic work environment can be different. Negative effects on workers' health from being in a toxic workplace for an extended period of time are real. Headaches, sleeplessness, gastrointestinal problems, and compromised immune systems are some of the stress-related health problems that people often experience. Employee morale suffers, and absenteeism increases as a result, ultimately reducing overall productivity.<sup>85</sup> The indicators of a toxic work environment can differ depending on individual employees, their work styles, and personal triggers. Extended exposure to such an environment can have significant repercussions on an employee's physical health. Common stress-related ailments, including headaches, insomnia, digestive problems, and weakened immune systems, often arise. These issues not only affect individual employees but also contribute to higher absenteeism, ultimately impacting overall productivity.<sup>86</sup> On the other hand, leaders should watch for these signs of a toxic work environment.

A person is not a leader if they lack or have not developed the ability to encourage or influence others. To be a modern leader, one does not need to have riches, rank, position, education, power, or anything else. He or she is guided in the correct route by positive instincts such as charisma and the ability to influence and persuade. Being a leader is more of a mindset than

<sup>69</sup>Bailey D., et al, (2008), *Sustaining Our Spirits: Women Leaders Thriving for Today and Tomorrow*. NASW Press; Cary, NC, USA: 2008. pp. 14–37, accessed on 03 Jan 2026

<sup>70</sup>Rasool S.F., (2021), How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *Int. J. Environ. Res. Public Health*, 2021;18:2294, accessed on 03 Jan 2026

<sup>71</sup>Maslach C.A., (1998), Multidimensional theory of burnout. In: Cooper C.L., editor. *Theories of Organizational Stress*. 1st ed. Oxford University Press; Oxford, UK: 1998. pp. 68–87, accessed on 03 Jan 2026

<sup>72</sup>Vermani M., (2022), Tackling workplace toxicity, *Empl. Benefits Wellness Excell*, 2022;9:36–38, accessed on 03 Jan 2026

<sup>73</sup>Schilpzand P., et al, (2016), Workplace incivility: A review of the literature and agenda for future research. *J. Organ. Behav.* 2016; 37:57–88, accessed on 03 Jan 2026

<sup>74</sup>Karwowski W., (2006), Toward an operational prevention of chemical risk in the working environment. In: Healthcare I., Karwowski W., editors. *International Encyclopedia of Ergonomics and Human Factors-3 Volume Set*, CRC Press; Boca Raton, FL, USA: 2006, pp. 746–753, accessed on 03 Jan 2026

<sup>75</sup>Freudenberger H.J., (1974), Staff burn-out. *J. Soc. Issues*. 1974; 30:159–165, doi: 10.1111/j.1540-4560.1974.tb00706.x., accessed on 03 Jan 2026

<sup>76</sup>Maslach C., (1981), The measurement of experienced burnout. *J. Occup. Behav.*, 1981;2:99–113, accessed on 03 Jan 2026

<sup>77</sup>Schaufeli W.B., (2002), An overview of 25 years of research in theorizing. In: Schabracq M.J., Winnubst J.A.M.,

editors, *The Handbook of Work & Health Psychology*. Wiley; Hoboken, NJ, USA: 2002. pp. 383–425, accessed on 08 Jan 2026

<sup>78</sup>Colligan T.W., (2006), Workplace stress: Etiology and consequences. *J. Workplace Behav. Health*. 2006;21:89–97. doi: 10.1300/J490v21n02\_07, accessed on 08 Jan 2026

<sup>79</sup>Maslach C., (2001), Leiter M.P. Job burnout. *Annu. Rev. Psychol.* 2001;52:397–422, accessed on 08 Jan 2026

<sup>80</sup>Koropets O., (2020), *The Impact of Toxic Management on Staff Burnout*. Atlantis Press; Paris, France: 2020. pp. 121–131, accessed on 08 Jan 2026

<sup>81</sup>Moss J., (2020), Rethinking burnout: When self care is not the cure. *Am. J. Health Promot.* 2020;34:565–568, accessed on 08 Jan 2026

<sup>82</sup>Rasool S.F., et al, (2021), How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *Int. J. Environ. Res. Public Health*. 2021;18:2294, accessed on 08 Jan 2026

<sup>83</sup>Srivastava R.V., (2021), The Matthew effect in talent management strategy: Reducing exhaustion, increasing satisfaction, and inspiring commission among boundary spanning employees. *J. Bus. Ind. Mark.* 2021; 37:477–496, accessed on 11 Jan 2026

<sup>84</sup>Bauernhofer K., et al, (2018), Weiss E.M. Subtypes in clinical burnout patients enrolled in an employee rehabilitation program: Differences in burnout profiles, depression, and recovery/resources-stress balance. *BMC Psychiatry*. 2018; 18:10, accessed on 11 Jan 2026

<sup>85</sup><https://www.linkedin.com/pulse/toxic-leadership-new-look-solutions-dr-cherry-collier/>, accessed on 11 Jan 2026

<sup>86</sup><https://bhiveworkspace.com/workplace-toxicity-and-how-it-hampers-employee-performance/>, accessed on 11 Jan 2026

a title, position, or prestige. It has more to do with a person's conduct, disposition, outlook, style, and personality than with his or her rank, title, or appointment. The way that a person inspires, motivates, and influences others is the epitome of modern leadership. In all honesty, the concept of command and control does not fall under the purview of contemporary leadership. By inspiring or encouraging coworkers, team meetings, and business partners with one's own passion, one might get inspiration or stimulus to mirror or emulate the same in others. Once more, a contemporary manager turns into a social bonder, relationship healer, and human connector. A contemporary manager needs to become competent in identifying and utilizing employees' resources and strengths. Today's leaders must become more of an enabler by closely examining each employee's strengths and abilities. In the current era, with its many organizational perspectives and complex corporate landscape, the primary responsibility of managers and leaders is to facilitate, support, and even repair connections. To provide their staff with guidance, orientation, counsel, and familiarity, they must listen to them as a good coach would. The focus naturally turns inside in pursuit of stability and security when external circumstances become complicated and perplexing. In actuality, the primary responsibility of management in the future will be to establish a worldwide social framework that provides guidance and orientation to all employees. Contemporary leaders need to assign everything else and focus on the most crucial responsibilities that only they can complete. They can optimize the value they add to the organization by knowing what those special values are for them and assigning everything else to others. This contributes to a leader's growing self-awareness and comprehension of their unique leadership brand.

### III. Sign and Symptom of Toxic Leaders and Proposition

A toxic leader is one who fosters a toxic work environment via the employment of authoritarian and oppressive management practices. Businesses frequently face both immediate and distant repercussions as a result of toxic leadership's unfriendly work culture. Toxic and destructive CEOs often cause high turnover rates, fatigue among employees, low innovation and productivity, unhappiness within teams, and bullying in the workplace. Leaders that display toxic conduct often suffer from low self-esteem and an unhealthy obsession with control, which manifests itself in micromanagement practices that undermine employees' sense of value and autonomy. Toxic CEOs, in their attempt to establish dominance, produce an unhealthy business

culture rather than a collaborative and constructive one.<sup>87</sup> A culture of trust and delegation can help leaders' combat toxic leadership. Working life isn't complete without bad supervisors. Anyone who has ever dealt with such leaders cannot possibly judge the current situation. But this piece paints a picture of that kind of leadership. Toxic CEOs appear to be all too prevalent in businesses big and small. Additionally, there is evidence to support the claim. Ohio State University researchers recently tried out teams without a designated leader to see how well they could complete a task. A worrying trend emerged as the researchers observed the groups' interactions.<sup>88</sup> It seemed like most of the groups' leadership positions were filled by narcissistic, overconfident individuals. When leaders don't show any signs of expertise, then followers use their unwarranted faith for proof of their abilities. Furthermore, toxic narcissists tend to show off their inflated sense of self-confidence. Increased output and less stress are the results of giving workers more freedom and responsibility on the job. Toxic leaders would not only tolerate poor conduct but would also reward incompetence repeatedly. Their haughtiness belies their prejudices and biases, which manifest as sexism, racism, and other types of bigotry.<sup>89</sup> The phenomenon of toxic leadership is becoming more and more widespread in the management literature, and it has intrigued a great deal of scholars in recent years.<sup>90</sup> Recent studies have looked into the negative aspects of leadership and the effects that toxic leadership has on the mental health of employees and the success of businesses.<sup>91</sup> Toxic leadership is a major component of shadowy leadership, and it is similar to a poison in that it can spread covertly and unnoticed. Toxic leadership not only taints individuals, but it also has an effect on groups, and ultimately, the entire organization.<sup>92</sup> A list of some of the telltale signs of toxic leaders has been shown below.

**Arrogance.** Leaders who are toxic often exhibit an inflated sense of self-importance and hubris. Because of their inflated sense of self-importance, they are ostentatious and full of themselves. They have a tendency to insist that everyone else see things their way. Particularly when it originates from underneath them, this type of person will not tolerate criticism. Furthermore, they show zero regard for their teammates and are unwilling to lend a hand to anybody in need. They have a tendency to view their staff as second-class citizens and expect them to silently follow their every command.<sup>93</sup> As a general rule, arrogance is merely the appearance of confidence; it becomes problematic when leaders pretend to be capable of handling everything that is thrown at them when, in fact, they are not. As a

<sup>87</sup><https://www.masterclass.com/articles/toxic-leadership>, accessed on 11 Jan 2026

<sup>88</sup> <https://aboutleaders.com/self-evaluation-6-signs-youre-a-toxic-leader/>, accessed on 08 Oct 2023

<sup>89</sup> Ashforth Blake, (1994), "Petty Tyranny in Organizations", *Human Relations*, 47 (7): 755–778, accessed on 11 Jan 2026

<sup>90</sup> Labrague LJ, Lorica J, Nwafor CE, Cummings GG. Predictors of toxic leadership behaviour among nurse managers: A cross-sectional study. *J Nurs Manag*. 2021;29(2):165-176. doi:10.1111/jonm.13130, accessed on 11 Jan 2026

<sup>91</sup> Gallus JA, Walsh BM, van Driel M, Gouge MC, Antolic E. Intolerable Cruelty: A Multilevel Examination of the Impact of Toxic Leadership on U.S. Military Units and Service Members. *Military Psychology*. 2013;25(6):588-601. doi:10.1037/mil0000022, accessed on 11 Jan 2026

<sup>92</sup> Bhandarker A, Rai S. Toxic Leadership: Emotional Distress and Coping Strategy. *IJOTB*. 2019;22(1):65-78. doi:10.1108/ijotb-03-2018-0027, accessed on 11 Jan 2026

<sup>93</sup><https://aboutleaders.com/mindfulness/>, accessed on 11 Jan 2026

result, others around them withdraw, and the real problems remain dormant.<sup>94</sup>Toxic leaders are incredibly haughty and full of themselves. They believe they are right more often than not and take what they say at face value. No one can count on them for assistance, and they take offense at the slightest hint of criticism, particularly from those lower in the organization.

**Autocratic.** Toxic bosses actively discourage employees from voicing any viewpoints other than their own. They take it for granted that everyone else would subtly comply with their directives. A toxic boss acts more like a king or top dog than an actual boss because of their inflated sense of self-importance. Workers are merely pawns, lower-class creatures whose sole purpose is to carry out the leader's commands.

**Irritable.** Toxic leaders also seem extremely irritable, which is probably not unexpected. They would rather not be interrupted for anything. Because they refuse to consider other people's perspectives, they hate being interrogated and try to avoid it at all costs. The absence of fresh, unfettered thinking under a toxic leader causes the organization to stagnate.

**Maladjusted.** A poisonous boss's stern and haughty exterior bely an immature child who is terrified of change. They have a hard time adapting to new situations and are quite rigid. If there are any organizational changes, the toxic boss will most certainly be the one to fight them fiercely.

**Lack of confidence.** An angry, immature youngster who is terrified of change lurks beneath a poisonous boss's haughty, pompous exterior. They are extremely resistant to change and have a hard time adjusting. A toxic boss is someone who will fight tooth and nail to prevent the company from making any changes.

**Incompetent.** Even the most basic decisions or jobs can be a battle for a toxic leader, who may believe they are the best despite their incompetence. The only way they feel valued and important is when they put other people down and criticize them.

**Hierarchical.** Toxic leadership will eventually collapse in the absence of a strict chain of command. The weight of the corporate hierarchy is a common source of stress for a toxic CEO. Toxic leaders are masters at imposing their will on subordinates through the use of seniority and rank.

**Unrealistic expectations.** Leaders with a toxic personality type are known to establish goals that are unreasonable and unattainable. Demoralization sets in when team members see their goals as impossible to reach. The corporation is doomed to fail as the workload mounts.

**Symbols of personal authority.** These symbols include priority access to parking, full ability to re-source, and possibly displaying their portraits and achievements throughout the workplace.

**Discriminatory.** As expected, toxic leaders frequently exhibit discriminating behavior. They frequently act discriminatorily based on their preconceptions and prejudices, which can take the form of sexism, racism, or ageism.<sup>95</sup>

**Lack of Empathy.** A toxic and unwelcoming work atmosphere is the result of executives who do not demonstrate empathy towards their employees.<sup>96</sup> Disregarding employees' worries and lives outside of work are two examples of how a lack of empathy can show itself. Leaders who are toxic to their teams cause more tension, dissatisfaction, and burnout by putting their own agenda ahead of their employees' health and happiness. Toxic leadership can be countered when leaders cultivate and demonstrate empathy. Leaders may cultivate a constructive and efficient work atmosphere by comprehending and appreciating the feelings and life experiences of their employees.

**Excessive Micromanagement.** There is a direct correlation between executives that micromanage their teams and a decline in trust, autonomy, and innovation. When micromanagers doubt their employees, morale and productivity take a nosedive. Not only does this poisonous behavior stunt personal development, but it also makes it harder for the team to work together and come up with new ideas.

**Defensiveness and Ego Centricity.** A culture of fear and silence is fostered when leaders exhibit protective behavior, such as refusing to accept criticism or acknowledge their shortcomings. A lack of teamwork and fresh ideas is inevitable under egocentric leaders since they put themselves first. Employee morale and trust are both lowered by this toxic behavior. Leaders should prioritize self-reflection and humility to combat toxic leadership. Fostering a supportive and growth-oriented work atmosphere can be achieved by leaders who are open to feedback, who admit when they're wrong, and who put the requirements of the team above them.

**Inconsistent Communication.** When team leaders fail to communicate clearly and consistently, it causes confusion and misalignment.<sup>97</sup> A lack of openness can breed gossip, mistrust, and limit productivity. When proper communication is inconsistent, the team members are often left uninformed, struggling to grasp their roles and expectations fully. Toxic leaders can suppress critical information, engage in selective reporting, or alter their positions without providing explanations. To counteract toxic leadership, leaders need to give priority to clear and efficient communication. An open-door policy, regular updates, and explicit expectations can significantly enhance transparency, collaboration, and contribute to a healthier work environment.

**Favoritism and Unfair Treatment.** Leaders breed animosity and poison in the workplace when they

<sup>94</sup>Karthikeyan, Dr C., (2017), "An Exploratory Study On TOXIC Leadership and Its Impact on Organisation; A Leadership Perspective", International Journal of Research in Social Sciences, 7 (3) – via Academia.edu, accessed on 11 Jan 2026

<sup>95</sup><https://yscouts.com/10-toxic-leadership-characteristics/>, accessed on 11 Jan 2026

<sup>96</sup><https://www.linkedin.com/pulse/what-happens-when-leader-manager-lacks-empathy-kingsley-dibie/>, accessed on 11 Jan 2026

<sup>97</sup><https://www.entrepreneur.com/leadership/7-leadership-communication-mistakes-that-could-destroy-your/435685>, accessed on 11 Jan 2026

exhibit partiality to certain employees or groups. This kind of conduct ruins team spirit and morale by undermining principles of equity, impartiality, and justice. A toxic work environment is one in which some employees are often rewarded while others are left to fend for themselves. Fairness and equity must be leaders' top priorities if toxic leadership is to be addressed. They need to make sure that everyone is treated fairly and has access to the same resources. Leaders may encourage development and output by creating an environment where everyone feels welcome and valued.

**High Employee Turnover Rate.** Workers get irritated, disgruntled, and unmotivated when leaders foster a negative work atmosphere. The revolving door of talent is a direct outcome of this poisonous culture, which causes brilliant people to seek chances elsewhere. A company's stability, production, and reputation are all negatively affected by high turnover rates. Toxic leaders either deny or downplay their responsibility for this turnover. Leaders can combat toxic leadership by making employee happiness, fulfillment, and advancement their top priorities. In order to keep their best employees from leaving, executives should foster an encouraging and rewarding workplace.

**Resistance to Change.** Business development, creativity, and flexibility are impeded when top executives fight or obstruct changes that are essential for the company. Because they are afraid that change may undermine their authority or control, toxic leaders frequently cling to outdated practices. A stale and outmoded work environment is the result of this opposition. It blocks innovation, stifles advancement, and annoys workers who are hoping for a change for the better. Toxic leadership can be countered when leaders are open to change and promote a mindset of constant improvement.<sup>98</sup> Leaders may encourage creativity, boost output, and cultivate an optimistic and progressive work environment by stressing the importance of being able to roll with the punches.

**Lack of Vision or Clear Direction.** Employees get confused and unsure of what the organization's purpose is when leaders do a poor job of communicating it. Workers lose focus and enthusiasm since they aren't sure what they're working toward. In their haste to advance their own interests or achieve immediate success, toxic leaders may fail to chart a course for the future. Toxic leadership can be overcome if leaders set and convey a clear vision for the future of their team. Leaders motivate their teams to work together toward common objectives and achieve success by outlining a path forward.

**Not leading by example.** When leaders don't back their words with actions, it damages their reputation and causes team members to lose faith in them. A toxic boss is one who lacks professionalism, honesty, and accountability while also expecting too much from their people.<sup>99</sup> Team members become resentful, disrespectful, and unmotivated as a result of this hypocritical behavior. Toxic leadership can be combated if leaders provide a good example. Trust, a healthy work environment, and employee dedication can be achieved when leaders set an example of the values, behaviors, and work ethic they like to see from their teams.

**Suppressing Feedback and Avoiding Accountability.** Leadership hinders development, innovation, and teamwork when it forbids or ignores suggestions for improvement from subordinates.<sup>100</sup> Overall success is brought about by the proper work environment. The flip side is that problems that arise from a poisonous work environment might be the final straw that breaks the camel's back of any company. Interestingly, it's not always easy to see the big picture when you're in the thick of things at work. In a similar vein, leaders don't always see when things are starting to go awry. The members of the Forbes Business Council have agreed on a set of signs that company executives should keep an eye out for in order to foster a safe and healthy work environment.<sup>101</sup>

**Poor Communication.** A poisonous work environment is typically the result of a lack of communication between management and staff. On a quarterly basis, leaders may call a meeting where all members have an opportunity to voice their opinions on the current state of affairs. It was a tremendous success after a while of getting underway and gaining confidence.<sup>102</sup> It drives disengagement, fear, and high turnover by creating unclear expectations, one-way messaging, and inconsistent directives. Toxic leaders often withhold information, avoid necessary feedback, or use communication to intimidate, resulting in low morale and severe distrust. In a recent survey, 76% of employees cited the C-suite as having the greatest impact on culture. Colin D. Ellis explores five of the traits that toxic leaders display.<sup>103</sup>

**Fear of Speaking Up.** In a poisonous workplace, people are afraid to speak out for fear of retaliation. Leaders should keep in mind that they are human and that mistakes are inevitable. Toxic effects can be lessened if problems are detected sooner.<sup>104</sup> Moreover, leaders ought to request particular feedback. Employees are afraid of facing retaliation and hostility if they speak up. They worry about upsetting their managers or leaving a coworker feeling betrayed. Most feel

<sup>98</sup> John AG, Francis AI, Chukwu II. Improving Sales Performance through Sales Force Motivation Strategies: A Study of Pharmaceutical Firms in Nigeria. *IntJBussMgtEcoRes*. 3(5):1-15, accessed on 13 Jan 2026

<sup>99</sup><https://awarerecruiter.com/hyper-competitive-workplace-culture/>, accessed on 13 Jan 2026

<sup>100</sup><https://awarerecruiter.com/toxic-leadership/>, accessed on 13 Jan 2026

<sup>101</sup><https://www.forbes.com/sites/forbesbusinesscouncil/2023/05/31/17-symptoms-of-a-toxic-workplace-leaders-should-watch-for/> accessed on 13 Jan 2026

<sup>102</sup> Fahie D. The Lived Experience of Toxic Leadership in Irish Higher Education. *IJWHM*. 2019;13(3):341-355. doi:10.1108/ijwhm-07-2019-0096, accessed on 13 Jan 2026

<sup>103</sup> <https://executivepa.com/five-characteristics-of-a-toxic-leader/>, accessed on 13 Jan 2026

<sup>104</sup> Morrison, E. W. (2014). Employee Voice and Silence. *Annual Review of Organizational Psychology and Organizational Behavior* 1, 173-197, accessed on 31 Jan 2026

that their career opportunities will deeply suffer if they voice their concerns.<sup>105</sup>

**Selfish Goals.** It involves a consistent pattern of prioritizing personal gain, power, or recognition over the well-being of the team and the organization's goals. These leaders often operate under a "me, I, and myself" syndrome, using their authority to satisfy their own agenda.<sup>106</sup> Those in charge should examine them thoroughly first. There is a clear distinction between a boss and a leader when it comes to creating or enabling a poisonous work environment. If upper-level management isn't concerned about the emotional well-being and intrinsic drive of their employees, that should raise red flags.

**Mental Health Decline.** It causes severe mental health decline, manifesting as chronic stress, anxiety, burnout, depression, and low self-esteem due to bullying, humiliation, and unpredictable behavior. This hostile environment erodes employee well-being, leading to emotional exhaustion, disengagement, and often, high staff turnover.<sup>107</sup> 'A decline in the mental health of their people' is a red flag that leaders should be aware of. Fifty percent or more of employees feel their job focus has shifted in the past year, according to a recent survey in a business organization. Many global employees rank their mental health as their top priority, according to one survey. To that end, top-level management should think about ways to improve the mental health of their staff.

**Disengagement.** Refraining from actively participating in or being a part of anything is what we mean when we talk about disengagement. There is typically an underlying problem that becomes the driver or park of workflow and productivity within the team when there is a reduction in enthusiasm or passion for job obligations. Find the poison and eliminate it immediately.<sup>108</sup>

**High Turnover Rate.** The high employee turnover rate is one sign that management should be on the lookout for in a hazardous workplace. Frequent employee turnover could be a sign of problems like unhelpful management, an absence of resources, or an unpleasant work environment. To tackle this, leaders should promote open communication, provide avenues for anonymous input, and aggressively work to identify and address the problem's underlying causes.<sup>109</sup>

**Constant Team Conflict.** Constant fighting inside the team is a glaring indication that leaders are dealing with a poisonous environment. When team

members are no longer able to freely and honestly discuss the issues that are bothering them, will conflict in the workplace. Passive aggression results from letting bitterness simmer under the surface. Then, it fosters the ideal environment for poison to flourish. Constant fighting inside the team is a glaring indication that leaders are dealing with a poisonous environment.<sup>110</sup>

**Gossip.** In the break room, gossip can be extremely harmful. It frequently happens because someone on the team is not thrilled with another member. Instead, confronting the other person openly about their problem, they will rather whisper behind their back.<sup>111</sup> A person's dissatisfaction with another team member is frequently the cause. They would rather murmur behind their backs than face the other person directly about their problem.<sup>112</sup>

**Hyper-Competitiveness.** One sign of a toxic workplace is excessive competition, which frequently reflects a lack of teamwork and conflict among coworkers. It is an indication that leadership is not effectively fostering a cooperative and cohesive work atmosphere if staff members feel that they are always competing with one another.<sup>113</sup>

**Lack of Collaboration and Communication.** Lack of cooperation and candid communication is one sign of a hazardous workplace. Employees become disengaged and reluctant to take chances or speak up when they don't feel comfortable sharing their thoughts or worries. Therefore, leaders need to be on the lookout for indications of low morale and decreased production due to fear-based decision making and closed mind-sets.<sup>114</sup>

**Chronic Complainers.** Leaders need to pay attention to employees who constantly complain at work. By spreading negativity, lowering morale, and decreasing productivity, they can harm the company. By rejecting contributions and solutions, these workers impede growth, damage the company's brand, and foster a toxic work environment.<sup>115</sup>

**Quiet Quitting.** Leaders need to be aware that silent resignation is one sign of a hostile workplace. As a result, workers perform the bare minimum, become disengaged with the company's principles, stop voicing their thoughts, and lack enthusiasm for their work. A team's culture is detrimental if its members aren't taking

<sup>105</sup> <https://ethicalleadership.nd.edu/thought-leadership/create-a-speak-up-culture>, accessed on 13 Jan 2026

<sup>106</sup> <https://pmc.ncbi.nlm.nih.gov/articles/PMC8238029/>, accessed on 31 Jan 2026

<sup>107</sup> Bhandarker A, Rai S. Toxic Leadership: Emotional Distress and Coping Strategy. *IJOTB*. 2019;22(1):65-78. doi:10.1108/ijotb-03-2018-0027, accessed on 31 Jan 2026

<sup>108</sup> <https://www.forbes.com/sites/forbesbusinesscouncil/2023/10/17/20-ways-top-companies-cultivate-thriving-communities/?sh=42f2b1dd19e3>, accessed on 13 Jan 2026

<sup>109</sup> <https://councils.forbes.com/profile/Andrei-Neacsu-CTO-HyperSense-Software-Inc/6d74dd83-55cd-45ea-81c7-b66c2467e41f>, accessed on 13 Jan 2026

<sup>110</sup> <https://councils.forbes.com/profile/Erik-Pham-Founder-CEO-Health-Canal/962f18ee-2a8c-41b8-aa9d-fa1d142bc0f0>, accessed on 13 Jan 2026

<sup>111</sup> <https://www.tiberhealth.com/>, accessed on 25 Jan 2026

<sup>112</sup> <https://www.forbes.com/sites/forbesbusinesscouncil/2023/05/31/17-symptoms-of-a-toxic-workplace-leaders-should-watch-for/?sh=474d797e50b0>, accessed on 25 Jan 2026

<sup>113</sup> <https://thompsonexterior.com/>, accessed on 17 Oct 2023

<sup>114</sup> <https://councils.forbes.com/profile/Tomas-Keenan-Founder-Step-It-Up-Academy/29bcaff8-02cb-485b-8868-d3ae250f25af>, accessed on 25 Jan 2026

<sup>115</sup> <https://www.setschedule.com/>, accessed on 13 Jan 2026

initiative, solving challenges, and aiming for excellence.<sup>116</sup>

**Low Morale.** Low employee morale is a symptom of a poisonous workplace culture that leaders need to be aware of. Ignoring such risks might result in decreased production, lost talent, and a further decline in team morale. To find and address the core of the issue, leaders must promote open communication and include staff members. Long-term success and employee satisfaction are the results of investing in a positive workplace culture.<sup>117</sup>

**No Desire to Take Risks.** When there is little motivation to take measured risks, a poisonous culture may develop. This frequently occurs when the company's founder leaves or when corporate bullies go unpunished. Even if a risk doesn't work out, it should still be praised and supported. Bullying can be prevented and all employees' opinions heard through a 360-degree evaluation procedure.<sup>118</sup>

**Contempt.** Lack of motivation to take measured risks might lead to the emergence of a poisonous culture. This frequently occurs when corporate bullies go unpunished or when the founder leaves the company. It is important to support and celebrate taking chances, even if they don't work out. A 360-degree evaluation procedure can guarantee that bullying is controlled and that all employees' opinions are heard.<sup>119</sup>

**Lack of Zeal.** One sign of a toxic workplace is a lack of enthusiasm among employees. This may occur when workers believe they are not following a clear plan or direction. Employees exhibit the least interest in their work when they are unsure of their goals or when they are aware that they will not be realized, and they will leave when they are given a more fulfilling task.<sup>120</sup>

**Self-Servitude.** Toxic heads are egocentric. They frequently manipulate and manage their team, making them feel the weight of corporate authority. This individual is very good at utilizing their position or seniority to further their own interests and personal desires within the firm. For their own benefit, they frequently offer misleading recommendations or counsel.<sup>121</sup> An approach to leadership that prioritizes serving others rather than being served enhances performance and fosters a harmonic flow. Leadership that promotes a

healthy work environment fosters trust, which in turn increases engagement and output.

**Lack of Faith and Confidence.** Everyone would agree that the worst kind of boss or supervisor is the one who watches over their every step on every job.<sup>122</sup> On top of making a leader feel inadequate, having an extra set of eyes and ears constantly evaluating his every move is an uncomfortable experience.<sup>123</sup> Lack of faith in workers' talents is a hallmark of toxic leadership. They fail to take context into account while making decisions, which severely restricts the employee's room for innovation and flexibility. Such an attitude may stunt members' personal and team development.<sup>124</sup>

**Incompetence.** Workers have an innate ability to discern whether their boss lacks the decision-making skills necessary to keep them in their place. To satisfy their egos, toxic leaders often diminish the value of their employees by constantly critiquing their work.<sup>125</sup> Beneath their polished exterior lies a startling truth: their incompetence runs deep, and they often struggle with even the simplest decisions.<sup>126</sup> This leadership style often leads to poor communication. When decision-making and communication skills are weak, leadership can quickly fail. Consequently, these leaders tend to surround themselves with a close-knit group of supporters who share their views. This "yes" group typically mirrors the leader's behavior, making them less receptive to innovative ideas from employees.

**Unmotivated and Lacking Support.** A leader's lack of support is another thing that deters individuals. In addition to impeding employees' growth, a disinterested manager limits their capacity to meet the goals of the company.<sup>127</sup> Such bosses are self-centered, never give credit where it is due, and are unable to recognize the efforts of their employees. Ego and fear are the root causes of this conduct. Moreover, when workers aren't inspired to do their best, then their passion for the goal wanes and which in turn causes projects to run behind schedule and, ultimately, the company to fail.<sup>128</sup>

**Lack of Moral Compass.** Nevertheless, we are living in a world that advocates emotional intelligence and leading with empathy, there remain many toxic leaders who are solely out for themselves and who do great harm to their workplaces without regard for the consequences. When things get dark, leaders should be

<sup>116</sup><https://councils.forbes.com/profile/Kent-Ingle-President-Southeastern-University/183a4793-ef1b-4b78-9f8e-b5b2a0a686cd>, accessed on 25 Jan 2026

<sup>117</sup><https://www.paymentpilot.com/>, accessed on 25 Jan 2026

<sup>118</sup><https://councils.forbes.com/profile/Chris-Haroun-Founder-CEO-Haroun-Education-Ventures-Inc/d51b0650-282c-4bd4-9cd9-408c7ccf64b9>, accessed on 17 Oct 2023

<sup>119</sup> <https://zain-ventures.com/>, accessed on 25 Jan 2026

<sup>120</sup><https://globalsquirrels.com/>, accessed on 25 Jan 2026

<sup>121</sup>S Alexander Haslam, (2004), *Psychology in Organizations*, SAGE.p. 142, ISBN 978-0-7619-4231-3, accessed on 11 Jan 2026

<sup>122</sup><https://aboutleaders.com/styles-of-leadership-in-management/>, accessed on 08 Oct 2023

<sup>123</sup>Ronald E. Rice; Stephen D. Cooper (2010). *Organizations and Unusual Routines: A Systems Analysis of Dysfunctional Feedback Processes*. Cambridge University

Press.p. 287. ISBN 978-0-521-76864-1, accessed on 11 Jan 2026

<sup>124</sup>Peyton, Pauline Rennie (2003). *Dignity at Work: Eliminate Bullying and Create a Positive Working Environment*. ISBN 9781583912386, accessed on 11 Jan 2026

<sup>125</sup><https://sushmitapedaprolu.medium.com/boost-peoples-confidence-not-their-ego-31d186c62c84>, accessed on 11 Jan 2026

<sup>126</sup>Rayner,et al, (1997), "A Summary Review of Literature Relating to Workplace Bullying", *Journal of Community and Applied Social Psychology*, 7 (3): 181–191, accessed on 11 Jan 2026

<sup>127</sup> <https://www.liveabout.com/the-toxic-boss-syndrome-2275152>, accessed on 11 Jan 2026

<sup>128</sup>Kellerman, Barbara (2004) *Bad Leadership: What It Is, How It Happens, Why It Matters* Boston, Massachusetts: Harvard Business Review Press. ISBN 9781591391661, accessed on 11 Jan 2026

able to look to their moral compass for guidance.<sup>129</sup> In times of difficulty, they should be empathetic, fair, and compassionate. The pursuit of fame and fortune, however, often takes precedence over these principles.<sup>130</sup> It involves leaders prioritizing self-interest, ego, and power over ethical principles, fairness, and the well-being of their followers. These leaders often demonstrate dishonesty, hypocrisy, and a lack of empathy, creating destructive environments that drive high employee turnover and damage organizational culture.

#### IV. Leadership Challenges in 21<sup>st</sup> Century

The 21<sup>st</sup> century has been marked by disruption, ongoing change, and technological breakthroughs, profoundly affecting how people live and work. Key events like the dot-com boom, the rise of smartphones, digital platforms, social media, and emerging technologies such as IoT, 5G/6G, AI, robotics, machine learning, and blockchain have reshaped global business and organizational functions. These advancements have democratized information, fostering a more seamless and efficient global economy. The rapid growth of emerging economies like China, India, Brazil, Indonesia, and Middle East nations has shifted the economic landscape, altering leadership dynamics. Today's leaders must navigate a complex, evolving environment, managing change proactively for long-term success growth.<sup>131</sup> Kodak exemplifies a company that lost its market position due to leadership's failure to adapt to competition and changing circumstances. Once the most significant film producer, Kodak's management hesitated to embrace digital technology, fearing it would harm their film business. This reluctance contributed to their decline and layoffs as demand for film plummeted. Similarly, companies like Blockbuster, Pets.com, and Nokia struggled because they failed to adapt to market changes. Effective leadership is now more critical than ever, as shifts in needs and motivations demand new strategic approaches. The future can no longer be predicted with any exactness and this makes the international business environment more uncertain than it has been ever before. So, challenges are multifaceted and few single causes or solutions present themselves. This makes the international business environment arguably more complex than it has been.<sup>132</sup> In an increasingly consistent and rapidly changing world, the nature of leadership is undergoing a profound transformation. Leaders today must navigate a

complex landscape characterized by technological advancements, economic uncertainties, geopolitical shifts, and social changes. These global dynamics present both challenges and opportunities for future leaders.<sup>133</sup>

As the world becomes more volatile, uncertain, complex, and ambiguous (VUCA), leaders must adapt to new paradigms, develop innovative strategies, and cultivate a diverse range of skills to guide their organizations and societies effectively.<sup>134</sup> Despite the challenges, global dynamics also present numerous opportunities for future leaders. Technological advancements can drive innovation, improve efficiency, and create new business models. Leaders who can harness the power of big data, AI, ML, IoT, and digital tools can gain a competitive edge and drive organizational success. Economic uncertainties, while challenging, also create opportunities for strategic thinking, innovation, and growth. Leaders who can navigate these complexities can identify new markets, optimize operations, and create value. Geopolitical shifts can open up new opportunities for collaboration, partnerships, and expansion into new regions.<sup>135</sup>

Again, there is very little clarity on what specific events mean and the effects they might have in the short, medium and long-term. So, a good leader cares about others; a leader must lead others to success. If a leader's goal was to achieve success only for one's own self, then I'd call him or her a climber, for one who climbs to success, but not a leader. A leader who does not benefit others serves no purpose in an organization or in society. The future leaders are becoming aware of their corporate social responsibilities thereby expressing concern for the environment, human rights, community development and employee well-being.<sup>136</sup> Future leaders must have in-depth and updated understanding of CSR and its application; be able to understand community needs, and be able to assess the impact of their business on the community. The challenges faced by 21<sup>st</sup> century leaders are increasingly significant.

**Geopolitical volatility:** Organizations may suffer abrupt yet catastrophic harm due to geopolitical factors. Financial assets can be depleted and capital investments chased away by unstable geopolitical settings. Stricter government controls in local markets may result from high geopolitical volatility, making it more

<sup>129</sup> <https://www.linkedin.com/pulse/importance-frontline-leadership-bill-george-30kwc>, accessed on 17 Jan 2026

<sup>130</sup> Lipman-Blumen Jean, (2006) *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians—and How We Can Survive Them* Oxford University Press. ISBN 9780195312003, accessed on 17 Jan 2026

<sup>131</sup> <https://martinroll.com/resources/articles/leadership/leadership-in-the-21st-century/>, accessed on 25 Jan 2026

<sup>132</sup> Kim, W.K. and R.A. Maubourgne (1992). "Parables of Leadership", *Harvard Business Review*, (July-August) □ 123, accessed on 25 Jan 2026

<sup>133</sup> Hashimy, S. Q., Jahromi, A., Hamza, M., Naaz, I., Nyamwero, N. B., & HT, B. (2023). *Nurturing Leadership and Capacity Building for Success: Empowering Growth*. *International Journal of Rehabilitation & Special Education*, 3(2), accessed on 29 Jan 2026

<sup>134</sup> Anwari, A., & Suzianti, A. (2024). Mapping future competencies: a comprehensive review of organizational challenges, competencies, and strategies to survive and compete in the digital era. *Journal of Syntax Literate*, 9(3), accessed on 29 Jan 2026

<sup>135</sup> Figueiredo, P. C. N., Sousa, M. J., & Tomé, E. (2023). Integrative model of the leader competences. *European Journal of Training and Development*, 47(5/6), 533-564, accessed on 29 Jan 2026

<sup>136</sup> Avoli, B. and B.M. Bass (1988). "Transformational Leadership, Charisma and Beyond", in J.G. Hunt, H.P. Baliga, H.P. Dachler and C.A. Schriesheim (eds.), *Merging Leadership Vistas*. Lexington, MA □ LezingtonBooks, accessed on 25 Jan 2026

expensive for businesses to operate in particular regions, given that the majority of the factors—such as governments, laws, the environment, trade, labor markets, etc. Despite remaining beyond their control, geopolitical risks have grown to be a significant concern for leadership teams. Geopolitical conflict (like Russia-Ukraine war, Iran-Israel conflict, etc.) is amplifying existing pressures as rising energy costs, persistent inflation, and slowing growth collide with skepticism about technology spending, particularly large AI investments. This is forcing hard choices about which platforms and AI investments truly matter. As tech leaders look to defend their AI investments, they'll need to move beyond experimentation and small-scale productivity gains to enterprise-wide strategies that deliver measurable outcomes.<sup>137</sup> That means prioritizing high-value use cases, scaling agentic AI for future use cases, and embedding responsible AI governance. As conflict increasingly plays out across physical, digital, and cyber domains simultaneously, technology leaders must assume disruption rather than plan for stability. Cyber activity is rising alongside kinetic conflict, as evidenced by the recent attack on the Fortune 500 medical technology firm Stryker by an Iranian hacker group.<sup>138</sup> While banking, defense, manufacturing, government, and critical infrastructure are obvious targets.

**Technological disruptions:** In 21<sup>st</sup> century, technology advances at a breakneck pace. Today, across industries, from AI, to biotech, to neuroscience, space exploration, and sustainability, we're working to build systems and machines that help us do what we do, but better. It gives innovation and progress, but also the complex, interwoven relationship between technology and humanity. Technological disruptions define the twenty-first century, becoming increasingly common across sectors like manufacturing, technology, and healthcare. Data mining companies are building DNA databases, while 3D printers are transforming production of everyday items, construction, and artificial organs. AI combined with cloud computing expands data-driven decision-making. These advances challenge norms and drive entrepreneurship, with startups disrupting traditional models by innovating and marketing new products, shaping future markets. Successfully navigating a changing landscape requires balance. Leaders need to avoid the 'early bird' syndrome of leaping before they look while also understanding the value of purposeful transformation. This becomes a matter of risk management versus fear of failure and over-eagerness versus procrastination. Leaders need to clarify their businesses and team's needs, then weigh them against the new technology's proposed benefits to strike a conversant balance and sustainability.<sup>139</sup>

**Economic and political uncertainty:** Organizations must deal with political and economic unpredictability after removing geopolitical concerns at the national level. Every firm, regardless of size, wants to function in politically and economically secure circumstances. Revenues, profits, and investments can be severely harmed by national environments that are marked by recurrent labor strikes, social upheaval, and turmoil. Managing political and economic unpredictability has emerged as a crucial leadership challenge in the twenty-first century. Economic and political uncertainties must be taken into consideration in any growth strategy since businesses are looking to expand and startups are looking to scale up more quickly. Leaders are encouraged to adopt flexible and innovative leadership strategies that respond effectively to global dynamics. The insights on resilience and crisis management also guide managers in preparing for and addressing potential disruptions, thereby improving organizational agility and competitiveness. Global dynamics requires a strategic blend of adaptability, foresight, and ethical stewardship, where understanding the impact of economic, political, social, technological, and environmental factors becomes essential for global leadership success.<sup>140</sup>

**Shifting demographics:** It is among the most significant leadership challenges of the 21st century, profoundly altering economic and social landscapes. Leaders are navigating aging populations, declining birth rates in developed nations, and increasing workforce diversity, which require a shift in strategy, inclusion, and intergenerational management. Overall, there have been major changes in the global population. There are more single-parent and dual-income households, an aging population that requires more health and social services, and a more diverse workforce. These demographic changes cause constant shifts in the demand for a company's goods and services. This means companies must keep their product lines current.<sup>141</sup> Corporate leaders face the challenge of finding a sustainable way to generate profits while anticipating and adapting to upcoming demographic shifts.

**Having a balanced short-term and long-term lens.** Businesses face pressure to prioritize short-term financial success, driven by demands from shareholders and analysts for quarterly results. Yet, long-term plans that involve careful resource allocation are crucial for sustained success. The tension between short-term gains and long-term strategies creates ambiguity and risks, making it vital for leadership to find a strategic balance. This balance helps address immediate challenges like labor strikes and unrest, as well as medium- and long-term concerns such as geopolitical issues. Modern leaders must balance long-term growth

<sup>137</sup> <https://www.forrester.com/blogs/geopolitical-volatility-has-become-a-technology-leadership-test/#>, accessed on 25 Jan 2026

<sup>138</sup> <https://www.forrester.com/blogs/the-stryker-attack-enterprise-resiliency-plans-cant-ignore-uem>, accessed on 25 Jan 2026

<sup>139</sup> <https://www.inc.com/inc-masters/leadership-in-times-of-technological-disruption.html>, accessed on 29 Jan 2026

<sup>140</sup> Al-Surmi, A., Bashiri, M., & Koliousis, I. (2022). AI based decision making: combining strategies to improve operational performance. *International Journal of Production Research*, 60(14), 4464-4486, accessed on 29 Jan 2026

<sup>141</sup> The World Economic Forum Gender Gap Index 2007 Confederation of Indian Industries Report, accessed on 29 Jan 2026

with stakeholder expectations to strengthen the company's brand and ensure resilience rewards.

**Resilience:** Organizations face growing pressure to prioritize short-term business wins over long-term strategies. Companies often adopt a short-term outlook because they must report quarterly earnings and profits to satisfy investors and financial analysts. However, long-term initiatives that require organizational resources and careful planning are essential for sustained success today. The ongoing conflict between short-term and long-term goals adds more uncertainty and risk to decisions about capital spending and resource distribution. In this century, effective leadership requires a strategic balance between immediate corporate aims and long-term ambitions. It's crucial to manage conflicting forces, like labor strikes, civil unrest, and competitor imitation, which have short-term impacts, alongside those impacting medium- and long-term outcomes, such as geopolitical shifts.<sup>142</sup> Leaders today need to find ways to meet stakeholders' demands for instant benefits while also investing in long-term objectives that will grow and strengthen the organization reputation.

**Having a horizontal and vertical outlook:** The concept of "horizontal leadership" refers to inspiring groups of individuals to collaborate towards a common goal. In contrast, a top-down, military-style approach exemplifies vertical leadership, which is fundamentally the opposite. Effective leadership resides in the balance between these two opposing philosophies. Various factors, such as organizational structures, the cultural diversity of employees, global presence, command-and-control frameworks, and the influence of local entities, all shape contemporary leadership styles. Today's effective leadership philosophies tend to emphasize granting teams greater autonomy and responsibility, as our world becomes more interconnected and flatter.<sup>143</sup> Leadership teams should actively listen, encourage the sharing of information and opinions, and foster a trusting environment within a landscape characterized by collaboration, communities, and networks. While vertical leadership offers a different approach, it remains valuable for helping teams resolve conflicts, make decisions in complex situations, provide guidance during uncertainty, and lead with courage, empathy, and conviction.

**Global perspectives and local insights:** Motivating groups of people to support and accomplish a common objective is known as horizontal leadership. Vertical leadership, on the other hand, is the exact antithesis of top-down, military-style commanding teams. There is a middle ground between these two diametrically opposed leadership philosophies. In the modern

world, command-and-control systems, worldwide presence, cultural diversity of employees, organizational structures, and the involvement of local entities all influence leadership styles. Giving teams greater ownership and responsibility is becoming a common trend in effective leadership styles as the world gets flatter and more interconnected. In a world of networks, communities, and cooperation, Leadership teams should listen attentively, encourage the exchange of information and opinions, and foster a climate of trust.<sup>144</sup> While the vertical leadership style is also significant, it manifests in a distinct way. This approach involves making decisions in ambiguous situations, helping teams navigate conflicts, offering guidance during uncertain periods, and leading with courage, empathy, and conviction.

**Strong strategic compass:** Executive teams and executives must have a strong strategic compass in the 21<sup>st</sup> century. In addition to having a good sense of self-awareness, outstanding leaders must be passionate visionaries with a clear sense of purpose and direction when leading their teams. Importantly, their personal vision should be entirely consistent with the organizations. But in these uncertain times, a leader's operational plan should be flexible. While making progress toward long-term organizational goals is important, a leader should be willing to explore and embrace different approaches to reach these objectives. Leaders should remain unwavering despite severe disturbance and mayhem, much like a compass that always points north. Contemporary leaders need to develop cultural intelligence to navigate the intricacies of a globalized workforce. It involves understanding and appreciating different cultural norms, fostering an inclusive environment, and leveraging diverse perspectives for creative problem-solving. Investing in cross-cultural training for leaders and employees can promote effective communication and collaboration. The COVID-19 pandemic enhanced the adoption of remote work, ushering in a new era of flexibility in work arrangements. Contemporary leaders must now grapple with the challenges of leading remote or hybrid teams, maintaining productivity, and ensuring the well-being of employees in virtual work environments.<sup>145</sup>

**Globalization:** It describes the phenomenon as growing interdependence of the world's economies, cultures, and populations, brought about by cross-border trade in goods and services, technology, and flows of investment, people, and information. However, the countries have built economic partnerships to facilitate these movements over many centuries. The term gained popularity after the Cold War in the early 1990s, as these cooperative arrangements shaped contemporary everyday life. The wide-ranging effects of globaliza-

<sup>142</sup> Longenecker, C. O., & Wittmer, J. (2024). CEO reflections on leadership lessons from the global pandemic: back to basics during crisis. *Leadership & Organization Development Journal*, accessed on 25 Jan 2026

<sup>143</sup> McKenzie, C., Brophy, K., Konstanta, G., & Webster, L. (2023). A vision for change leadership: Trust, transparency and accountability at University of Wollongong Library. *The Journal of Academic Librarianship*, 49(3), 102710, accessed on 25 Jan 2026

<sup>144</sup> Mosteanu, N. R. (2024). Adapting to the Unpredictable: Building Resilience for Business Continuity in an Ever-Changing Landscape. *European Journal of Theoretical and Applied Sciences*, 2(1), 444-457, accessed on 25 Jan 2026

<sup>145</sup> Woodhill, J., & Millican, J. (2023). *Systems Thinking and Practice: A guide to concepts, principles and tools for FCDO and partners*, accessed on 25 Jan 2026

tion are complex and controversial. As with major technological advances, globalization has delivered benefits to the world's societies but has been the target of criticism for allegedly harming certain groups and aggravating inflation, supply chain disruptions, trade disputes, and national security concerns.<sup>146</sup> Every industry and society in the globe are experiencing a rise in global awareness. All facets of society have been impacted by this change in attitude and behavior. The marketing of American consumer goods, industry, and even entertainment has significantly grown to a global level, rather than just concentrating on the United States. Multinational corporations have been established in order to participate in the wider economic arena as a result of the globalization of marketing, manufacturing, and competition. Even the economy has gone global. The global economy is impacted by the economic difficulties faced by Mexico, the United Kingdom, or any other nation.

**Increasing Stress on the Environment:** Concerns about the environment and its capacity to sustain the world's population in the future are getting harder to resolve. It may be feasible for one nation to manage its own pollution control; yet environmental issues transcend national borders. Around the world, conflicts between economic and environmental concerns persist. The utilization of old growth forests, the preservation of wetlands, fishing rights, and laws pertaining to chemicals that impact the atmosphere are also topics of discussion. As we face challenges from infractions like industrial runoff, our fresh water table will likely become more of a concern.<sup>147</sup> Because landfills are still overflowing with garbage, recycling is under more strain. Complex environmental phenomena, land development, and toxic waste all have a role in health education and the welfare of people and animals.

**Increasing Speed and Dissemination of Information Technology:** The globe is now connected in ways that were unimaginable fifty years ago because of mass media. Although this year's newest contribution to computers may be the Pentium chip, nanotechnology is rapidly approaching. From political science to microbiology, nanotechnology will enable the use of methods that will significantly reduce the size of equipment and boost information processing and dissemination capabilities. Bits of information are sent electronically fairly instantly these days. The Internet, social media, and major news networks all contribute to the rapid global dissemination of information. As a result, people can virtually instantly learn about events that have occurred halfway around the world. Information privacy is prac-

tically impossible.<sup>148</sup> The "bits" that make up information technology don't act like consumer items. At national borders, consumer products might be halted and their value declared. Bits are electronically transported across borders with little regulation. This could help to explain why there are permeable boundaries across communities, organizations, and people. For instance, the Chinese students were faxing and using other media to communicate with the rest of the world while they were protesting in Tiananmen Square. The Chinese authorities found it extremely challenging to regulate the instant information. Many cases are comparable.

**Scientific and Social Change:** The recent news that a sheep had been cloned portends what genetic engineering will bring. One of the scientific innovations that will transform our lives is genetic engineering. In addition to continuing to unlock the mysteries of the gene code, biomedical technology will fundamentally alter how we treat illnesses and cultivate and produce our food. New organizational, social, political, and educational institutions will be needed as society develops. Additionally, gender roles will be reframed and publicly disseminated. There will be minimal time lag between all of these adjustments. The ethical and spiritual aspects of human nature are influenced by each other in these four movements. The problem and issues facing leadership then become more about how humans can better comprehend, regulate, and improve nature and how we interact with it.<sup>149</sup> The world has always been filled with conflicts, violence, repression, and oppression, which lead to circumstances in which no one truly wins and to deadlocks that worsen both the human condition and economic order. Building a durable peace requires addressing the human cost, regardless of whether conflicts can be won. This responsibility now rests with our future leaders and followers. Expert authors explore how both leaders and followers can foster pacifism, peace-building, nonviolence, forgiveness, and social cooperation in Peace, Reconciliation, and Social Justice Leadership in the 21<sup>st</sup> Century. The complexities that leaders in the 21<sup>st</sup> century must navigate underscore the need for three essential pillars: systemic resilience, network leadership, and value-based leadership. Regardless of their location, industry, or organizational culture, leaders encounter a host of internal and external challenges that can affect their daily lives and professional responsibilities. Today's leaders must grapple with numerous fundamental issues that are pervasive across various contexts.

**Honing Effectiveness.** It is a continuous process of refining skills, fostering self-awareness, and adapting to changing environments, rather than a one-

<sup>146</sup> <https://www.piie.com/microsites/globalization/what-is-globalization>, accessed on 25 Jan 2026

<sup>147</sup> Orozco, F., Kilag, O. K., & Parinasan, M. A. (2023). Navigating Unpredictability: Exploring Fundamental Components of Crisis Management in Organizational Settings. *Excellencia: International Multi-disciplinary Journal of Education* (2994-9521), 1(6), 1-11, accessed on 25 Jan 2026

<sup>148</sup> Bonaconsa, C., Nampoothiri, V., Mbamalu, O., Dlamini, S., Surendran, S., Singh, S. K., & Charani, E. (2024). Mentorship as an overlooked dimension of research capacity strengthening: how to embed value-driven practices in global

health. *BMJ Global Health*, 9(1), e014394, accessed on 25 Jan 2026

<sup>149</sup> Kramskyi, S., Guo, X., Chmutova, I., Kryvobok, K., & Lozova, T. (2024). The race for global leadership and its risks for world instability: Technologies of controlling and mitigation. *Research Journal in Advanced Humanities*, 5(1), 178-191, accessed on 25 Jan 2026

time achievement. Effective leaders align their teams around a shared purpose, act as role models, and focus on both high-level strategy and the details of execution. Developing essential skills such as time management, prioritization, strategic thinking, decision-making, and completing tasks is the goal of this leadership challenge.<sup>150</sup> Contemporary leaders need to keep in mind that effective leadership is based on knowing what motivates people, how they respond to particular situations, and then having the faith in ourselves to change things.<sup>151</sup> When anything goes wrong, good leadership entails taking full responsibility, not placing the blame on our team, and using it as a teaching moment.<sup>152</sup>

**Inspiring Others.** This leadership challenge focuses on enhancing productivity by developing key skills like time management, prioritization, strategic thinking, and decision-making. It is important for contemporary leaders to keep in mind that effective leadership is based on knowing what motivates people, how they respond to particular situations, and having the faith to change things. When things go wrong, good leaders take full responsibility, don't point the finger at our team, and use the situation as a teaching moment. It moving beyond mere motivation to creating shared purpose and fostering engagement among diverse, often remote teams. In a rapid, technology-driven landscape, effective leaders must balance empathy, vision, and adaptability to foster genuine connection and, in turn, drive innovation and employee productivity.<sup>153</sup>

**Developing Employees.** "Empowering others through effective coaching and mentoring is essential for fostering their growth and potential." Mentoring and coaching have a connection and can overlap. Coaches and mentors play different roles, even if the same leader may conduct both. The mentor and the coach, as well as the individuals they are assisting in the development of, should be aware of the distinction. The goal of coaching is usually to help someone overcome a present obstacle or problem in order to improve their performance on the job. Research has consistently indicated that companies with strong employee motivation and engagement, as well as high satisfaction and retention rates, exhibit distinct people management strategies from those with poor engagement. Processes for developing talent were important differentiators.<sup>154</sup>

**Leading a Team.** Team-building, team development, and team management present another signifi-

cant obstacle. This involves particular leadership issues, such as fostering pride, offering assistance, collaborating effectively, managing a sizable team, creating team standards, and adjusting to a new team. A collection of guidelines or guiding precepts known as team norms influence how members of the team interact with one another. Clear, accepted behaviors are established by team norms, which specify how tasks will be completed and what members of the team can anticipate from one another. The success of a team depends on trust, which can be developed in this important way. Discussing and deciding on team norms is crucial when several individuals collaborate to solve issues and reach conclusions. A project manager or team leader must take into account the team norms that are important to him and the work.<sup>155</sup> Gaining insight into a leader's own viewpoint will enable him to consider his own conduct and efficient methods of team management.

**Guiding Change.** The 21<sup>st</sup> century is characterized by constant disruption and holds challenges for leaders in every sector. Dealing with economical and geopolitical situations today, business markets are volatile, customer behavior unpredictable, and geopolitical tensions are escalating. We've shifted from local to global, from isolated to interconnected. New technology such as ChatGPT can now generate entire workshop programs in seconds. This rapid digitalization has birthed new ways of learning, working, and connecting, turning us into citizens of a global society.<sup>156</sup> This change has reshaped organizational structures and demanded more from contemporary leaders as flexibility, empathy, and a people-centric approach have never been more important. However, as we move forward, leaders are met with novel challenges – fostering connectivity and performance in remote teams, coordinating fluid teams, bridging generational gaps, and leading change in a world where the only constant is change itself.<sup>157</sup> An effective change leader is more challenging due to the complexities of organizing and managing change. It requires understanding team members' reactions, overcoming resistance, and minimizing negative impacts. Successful change implementation is a key issue for modern organizations, as adapting is essential for survival and growth in today's fast-paced environment.<sup>158</sup> Contemporary successful leaders guide change by fostering a clear vision, acting as resilient role models, and engaging employees through transparent communication and empathy. They adopt a systems thinker

<sup>150</sup> <https://www.mckinsey.com/industries/public-sector/our-insights/honing-leadership-excellence-in-the-public-sector>, accessed on 25 Jan 2026

<sup>151</sup> <https://www.linkedin.com/pulse/leading-excellence-power-continuous-honing-tumultuous-cortez-ggh6c>, accessed on 25 Jan 2026

<sup>152</sup> Carvalho, A. M., Sampaio, P., Rebentisch, E., McManus, H., Carvalho, J. Á., & Saraiva, P. (2023). Operational excellence, organizational culture, and agility: bridging the gap between quality and adaptability. *Total Quality Management & Business Excellence*, 34(11-12), 1598-1628, accessed on 22 Mar 2026

<sup>153</sup> Vera, D., Samba, C., Kong, D. T., & Maldonado, T. (2020). Resilience as thriving: The role of positive leadership practices. *Organizational dynamics*, accessed on 25 Jan 2026

<sup>154</sup> Walters, D. W., & Helman, D. A. (2023). *The Value Chain Network: Unlocking Organizational Excellence Through Effective Operating Models*. Springer Nature, accessed on 25 Jan 2026

<sup>155</sup> Wallace, D. M., Torres, E. M., & Zaccaro, S. J. (2021). Just what do we think we are doing? Learning outcomes of leader and leadership development. *The Leadership Quarterly*, 32(5), 101494, accessed on 25 Jan 2026

<sup>156</sup> Tarba, S. Y., Frynas, J. G., Liu, Y., Wood, G., Sarala, R. M., & Fainshmidt, S. (2023). Strategic agility in international business. *Journal of World Business*, 58(2), 101411, accessed on 25 Jan 2026

<sup>157</sup> <https://www.effectory.com/knowledge/leadership-21st-century/>, accessed on 25 Jan 2026

<sup>158</sup> <https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/>, accessed on 25 Jan 2026

approach to understand impacts on people and processes, prioritizing adaptability, trust-building, and consistent, actionable feedback over rigid, top-down directives.<sup>159</sup>

**Managing Stakeholders.** Managing relationships, navigating workplace politics, and shaping one's image are vital aspects of effective leadership. Securing buy-in from various departments, organizations, or individuals, along with managing up, influencing peers, and garnering support from management, are all critical components of this process. Influence encompasses the ability to implement key strategies that engage, connect with, and motivate others to change their behavior in a desired direction. While influencing others is essential, it goes beyond merely giving orders. Modern leaders not only provide direction but also inspire, motivate, and persuade.<sup>160</sup> They harness the expertise and skills of their teams, steering members toward a common goal and fostering a commitment to achieving successful outcomes. Research from the CoST Infrastructure Transparency Initiative, analyzing 480 major projects globally, found that 70% of infrastructure projects experience significant delays, with stakeholder and sustainability issues exceeding commercial delays (63%) and technical failures (21%) as the leading cause. In Australia alone, infrastructure opposition costs have reached an estimated \$20 billion.<sup>161</sup> Research shows 67% of organizations report significant concern about knowledge loss, with an estimated \$72 million annual productivity cost across large enterprises.<sup>162</sup>

#### V. Proposition of Effective Leadership Practice in 21<sup>st</sup> Century

Renowned professor Peter Drucker once stated, "Wherever you see a successful business, someone once made a courageous decision." In the 21<sup>st</sup> century, leadership will involve making multiple brave choices. Although it is more demanding, positive leadership will have a significant impact during these times. Currently, global business faces some of the strongest headwinds in history, second only to two world wars. Navigating an organization through such challenges requires leaders with courage, conviction, strong mental resolve, unwavering focus, and a clear sense of purpose. A leader cannot succeed alone, especially today. To meet organizational goals, leaders must be open-minded, willing to collaborate, capable of integrating diverse viewpoints, and charismatic enough to guide teams with varied motivations. The old view of corporate leaders as mere figureheads, chiefs, or commanders is quickly fading. While charisma and vision remain important traits, they are no longer sufficient. Success in today's fast-changing business environment depends on leadership versatility—being able to switch between roles, such as acting as a commander or a mentor, as needed. Effective leadership now requires the ability to operate

across generations, cultures, mindsets, and motivations below. Having a purpose is essential, but an inspirational one is even more vital. Leaders should possess a personal purpose—such as "what I want this organization to achieve"—that aligns with the organization's purpose, which is "what this organization stands for." Both companies and their leadership teams must have a purposeful vision that extends beyond just revenue and profit goals. Genuine commitment, a clear vision, and true belief in the purpose require leaders to embody those values—they must walk-the-walk, not just talk-the-talk. Leaders who fail to practice what they preach are quickly abandoned. The same applies to those who do not lead with clarity focus. Many leaders underestimate the power of networks both inside and outside their organizations. Some benefits of tapping into and leveraging networks include increased opportunities for collaboration and innovation includes:

- Gaining a deeper understanding of important stakeholders within the organization.
- Pinpointing obstacles that hinder teamwork and innovation
- Effective communication cascade to the key stakeholders.
- Identifying and attracting leading talent in the industry
- Finding new suppliers, innovative technologies, consultants, or industry leaders who can help boost your business performance is an exciting journey! Exploring these opportunities can open doors to new growth and success.
- Developing, designing, and executing impactful career pathways

Leaders in the 21<sup>st</sup> century must prioritize long-term strategy over short-term tactics and develop the ability to think and plan beyond immediate details. They should possess a forward-looking vision to guide strategic implementation. One effective approach is to identify internal stakeholders, investors, and shareholders who share similar long-term values and collaborate with them persistently. In 2016, S&P Dow Jones Indices introduced its Long-Term Value Creation Global Index, which assists investors in benchmarking companies with long-term growth potential. Additionally, leaders can emphasize long-term planning by clearly communicating objectives, a roadmap, and an implementation plan both internally and externally. It is stated that great leaders have an enhanced capacity for creative problem-solving.<sup>163</sup> They encourage others to do the same by learning how to accomplish novel and surprising things using the resources currently available, rather than constantly inventing the wheel. In the twenty-first century, leaders must be able to effectively handle challenges and innovate constantly. To do this,

<sup>159</sup> <https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/>, accessed on 04 Feb 2026

<sup>160</sup> <https://simplystakeholders.com/7-stakeholder-management-challenges/>, accessed on 04 Feb 2026

<sup>161</sup> <https://infrastructuretransparency.org/2025/05/20/drivers-of-infrastructure-delays/>, accessed on 25 Jan 2026

<sup>162</sup> <https://www.sinequa.com/company/press/sinequa-finds-over-two-thirds-of-it-leaders-are-concerned-by-organizational-knowledge-loss-from-employee-turnover>, accessed on 09 Feb 2026

<sup>163</sup> Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. *Human Resource Development International*, 26(5), 627-641, accessed on 09 Feb 2026

they must foster an environment where all staff members feel free to provide ideas and solutions and keep in mind that everyone has something valuable to contribute. This will significantly contribute to the development of an agile and adaptable organization that is prepared to handle upheaval. It is stated that great leaders have an enhanced capacity for creative problem-solving. They encourage others to do the same by learning how to accomplish novel and surprising things using the resources currently available, rather than constantly inventing the wheel. In the twenty-first century, leaders must be able to effectively handle challenges and innovate constantly.<sup>164</sup> To do this, they must foster an environment where all staff members feel free to provide ideas and solutions and keep in mind that everyone has something valuable to contribute. This will significantly contribute to the development of an agile and adaptable organization that is prepared to handle upheaval.

Contemporary leaders must never take their people for granted. Continuous investment in employees through skills training, coaching, and welfare is essential at all levels. Research indicates that millennials now make up about one-third of the global workforce, and they seek greater flexibility and control over their lives and careers while still aiming for career advancement. Leaders should recognize these widespread attitude shifts towards work and the workplace, yet stay grounded in core values to enhance brand equity and organizational culture. Neglecting people can lead to high turnover, hindered progress, and dilution of organizational strength vision.<sup>165</sup> Every day, people undergo changes in how they live, work, lead, manage, and communicate. In the 21<sup>st</sup> century, a leader must see subordinates as integral members of the organization, not just workers to direct. Leaders should cultivate a lasting environment of trust and community within the organization. Moreover, strategic communication is vital for leaders to guide their teams to do the right things, not merely correctly, by managing internal and external relationships to boost organizational growth.<sup>166</sup> Members expect leaders who can motivate them and have the skills to help achieve what they cannot on their own. A leader not only demonstrates good behavior but also communicates actions clearly. Actions must match words—"walk the talk." Today's leadership often involves team collaboration, highlighting that leadership is a shared relationship rather than a solo duty. Within organizations, effective communication among colleagues ensures timely, efficient sharing of information, task coordination, decision-making, and conflict resolution. Organizational communication supports essential human processes like conflict,

cooperation, authority, compliance, morale, cohesion, and relationship building. In the end, these efforts work together to better produce, sell, or serve clients, customers, or stakeholders, ultimately serving the public more effectively.<sup>167</sup> **Leaders of the 21<sup>st</sup> century motivate others to change their thoughts and actions in line with a compelling vision. Leadership effectiveness is influenced by factors like vision, communication skills, rational intelligence, emotional intelligence, and spiritual intelligence. Therefore, the core principles of 21<sup>st</sup> century leadership can be summarized as below.**

➤ Today, everyone can lead because everyone is serving. James M. Strock said that if leadership is essentially about serving others, then anyone should be able to switch between being a leader and a follower.

➤ Employees are an organization's most precious asset. As Mark Zuckerberg pointed out, I think this is one of the main advantages of greater openness and transparency: it highlights the importance of building better social bonds and being more reliable.

➤ Relationships are becoming more important in our environment than commerce.

➤ A connection between consenting, empowered adults is what leadership is all about. .

➤ The relationship of leadership is dynamic. Regardless of the issue, leadership is currently the answer. These days, managers are expected to exhibit visionary, charismatic, transformational and genuine leadership. It is stated that "followers" must do this in order to reach their full potential.<sup>169</sup>

➤ The important component of 21st-century leadership is well communication.<sup>168</sup>

➤ There is no one-size-fits-all leadership style. Mahatma Gandhi stated that all actions reflect our priorities. The brain is a remarkable organ; it begins functioning as soon as we wake up in the morning and continues until we arrive at the office.<sup>169</sup>

➤ Leadership roles are increasingly merging. Theodore Roosevelt once stated that words are powerful tools. I aim to convey to my audience that I am genuine, that I truly mean what I say, and that I stand firmly for the core principles that matter in civilization.

➤ A leader's distinctive role is to envision and promote a future vision. Some critics claim that Ronald Reagan's success across various careers, including his two terms as U.S. president, was due to fortunate accidents. However, this criticism lacks supporting evidence. Nonetheless, it is true that Reagan<sup>170</sup>

➤ Love represents the highest form of leadership in relationships. As Martin Luther King, Jr. stated, everyone has the potential for greatness because everyone

<sup>164</sup> Ekemezie, I. O., & Digitemie, W. N. (2024). Best practices in strategic project management across multinational corporations: a global perspective on success factors and challenges. *International Journal of Management & Entrepreneurship Research*, 6(3), 795-805, accessed on 24 Feb 2026

<sup>165</sup> <https://martinroll.com/resources/articles/leadership/leadership-in-the-21st-century/>, accessed on 25 Jan 2026

<sup>166</sup> Gorman, L., & Ward, A. M. (2023). Accountability. In *Encyclopedia of Sustainable Management* (pp. 22-28). Cham: Springer International Publishing, accessed on 25 Jan 2026

<sup>167</sup> Fossum, L. B., (1989), Understanding organizational change: Converting theory to practice US: Thomson Crisp Learning, accessed on 04 Feb 2026

<sup>168</sup> <https://servetolead.com/tag/information-age/>, accessed on 04 Feb 2026

<sup>169</sup> <https://www.azquotes.com/quotes/topics/office.html>, accessed on 04 Feb 2026

<sup>170</sup> <https://www.azquotes.com/quotes/topics/president.html>, accessed on 13 Feb 2026

can serve. An employee doesn't require a college degree to serve; they only need a heart full of grace and a soul driven by that spirit love.<sup>171</sup>

➤ Character is a competitive advantage.<sup>172</sup> **William Shakespeare said, 'Love all, trust a few, do wrong to none.' Winston Churchill stated, 'When you have to kill a man, it costs nothing to be...' polite.**

Beebe and Masterson defined communication as the process of acting on information. It involves sending and receiving messages simultaneously, enabling people to understand the world and share their understanding with others. Typically, in-person communication provides the best opportunity to clarify meaning and resolve misunderstandings. Many researchers have emphasized that how group members communicate significantly influences collaboration outcomes. Communication roles in the workplace include regulating interactions between employers and employees, motivating staff, balancing organizational needs and goals, and supporting decision-making. Common roles also encompass gatekeeper, liaison, bridge, isolator, cosmopolite, and opinion leader. Today, mastering communication skills is essential for leaders—no longer optional but necessary for achieving success. Leaders must communicate effectively because organizational performance depends on clear guidance. Communication ensures that organizational and business transactions—ranging from resolving simple stakeholder issues to making costly enterprise decisions—are carried out properly. At all levels and across functions, communication remains a critical indicator of effective service, delivery, and development. Leaders employ various communication methods during information flow, and managing these effectively fosters strong, well-informed, and purposeful work relationships. The leadership goal in the 21<sup>st</sup> century is greatly defined by effective communication follows to foster a supportive environment where individuals can thrive, develop, and coexist peacefully with one another. It needs to foster harmony with nature and ensure sustainability for future generations.<sup>173</sup> It also needs to build communities rooted in mutual care and shared responsibility, where every individual count and their welfare and dignity are valued and respected and supported. Effective communication is a crucial function for ensuring strong leadership in 21<sup>st</sup> century organizations. Therefore, modern leaders must be adept at utilizing advanced technologies. Additionally, it is essential to establish the right direction and align team members towards shared goals. Importantly, future leaders must recognize that subordinates are vital members of the organization, and providing consistent, sound leadership will signifi-

cantly influence employee motivation and performance. In this context, leaders need to implement effective strategies for clearly communicating direction to their team members.<sup>174</sup>

➤ Concentrate on one main goal whenever feasible, but ensure it aligns with the overall context.

➤ Keep the discussion focused on two or three key points.

➤ Focus on the most important aspects points.

➤ Translate strategy to operating terminology.

➤ Repeat again.

➤ Explain the reasoning behind any actions or decisions taken decisions.

➤ Invite questions and wait for responses.

➤ Summarize and clarify clearly.

In 21<sup>st</sup> century the concept of collaborative leadership has been labeled with many terms, including shared, participatory, collective, cooperative, democratic, fluid, inclusive, roving, distributed, relational, and post-heroic. Although there is no consensus on a single name for this "new leadership," it is increasingly recognized that traditional hierarchical models are less effective in addressing the global complexity, rapid changes, interdependency, and multifaceted challenges we face today above.<sup>175</sup> Motivating the new, more educated workforce to be dedicated, self-sufficient, and lifelong learners will be the main issue in the information age. Democratic traditions serve as the foundation for this "people-focused" leadership style. It is based on the idea that "solutions are to be discovered in community" in group-centered organizations where "everyone can learn continuously" in the complex future. Followers are being changed into collaborators, lifelong learners, partners, and co-leaders. The command-and-control leaders at the top of the pyramid are facing pressure to adapt as the need for this new leadership increases. It is anticipated that they would develop into leaders who are instructors, mentors, stewards, facilitators, and designers. They are being pushed to become leaders who "live their words," set an example, motivate others, assign tasks, and serve.<sup>176</sup> Effective leaders understand that everyone possesses leadership abilities that need to be acknowledged and put to use. Therefore, our conceptual framework of what leadership is and what effective leaders do is being restructured by the new leadership paradigm. It is changing the function of followers and redefining how organizations are built for the twenty-first century. "The traditional organizational pyramids of the nineteenth century are falling, being replaced with upside-down pyramids and circles and linkages," reads a new brochure from the Robert Greenleaf Center for Servant-Leadership, which encapsulates this sentiment. The process at the core of

<sup>171</sup>[https://www.academia.edu/63077572/A\\_new\\_approach\\_to\\_assessing\\_leadership\\_dimensions\\_styles\\_context](https://www.academia.edu/63077572/A_new_approach_to_assessing_leadership_dimensions_styles_context), accessed on 13 Feb 2026

<sup>172</sup> <https://servetolead.com/pope-francis-life-is-measured-by-love/>, accessed on 13 Feb 2026

<sup>173</sup> Groves, K. S., Feyerherm, A. E., & Sumpter, D. (2023). Cultural intelligence as a global leadership competency in disruptive contexts. In *Handbook of Cultural Intelligence Research* (pp. 214-231). Edward Elgar Publishing, accessed on 13 Feb 2026

<sup>174</sup> Mai, R., et al, (2003), *The leader as communicator – Strategies and tactics to build loyalty, focus effort, and spark Creativity*, New York: AMACOM, accessed on 04 Feb 2026

<sup>175</sup> Block, P., (1993), *Stewardship: Choosing Service Over Self-Interest*. San Francisco: Berrett-Koehler, accessed on 11 Apr 2026

<sup>176</sup> Holbeche, L. (2023). *The agile organization: how to build an engaged, innovative and resilient business*. Kogan Page Publishers, accessed on 13 Feb 2026

this transformation is referred to here as collaborative and reciprocal leadership.<sup>177</sup> Our goal is not to become fixated on a description or a single concept that characterizes the new leadership because collaborative leadership is more flexible and fluid, emphasizing relationships and people's needs. It is more crucial to help people learn the new leadership's goals and talents, as well as to explain to them how collaborative leadership concepts can benefit them in the situation, they choose to lead in. Integration of the past, present, and future is necessary for evolution or advancement.

This realization gives individuals a firm foundation from which to enter the unknown future with the knowledge that cooperative structures have worked successfully for people in the past and can provide guidance for how to jointly design the future in the face of constant change in an interconnected world.<sup>178</sup> The understanding that no one person has the answers to the complex issues that a group or organization must deal with is a fundamental tenet of collaborative leadership. In this situation, leadership calls for a set of values that enable everyone to take action and a method that lets the group's wisdom come to the fore. Understanding that people possess the knowledge and creativity to address the issues they encounter must be the foundation of these ideas. They promote the growth of groups that facilitate group efforts founded on a common goal, sense of ownership, and set of values.<sup>179</sup> The development of collaborative leadership has been greatly shaped by insights from the natural sciences and history. The traditional Newtonian view of a mechanical universe, where people simply follow instructions and rely on repeated, learned responses, has shifted toward a more organic, systems-focused, and dynamic understanding of how individuals, groups, and organizations function. This systems approach demands nonlinear, holistic, and multifaceted strategies that emphasize interactive participation, open communication, ongoing learning, and relationship-building.<sup>180</sup> Consequently, leadership becomes about creating systems, structures, and environments that foster interaction and learning. Leaders must ensure the right patterns are in place, with everyone sharing responsibility for learning.<sup>181</sup> While adaptability and change are vital in this approach, certain core principles support the interaction and learning crucial to collaborative leadership. These principles guide leaders as described below.

➤ **Promoting.** It requires transitioning from individual contributor to strategic thinker, focusing on visibility, relationship building, and demonstrating next-level capabilities before receiving the title. It is a

Group Leadership Method By adopting a shared, diffused, and flexible definition of leadership, "post heroic" leadership departs from the idea that the "great man" holds the solutions. This is predicated on the idea that everyone has the capacity to be a leader and that different people handle leadership roles according to needs, circumstances, and requirements. Collaborative leaders foster settings that are open, encouraging, and allow information exchange while valuing the contributions of all individuals. At the same time, people are urged to grow as leaders and learn new things. Therefore, leadership means helping others develop and learn. The "leader" is a facilitator whose job it is to establish and maintain the "safe space" where individuals may find themselves and learn to relate to each other in a genuine way. This is an example of how leaders are fostering communities. The group, community, or organization now receives more attention than the individual leader did. The nominal leader may not even be visible at times. To achieve this major strategies include driving organizational change, cultivating executive presence, documenting achievements, and developing high-level emotional intelligence.<sup>182</sup>

➤ **Structuring.** A Setting for Learning A learner-focused organization or group encourages ongoing introspection and self-improvement. The culture is ingrained with behaviors like listening, encouraging open-mindedness, asking for constructive criticism, exchanging ideas, and seeing conflict as a chance for personal development. Interaction among those closest to the issue or opportunity is encouraged in order to generate creative solutions. The group must operate "in a mode of inquiry, recognizing that nobody knows and everybody can learn continuously" in order to do this. Open communication, mutual trust, shared meaning, and a sense of collective responsibility develop when the group or organization practices learning together. "Communities of commitment where individuals are always learning how to learn together" is how it describes this. As a result, individuals can step outside of their comfort zones and take the risks that come with change management. It involves designing clear roles, responsibilities, and reporting lines to ensure accountability, efficiency, and strategic alignment. It transforms a group into a high-performing team by defining "who does what," reducing conflict, and providing the stability necessary for growth. Effective structures balance hierarchy for control with agility for innovation.<sup>183</sup>

➤ **Supporting.** Relationships and Interconnectedness: In collaborative leadership, interpersonal connections and relationships emerge as a key dynamic.

<sup>177</sup>Chaleff I., (1995), *The courageous follower: Standing up to and for our leaders*. San Francisco: BerrettKoehler, accessed on 11 Apr 2026

<sup>178</sup>Goldstein, J. (1993), *Revisioning the Organization: Chaos, Quantum Physics and OD - An Interview with Margaret Wheatley*. Organizational Development Journal, 2(2), accessed on 13 Feb 2026

<sup>179</sup>Greenleaf R. K., (1991), *The Servant as Leader*, Indianapolis: The Robert K. Greenleaf Center, accessed on 13 Feb 2026

<sup>180</sup>Huda, M., Borham, A. H., Hashim, A., Ritonga, M., Almunawar, M. N., Anshari, M., ... & Hanafi, H. F. (2023, October). Strategic role of trust in digital communication: critical

cal insights into building organizational sustainability. In *Proceedings of the future technologies conference* (pp. 387-403). Cham: Springer Nature Switzerland, accessed on 13 Feb 2026

<sup>181</sup>Jerab, D. (2023). *How to Be an Effective Leader in Decision Making in an Unstable Environment*. Available at SSRN 4525803, accessed on 27 Apr 2026

<sup>182</sup><https://www.forbes.com/councils/forbescoachescouncil/2026/05/01/why-staying-busy-wont-get-you-promoted-into-senior-leadership-and-playing-golf-might/>, accessed on 27 Apr 2026

<sup>183</sup><https://indianleadershipacademy.com/how-to-build-high-performance-teams-in-hybrid-workplaces/>, accessed on 27 Apr 2026

Covenant relationships arise because of values like respect, honesty, expecting the best of others, and having the freedom to make one's own decisions. Mutual responsibility and trust are the cornerstones of these partnerships. Building people's and groups' ability to live these principles, to take advantage of their interdependence, and to understand that disagreement and differences may promote development and creativity are the main goals of collaborative leadership. The growth of a shared vision that enables individuals to establish shared goals, set common directions, and rise above self-interest is another way that relationships are enhanced. When people have a common vision and set of values, they may organize and manage themselves to complete tasks without the need for strict rules and regulations. It involves adopting a supportive, coaching-oriented approach to empower team members, building trust, and fostering a collaborative environment, which increases employee engagement and reduces stress. Effective supporters provide necessary resources, clear, consistent communication, and emotional support while encouraging autonomy.<sup>184</sup>

➤ **Encouraging Power Sharing.** In order for leadership to be shared or collaborative, ownership and power must be shared across the business. It is implied by shared power that everyone is accountable for learning, leadership, and decision-making. Teams and groups are frequently utilized to reach choices, sometimes using a consensus format. Individual integrity and peer agreements serve as the foundation for accountability and responsibility. As individuals work together toward shared objectives, alliances and partnerships develop, leading to lateral networks of reciprocal influence. Several connections functioning in a fluid, flattened structure founded on partnerships, self-regulation, and interdependence might be characterized as this process. involves moving away from top-down, authoritarian control toward a collaborative approach that distributes authority, decision-making, and responsibility among team members. This approach fosters a culture of ownership, trust, and continuous learning, ultimately driving better organizational performance.<sup>185</sup> It may be explained as a lattice or grid in Re-inventing the Corporation, where power is located in the middle rather than at the top. As a result, networks that cross across and have fluid, shifting borders take the role of hierarchical systems. This network-like structure facilitates the best possible engagement, communication, and empowerment.

➤ **Putting Service and Stewardship into Practice.** Since stewardship flips hierarchical leadership on its head, it is the foundation of reciprocal or shared leadership. Stewardship is not about using privilege, power, and control, but about making sure that other people's needs are met. Stewardship now favors collaboration over hierarchy or patriarchy, empowerment over reliance, and self-interest over service. As a result,

the leader is "in service in lieu of control." This dedication can also be characterized as "wanting to serve first" in his seminal work, *The Servant as Leader*. One then aspires to lead as a result of purposeful choice. Whether or if people's needs are being met serves as the yardstick for collaborative leadership. People can establish a community of shared responsibility as long as they feel appreciated and valued as partners. It requires a fundamental shift from an ownership mindset or focusing on control, power, and personal gain to a caretaker mindset or focusing on serving people, resources, and the long-term mission. Servant leadership prioritizes the growth and well-being of others, while stewardship ensures these resources are managed responsibly for the future.<sup>186</sup>

➤ **Appreciating Inclusivity and Diversity.** Leaders must learn to accept and value individual diversity in order for people to respect one another, develop trust, and communicate honestly. Respecting variety is the fertile ground that grows alliances, partnerships, and cooperative networks. However, understanding differences is the most important factor in achieving community. Respecting each person's viewpoint and unique style allows them to freely share their skills and ideas, allowing others to benefit from their collective knowledge. Additionally, fostering communal ownership and turning followers into stakeholders depend heavily on this inclusivity. It is the knowledge that diversity fosters creativity and greatness. Respecting many viewpoints, encouraging open-mindedness, engaging in conversation, and listening intently and sympathetically are all ways to promote genuine diversity. It is no longer just a corporate social responsibility initiative; it is a strategic business necessity that drives innovation, enhances employee engagement, and boosts financial performance. Inclusive leadership goes beyond having a diverse team and it ensures that varied perspectives are valued, respected, and leveraged in decision-making.<sup>187</sup>

➤ **Making a Commitment to Personal Growth.** As effective leaders, it's easy to lose track of their own development in the fast-paced world of business in 21<sup>st</sup> century. But the success of their team, the leadership effectiveness, and their ability to achieve goals are all closely tied to their personal growth. Leadership and personal growth are two sides of the same coin. By focusing on leaders own development, they will not only become a more effective leader, but they will also enhance their personal well-being.<sup>188</sup> At its core, the shift to shared or collaborative leadership is a human metamorphosis driven by "A resolve to work on them first." The desire for one's "own healing" has been the driving force behind service. Being aware of how one's inner life influences their leadership, whether in a favorable or bad way, can help to instill humility and honesty in the leadership process. Leaders provide an

<sup>184</sup> <https://corporatefinanceinstitute.com/resources/management/supportive-leadership/>, accessed on 01 May 2026

<sup>185</sup> <https://www.linkedin.com/pulse/shared-leadership-power-sohini-bhattacharya-bvbd/>, accessed on 01 May 2026

<sup>186</sup> <https://www.transcendentseekers.com/servant-leadership-stewardship-guide/>, accessed on 27 Apr 2026

<sup>187</sup> <https://www.speexx.com/speexx-blog/diversity-and-inclusion-in-leadership/>, accessed on 27 Apr 2026

<sup>188</sup> <https://www.linkedin.com/pulse/leadership-personal-growth-how-self-development-fuels-oliver-n-mark-xnw8e/>, accessed on 27 Apr 2026

example for others to follow by concentrating on their own personal development and mastery.

Great leader Mahatma Ghandi's said "We must be the change we wish to see in the world," and that reflects his recognition that leadership was centered on personal transformation. The right knowledge, instruction, and training can enable anyone to start using their leadership abilities. What behaviors or roles must collaborative leaders perform if these are the guiding principles of collaborative leadership? Actually, collaborative leadership serves the following purposes: it focuses on the goal rather than the definition of leadership; it is a new paradigm of leadership that is mutually beneficial and collaborative; and there are strong trends that are guiding us in this way. Establishing an atmosphere that encourages the practice of collective leadership begins with a common goal backed by a set of particular values or beliefs that are ingrained in each individual's actions. It takes some "inner labor" for someone who wants to exercise this type of leadership. The practice of genuine collective or shared leadership cannot take place without this internal effort. Values and beliefs are where this inner labor begins. All people are capable of leading themselves, according to those who practice shared leadership. They also think that the group's members, not just one leader, have the skills and assets required to complete a task.<sup>189</sup> Establishing a framework that enables individuals to lead themselves is the aim of positional leaders, rather than giving instructions or giving orders. In other words, positional leaders share or disperse the "power" that comes with their role. As a result, they let the group to take charge and learn how to collaborate, make decisions, plan, and take action. To the greatest extent feasible given the circumstances, they are able and willing to share the authority of their position. Their positional power is shared, yet their personal power is still apparent. The demand for positional power may be replaced or transformed into the satisfaction of witnessing the group develop into a community or learning organization. Modeling is a crucial component that comes after weaving the agreed vision. They have an honest vision of shared leadership, which is evident in how they organize and react to the group's growth. Because practice, vision, and modeling are all integrated, group members feel more confident that leaders "live their talk" by believing in each member and their collective action. It takes time for collective/reciprocal leaders to set up the space as a learning environment.<sup>190</sup> These could consist of: Initially, they establish the expectation of achievement. Secondly, the group is urged to challenge the status quo and embark on challenges. Even their own opinions about what they can and cannot do without explicit guidance from a positional authority are questioned.

A common goal backed by a set of particular values or beliefs that are ingrained in each person's conduct is the first step in establishing an atmosphere where collective leadership is performed. Anyone who want to exercise this type of leadership must put in some "inner labor." Authentic collective or shared leadership is not practiced without this inward effort. Values and beliefs are the foundation of this inner work. Shared leadership advocates hold that everyone is capable of self-leading. Moreover, they think that the group's members, not a single leader, possess the skills and assets required to complete a task. As a result, positional leaders aim to create a framework that enables individuals to lead them rather than to instruct or dictate. This indicates that the "power" of their positions is shared or distributed by positional leaders. They let the group to take charge and learn how to collaborate, make decisions, plan, and take action. They are competent and willing to delegate as much of the authority of their position as is practical given the circumstances. Although they share their positional authority, their personal power is still very much present. They could replace or transform the need for positional authority into the satisfaction of watching the group develop into a community or learning organization. After weaving the agreed vision, modeling is another crucial component. The way they organize and react to the group's growth demonstrates the integrity of their shared leadership vision. Group members are reassured that leaders "live their talk" by believing in each member and their combined action as a result of this integration of practice, vision, and modeling.<sup>191</sup> Leaders that practice collective/reciprocal leadership invest time in creating an environment that is conducive to learning. This could contain: They first establish the expectation of success. Second, the group is urged to question the status quo and take chances. Without explicit guidance from a positional authority, individuals are even urged to question their own assumptions about what they can and cannot do.

#### **VI. Proposition of Traits of Contemporary Successful Leaders in 21<sup>st</sup> Century**

The role of leaders has also witnessed significant change in recent years, and the demands placed on leaders today involve complex transformation of societal value systems in the context of global political, social, and economic forces. These forces have generated new issues and heightened organizational uncertainty. In addressing these challenges, scholars and practitioners alike have begun to embrace an emergent realm that may be described as "spiritual" leadership. This concept is conceptualized through diverse genres, including the evolution of information, communication and management science development, social-psychological needs, across nationalities and cultural differences,

<sup>189</sup> Iriani, N., Agustianti, A., Sucianti, R., Rahman, A., & Putera, W. (2024). Understanding Risk and Uncertainty Management: A Qualitative Inquiry into Developing Business Strategies Amidst Global Economic Shifts, Government Policies, and Market Volatility. *Golden Ratio of Finance Management*, 4(2), 62-77, accessed on 13 Feb 2026

<sup>190</sup> Joel, O. T., & Oguanobi, V. U. (2024). Entrepreneurial leadership in startups and SMEs: Critical lessons from building and sustaining growth. *International Journal of Management & Entrepreneurship Research*, 6(5), 1441-1456, accessed on 27 Apr 2026

<sup>191</sup> <https://www.harvardonline.harvard.edu/course/strategy-execution-public-leadership/> accessed on 13 Feb 2026

sociology of religion deviance and criminology, ecology, anthropological and cosmological theories of society and culture, mathematical semantics of social and anthropological relations, theories, and applications.<sup>192</sup> The existence of the so-called naturally born leader is hardly supported by any data. Studies that are still being conducted are demonstrating the lack of value in the idea of a natural leader. The fact that charm is frequently confused with leadership could be one factor contributing to this misconception. It is true that certain leaders are very charismatic. But a lot of leaders don't. In actuality, a variety of forces shape leaders; they are not born. Honesty, knowledge, readiness, experience, opportunity, balance, and so forth are some of the elements that frequently create good leadership qualities. Astute leaders are starting to realize that it is their duty to cultivate followership by promoting followers' involvement in goal-setting and objectives.<sup>193</sup> Followers are now seen by modern leaders as collaborators in the company who should be empowered to carry out their duties and encouraged to seek innovation.

Contemporary successful leaders are believed to own the unique ability to inspire organizational members to seek an ideal and pursue that ideal by aligning with their personal values, goals, vision, mission, and sense of purpose. Individuals following a spirit-determined leader become members, instead of subordinates, feel at home in the organization, express emotions more freely, feel whole, and experience work engagement and personal fulfillment. These feelings of authenticity become the ultimate motivation for human action. Positive leadership abilities may have a positive and significant impact in almost every aspect of our lives, which is why leadership is vital. Gaining, comprehending, and demonstrating leadership abilities can positively impact our work environment, our community, and our interpersonal connections.<sup>194</sup> The ability to lead effectively in the present era requires a wide range of characteristics. Vision, mission, values, dedication, drive, and consensus-building are a few of these attributes. A leader's efficacy may be significantly diminished if they lack any of these crucial characteristics or traits. Contemporary successful leaders view the benevolence of people as final. They respect their words, feelings, emotions, and values and remain open and appreciative, totally committed and loyal to the growth and development of individual human potential. The value productive and effective leaders delegate responsibility. Such leaders demonstrate confidence in the abilities of people and rely on the resources of the organization to meet objectives. They support the right of people to make their own decisions and establish their own guidelines. Effective leaders promote self-satisfaction and integrity in order to foster an environment in

which people do the right thing not only because they think their boss is looking, but because they believe it is the right thing to do, and they feel fulfilled when taking the right path to their destination. The mission plays an even bigger role than the organization itself. It is a statement of the exclusive purpose that sets one apart from other organizations and as a driving force that propels growth and desired results.<sup>195</sup> The following are the essential characteristics of a contemporary leader.

**Vision:** This is a significant way to express the organization's mission in a way that is so visually appealing and intuitive that it effectively illustrates what the organization can become in the future. A shared goal, self-worth, and a feeling of belonging are all infused by vision. Historically, the organization's top management has provided the vision. Contemporary leaders are also starting to see the need of developing the vision in collaboration with individuals who are more familiar with the workplace and the client. Contemporary successful leader's vision is a clear, compelling, and actionable picture of a desired future, grounding, inspiring, and aligning team members toward common goals. Such leaders develop this vision by tapping into their core purpose, brainstorming future possibilities, and creating a narrative that aligns with organizational values.<sup>196</sup>

**Mission or Mission Statement:** This usually explains the organization's mission and the kinds of tasks that must be completed for clients and stakeholders. The special value or services the organization provides as a result of its efforts should also be mentioned. Usually, mission statements have three or more parts. First, a declaration of the company's overarching goal or objective is made. Second, a declaration outlining the principles as staff members are supposed to uphold and adhere to during the decision-making process. Third, a statement outlining the main objectives that management feels are necessary to fulfill the purpose. These objectives ought to align with the moral principles that staff members are supposed to uphold. Contemporary leaders make sure that, these are the tenets that outline how staff members, starting with management, plan to carry out their duties and behave. These principles serve as the cornerstone of the organization's culture and will dictate the type of organization that emerges. Contemporary leaders never sacrifice moral courage or values.

**Values:** Values are the underlying beliefs that guide our decisions and actions and ultimately shape our days and careers. Our values determine how we execute leadership, the team environment we create, and the success of our company or venture. The values you display as a leader will permeate your entire organization and affect its performance. Leadership values are a

<sup>192</sup> Khokhar, M. S., Agashe, A., Deogaonkar, A., & Paralkar, T. A. (2023). Ethical Leadership and Corporate Social Responsibility in Diversified Business Groups: A Conceptual Model of Asian and Latin America. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.* 8(6), 19, accessed on 13 Feb 2026

<sup>193</sup> Kramskyi, S., Guo, X., Chmutova, I., Kryvobok, K., & Lozova, T. (2024). The race for global leadership and its risks

for world instability: Technologies of controlling and mitigation. *Research Journal in Advanced Humanities*, 5(1), 178-191, accessed on 27 Apr 2026

<sup>194</sup> <https://aithor.com/essay-examples/qualities-and-characteristics-of-effective-leaders-in-the-21st-century>, accessed on 29 Apr 2026

<sup>195</sup> Ibid

<sup>196</sup> <https://www.indeed.com/career-advice/career-development/leadership-vision-statements>, accessed on 29 Apr 2026

subset of those values that positively influence one's ability to lead effectively or be a good leader. Leader should consider this question: What are the goals, mission, and culture of my company?<sup>197</sup> The guiding principles outline how the staff, starting with management, plans to carry out their duties and behave. As the cornerstone of the organization's culture, these principles will dictate the type of organization that emerges. Moral courage and values are never compromised by modern leaders.

**Commitment:** Commitment is the unwavering dedication to goals, people, and values, fostering trust through consistent actions, integrity, and follow-through. Contemporary and effective leaders demonstrate commitment by serving their team, modeling, and maintaining high standards. It drives organizational success and fosters a resilient team culture.<sup>198</sup> This is the emotional commitment made by an employee to put up significant effort in order to carry out a choice, result, or objective. To accomplish the mission and set goals, effective leaders must be dedicated individuals who can enlist the dedication of others. Contemporary leaders never waver in their dedication and cultivate goodwill. Understanding commitment as a crucial leadership trait is essential for fostering a motivated and resilient team environment. Leaders who display strong commitment not only drive their teams towards success but also cultivate a culture of accountability, perseverance, and continuous improvement. This overview delves into the various dimensions of commitment in leadership, exploring its key points, benefits, challenges, future trends, best practices, real-world case studies, and concludes with its overall significance.

**Motivation:** This is the capacity to offer a motivator or justification to persuade people to take action or make a commitment. Successful leaders understand that various people respond to different motivators since every individual is unique. A prudent leader is also aware that creating a fear-based atmosphere is the least successful long-term motivator and that money is not the best one. Contemporary leaders are able to effectively inspire their people. Motivating leaders relies on cultivating purpose, autonomy, and growth, driven by internal passion rather than just external rewards. Effective leaders stay motivated by focusing on vision, embracing continuous learning, building strong relationships, and achieving mastery. Major drivers include personal fulfillment, making an impact, and developing others.<sup>199</sup>

**Consensus Building:** This is the capacity of a leader to foster consensus among disparate members of a group. Although it may not be every member's first choice, a consensus usually arises when different group

members concur that a specific alternative is acceptable. Compared to a decision reached by a simple majority, reaching a consensus can foster a higher level of commitment among group members. Nevertheless, reaching a consensus takes more effort and isn't always achievable. In order to start implementation, modern leaders typically need to take the initiative and confirm that the group decision has been taken.

The existence of the so-called naturally born leader is hardly supported by any data. Studies that are still being conducted are demonstrating the lack of value in the idea of a natural leader. The fact that charm is frequently confused with leadership could be one factor contributing to this misconception. It is true that certain leaders are very charismatic. But a lot of leaders don't. In actuality, a variety of forces shape leaders; they are not born. Honesty, knowledge, readiness, experience, opportunity, balance, and so forth are some of the elements that frequently create good leadership qualities. Astute leaders are starting to realize that it is their duty to cultivate followership by promoting followers' involvement in goal-setting and objectives.<sup>200</sup> Followers are now seen by modern leaders as collaborators in the company who should be empowered to carry out their duties and encouraged to seek innovation. Positive leadership abilities may have a positive and significant impact in almost every aspect of our lives, which is why leadership is vital. Gaining, comprehending, and demonstrating leadership abilities can positively impact our work environment, our community, and our interpersonal connections. The ability to lead effectively in the present era requires a wide range of characteristics. Vision, mission, values, dedication, drive, and consensus-building are a few of these attributes.<sup>201</sup> A leader's efficacy may be significantly diminished if they lack any of these crucial characteristics. The following are the essential qualities/traits of a contemporary successful leader.

**Humility.** Humility for leaders is the quiet confidence to recognize one's own limitations, prioritize team needs, and foster a culture of trust and continuous learning. It improves performance and job satisfaction by empowering employees, admitting mistakes, and seeking feedback. Humble leaders show vulnerability, leading to stronger, more resilient teams. Being humble makes a leader "more human" and involves sharing power and soliciting input as opposed to forcing change and exercising command. The significance of humility in leadership cannot be understated. In the corporate world, the qualities of a successful leader are always evolving. However, one quality that remains important is humility. Although it may seem counterintuitive, humility can actually be a powerful tool for leaders.<sup>202</sup>

<sup>197</sup> <https://www.betterup.com/blog/10-core-values-of-a-great-leader>, accessed on 27 Apr 2026

<sup>198</sup> <https://auroratrainingadvantage.com/leadership/commitment-leadership-quality/>, accessed on 21 Apr 2026

<sup>199</sup> <https://naviminds.com/motivational-leadership/>, accessed on 21 Apr 2026

<sup>200</sup> Longenecker, C. O., & Wittmer, J. (2024). CEO reflections on leadership lessons from the global pandemic: back to

basics during crisis. *Leadership & Organization Development Journal*, accessed on 21 Apr 2026

<sup>201</sup> McKenzie, C., Brophy, K., Konstanta, G., & Webster, L. (2023). A vision for change leadership: Trust, transparency and accountability at University of Wollongong Library. *The Journal of Academic Librarianship*, 49(3), 102710, accessed on 21 Apr 2026

<sup>202</sup> <https://managementconsulted.com/humility-in-leadership/>, accessed on 21 Apr 2026

**Trust.** A leader who exhibits humility is "more human" and shares authority and solicits feedback instead of forcing change and exercising command.<sup>203</sup> Successful leaders build trust through a foundation of competence, character, empathy, communication, well-behavior, connection, earning confidence rather than demanding it. Contemporary successful leaders foster a culture of trust by being authentic, transparent, consistent, and empathetic, which drives team performance.<sup>204</sup>

**Transparency.** Trust and transparency must go hand in one. It is impossible to build trust without being truthful and transparent. Leaders that are open and honest with their team about how they can all work together to accomplish the company's goal see a 103 percent boost in employee satisfaction and an 87 percent rise in the quantity of excellent work that is being done. It is the practice of willingly sharing information, decision-making processes, and rationales with employees, fostering trust, accountability, and engagement. It involves honest communication, admitting mistakes, and explaining the "why" behind decisions. This approach reduces uncertainty, enhances employee motivation, and builds a resilient, inclusive company culture.<sup>205</sup>

**Empowerment.** Empowering leadership is a leadership strategy that focuses less on direct management or micromanaging employees, and more on allowing employees to administer themselves through empowerment. It means allowing employees the space and permission to make important decisions about how they work and the projects they participate in each day. Developing leadership skills often requires training and experience, but some companies also inspire better leadership among employees by adopting certain leadership models, like leadership through empowerment.<sup>206</sup> Leaders that give their staff the freedom to take charge, make choices, lead, and innovate see a 78 percent boost in engagement, a 255 percent rise in the occurrence of excellent work, and an 184% improvement in their employees' perceptions of them.<sup>207</sup>

**Enablement.** It is a strategic and inclusive approach that empowers leaders with the tools, skills, and support needed to thrive, moving beyond training to cultivate high-performing cultures. It focuses on removing obstacles, enabling agility, enhancing human traits like empathy, and driving employee performance. Major components include data-driven insights, clear expectations, and continuous feedback loops.<sup>208</sup> So, workers/staffs must be given the opportunity to change things. It is the duty of leaders to help their staff members grow and develop so they have the knowledge and expertise needed to do excellent work.<sup>209</sup>

**Prioritizing Wellbeing.** There's a great quote of Dalai Lama as he said "if you can't take care of yourself, you're not qualified to take care of anyone else". People are always at the heart of any organization, so when anybody take time to take care of themselves, they are actively investing in their health and essentially their team. Workers must be empowered to make changes. Leaders have a duty to nurture and develop their staff, giving them the knowledge and skills necessary to perform their best.<sup>210</sup> Repeating this often emphasizes its importance, but the core message remains the same: empowerment and development are key. Leaders should focus on supporting their teams to foster growth and improvement work. Many of us invariably fail when something happens and our plans are overturned. We need to remember that this is a marathon, not a sprint, establishing healthy routines and backup plans for when things don't go our way, being flexible and remembering that we can always begin again.

**Mentorship.** Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work. Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work. Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work.

**Empathy.** In the land of leadership, traditional notions of asset and assertiveness often overshadow the importance of empathy. Leaders are often expected to be authoritative forces to be reckoned with, people who live by the notion that the ends justify the means. Showing compassion has traditionally been misconstrued as a weakness or a sign that a leader can be steamrolled by their charges. It was believed that an authoritarian presence was necessary to maintain a tight ship and keep the team working consistently toward their goals.<sup>211</sup> It's critical to comprehend and acknowledge the needs, feelings, and difficulties of others. Leaders who demonstrate empathy become far more relatable and build closer bonds with their staff. The current state of affairs is unparalleled in that everyone on the planet is coping with the same issue in their own unique way. Although COVID-19 had a global impact, each of us experienced it differently on a personal level. We all carry rocks in our backpacks, and some days those

<sup>203</sup><https://www.octanner.com/global-culture-report#2020>, accessed on 21 Apr 2026

<sup>204</sup> <https://www.facebook.com/100094160513856/posts/11-ways-to-build-trust-as-a-leader-leadership-trust-leader-leadershipskillsstudy/834411919707484/>, accessed on 21 Apr 2026

<sup>205</sup> <https://www.linkedin.com/top-content/leadership/leadership-s-impact-on-culture/importance-of-leadership-transparency-in-company-culture/>, accessed on 13 Feb 2026

<sup>206</sup> <https://ca.indeed.com/career-advice/career-development/empowering-leadership>, accessed on 26 Feb 2026

<sup>207</sup> <https://fleximize.com/articles/017780/modern-leadership-todays-workplace>, accessed on 26 Feb 2026

<sup>208</sup> <https://thisisalchemist.com/creating-a-successful-leadership-enablement-plan/#>, accessed on 26 Feb 2026

<sup>209</sup><https://www.thegrowthfaculty.com/blog/modernleader>, accessed on 13 Feb 2026

<sup>210</sup> <https://www.myrtologaki.com/thinking/prioritizing-well-being-at-work>, accessed on 13 Feb 2026

<sup>211</sup> <https://www.forbes.com/councils/forbestechcouncil/2023/11/16/empathy-in-leadership-the-powerful-balance-of-strength-and-compassion/>, accessed on 13 Feb 2026

rocks are heavier than others, as a quote suggests. Recognizing this is a fantastic first step.<sup>212</sup>

**Recognition.** Giving regular praise and showing gratitude to others are essential for creating a contented team that is more inclined to go above and beyond. Employee engagement increases by 83 percent when people are consistently recognized, not simply when they achieve a goal. It is a critical tool that boosts employee engagement, retention, and performance by making team members feel valued, visible, and motivated. Effective leaders provide timely, specific, and authentic recognition that aligns with organizational goals while fostering a culture of trust. It is a powerful driver of productivity, not just a soft skill.<sup>213</sup> So, recognizing employees for their effort and contribution is essential for strong, effective leadership and improved organizational culture. 82% of employees are more engaged when recognized. Employees stay longer when they feel appreciated.<sup>214</sup>

**Honesty.** It is the foundational practice of being transparent, consistent, and truthful, which builds deep trust, boosts team morale, and fosters a culture of integrity. It involves owning mistakes, sharing uncomfortable truths, and aligning actions with words, ultimately driving long-term organizational success. Contemporary successful leadership is a complex combination of character traits or habits and competencies or skills and practices and Which build a relationship of trust and influence. Only when followers see a never-broken pattern of honesty in the leader, will they be able to fully trust the leader. With the establishment of complete trust, followers can then invest their energy, livelihood, and commitment into the leader and the vision and goals that they are mutually pursuing.<sup>215</sup> In actuality, responsibility is fostered by honesty. Leaders that are truthful make their team members answerable for their activities. This can contribute to the development of a responsible, self-assured, and believing culture where everyone takes responsibility for their job and works to accomplish their objectives. In actuality, integrity is essential to good leadership and will remain so in the future. It strengthens faith, creates a positive culture, sets an example, welcomes criticism, and promotes accountability.

The contemporary successful leader, one needs have both theoretical and practical expertise. Real-world experience is how practical learning is achieved. The two primary approaches to learning and training in schools, colleges, and advanced adult education continue to be theoretical and practical instruction. On-the-job training is actually more beneficial than reading, watching, or listening. Learning by doing is the ultimate goal of vocational or practice-based, practical

learning nowadays. We can typically retain material effectively and for extended periods of time when we learn it practically.<sup>216</sup> Depending on the individual, actions are easier to recall and apply than words. Gaining more practical experience can help you grasp a certain skill or subject more thoroughly. It is frequently believed that experience-based learning is a more effective method of retaining information and honing skills. In contrast to theoretical learning, practice-based learning integrates interpersonal communication and teamwork. People are more likely to be studying alongside others than merely internally. Consequently, hands-on learning might enhance their communication and social abilities. In order to increase our capacity to collaborate with others in understanding and communication, social input may be essential for hands-on teaching and learning. By putting pertinent abilities into practice, a person develops the experience and knowledge necessary to finish tasks and demonstrate his ability in his position. The well-known proverb "practice makes perfect" applies here. The key to comprehending and demonstrating our ability to perform the job at hand in the workplace is practical learning. On the other hand, neglecting the significance of theoretical education will ultimately impede advancement.<sup>217</sup> The following abilities are necessary for contemporary leaders to succeed in their workplace or theater and stay away from harmful leadership practices.

**Emotional Intelligence.** The concept of emotional intelligence holds that both our own and other people's emotions have an impact on how we behave. High emotional intelligence is a sign of being able to identify one's own feelings and comprehend how they influence conduct. It also shows that you have the capacity to judge other people's feelings. The employment environment of today presents a different picture than that of previous roles where a rigid, structured leadership approach may have been effective. In order to help handle chaotic or stressful situations, leaders with emotional intelligence are able to comprehend the complicated feelings of both themselves and others. Inspiring others and preventing animosity, an emotionally savvy leader will effectively manage important client and workplace connections. Leaders with empathy are more than 40% more effective at coaching, decision-making, and staff engagement.<sup>218</sup>

**Listening Skills.** It is common knowledge that all successful leaders possess strong communication abilities. However, it's a typical mistake to solely evaluate a leader's speaking abilities while ignoring their listening skills. Future leaders will adopt a stance of "actively listening" rather than completing employees' sentences or even providing interpretation since, as leaders, we

<sup>212</sup><https://councils.forbes.com/profile/Steve-Shillingford-CEO-Deepsee-ai/d67627e4-422f-4cfe-910a-9d7a6ea8795f>, accessed on 13 Feb 2026

<sup>213</sup> <https://www.startupdaily.net/advice/leadership/recognition-is-underrated-heres-why-its-your-most-valuable-leadership-tool/>, accessed on 19 Apr 2026

<sup>214</sup> <https://mustedu.com/the-importance-of-professional-recognition-for-team-engagement/>, accessed on 19 Apr 2026

<sup>215</sup> [https://learn.neumann.edu/neureflections/csscd\\_8\\_28\\_2018](https://learn.neumann.edu/neureflections/csscd_8_28_2018), accessed on 13 Feb 2026

<sup>216</sup> Murphy, M. C. (2024). *Cultures of Growth: How the New Science of Mindset Can Transform Individuals, Teams and Organisations*. Simon and Schuster, accessed on 13 Feb 2026

<sup>217</sup> Nejati, M., Salamzadeh, Y., & Loke, C. K. (2020). Can ethical leaders drive employees' CSR engagement?. *Social Responsibility Journal*, 16(5), 655-669, accessed on 13 Feb 2026

<sup>218</sup> <https://www.soocial.com/emotional-intelligence-statistics/>, accessed on 13 Feb 2026

think our opinions are more significant. The finest thinkers have debated what intelligence really is for millennia. According to Einstein, "The true indication of intelligence is not knowledge but imagination," but Sternberg's theory distinguishes three types of intelligence: practical, creative, and analytical. Intelligence is up for discussion, regardless of how we define it. "Common sense" may be lacking in even the most "book brilliant" persons. IQ tests have historically been used to evaluate intellect, but they ignore social and emotional intelligence, two components of intelligence that are crucial for coaching and leadership. Listening carefully to clients and staff can assist address some issues by removing barriers and providing them with the will to succeed. A leader needs to hone his capacity to react to market cues. Sometimes a sudden change of direction is necessary, but more often than not, the early warning signs have been present for some time. Stronger ties with customers will result from that sensitivity. Since the world is constantly changing, a leader should be the "constant" that his clients depend on and provide them with the information they require to be successful.

**Establish Trust.** A prevalent characteristic among the world's top-performing teams is trust. Future leaders will create "psychological safety" in the group dynamic, allowing everyone to think freely and trusting one another to voice concerns and communicate openly. Teams at work can achieve better results more quickly and at a lower cost when there is trust. Future leaders will demonstrate trust in their employees, which will be reciprocated by more open communication as well as increased productivity and efficiency. Tech leaders today must become adept at conveying stories with strong graphics and remote tools because a large portion of the tech industry operates in a hybrid remote setup. Instead of delivering dull presentations, a tech leader should learn how to use their team's persona to communicate their messages, engage the audience remotely utilizing contemporary tools, and use square box cameras to gain their team's trust.<sup>219</sup>

**Develop Others.** In 21<sup>st</sup> century leaders are developing others requires anchoring their thoughts to the individual and looking outside of the self. That personalization is one reason leadership coaching is so effective as a development tool. Being a modern leader means creating a strong leadership culture in addition to carrying out strategy and motivating outcomes. Today, the best leaders know how to draw out their employees' strengths. They also put in the time and effort to help them develop within their teams because they understand the impact this has on their organizations.<sup>220</sup> By identifying and nurturing any leadership potential that may be developing within the firm, contemporary leaders go above and above for the benefit of the company's expansion. Successful leaders of the future will possess the quality of enabling people to realize their potential and accomplish their goals. Because in order to be a

successful leader in the future, we must enjoy helping people reach their full potential. However, a good coach and leader will set an example for their team members by making sure they understand how their job fits into the larger company objective and motivating them to remain motivated and dedicated to the organization.

**Servant Leadership.** The term servant leadership was coined by Robert Greenleaf, a twentieth-century researcher who was skeptical about traditional leadership styles that promoted authoritarian relationships between employers and employees. According to Greenleaf's observations, the servant leader approaches situations and organizations from the perspective of a servant first, looking to lend their presence to answer the needs of the organization and others.<sup>221</sup> A contemporary leader will exemplify the principles of a servant leader, who guides people to meet their needs. The welfare of the workers and their communities is the main focus of servant leadership. The wellbeing of their people is still the core focus of servant leadership, as opposed to traditional leadership's emphasis on company or business goals. A leader must begin considering people as individuals rather than as resources or items in his toolbox. People are not the tools in modern businesses; they are the people who use the tools. The first step in being a people-first leader is this lesson.

**Global Citizen.** In 21<sup>st</sup> century, global leaders confront a multitude of challenges shaped by historical events and technological advancements. The world has grown increasingly linked and borderless as globalization continues to dominate commerce and communication in society. In the future, contemporary leaders will have to overcome the challenges of navigating international marketplaces, appreciating new cultures, and building diverse teams of high-performing individuals. Successful leaders recognize the interdependence between themselves and their followers, fostering inclusive collaboration. Beyond mere authority, leadership encompasses inspiring, engaging, and fostering creativity among followers towards collective goals. Exceptional leaders serve their followers, harness their creative energies, and provide honest and timely feedback.<sup>222</sup>

**Leading Integrations.** As we approach another year of record merger and acquisition activity, the ability to lead integrations has become an increasingly vital skill set for technology leaders. Disjointed IT systems pose significant challenges following a merger or acquisition, particularly in today's dynamic work environment. Tech leaders who can effectively streamline disparate technology stacks and establish cohesive tech ecosystems will be essential in delivering value swiftly after a deal. Additionally, with the rise of remote work, tech leaders can no longer engage and connect with their teams by simply walking around the office. Instead, regularly sharing brief videos is an excellent al-

<sup>219</sup><https://councils.forbes.com/profile/Buyan-Thyagarajan-Partner-Salesforce-CRM-Practice-Lead-Eigen-X/3c11a4bedb76-439f-a535-e4150c348b60>, accessed on 11 Apr 2026

<sup>220</sup> <https://www.soundingboardinc.com/blog/leadership-capability-develop-others/>, accessed on 21 Feb 2026

<sup>221</sup> <https://greenleaf.org/what-is-servant-leadership/>, accessed on 21 Feb 2026

<sup>222</sup> <https://ileading360.com/post-number-2/>, accessed on 26 Feb 2026

ternative for celebrating achievements, conveying information, or recognizing the efforts of individuals and teams.<sup>223</sup>

**Digital Leadership.** To effectively harness digital transformation, an organization typically has one or more leaders responsible for managing the transformation of assets and outlining the pathway to achieve its strategic objectives. These leaders focus on navigating the ongoing challenges of digital transformation as organizations adapt to evolving technology, new methods of product delivery, and shifting customer expectations. There is no one-size-fits-all approach or leadership structure that guarantees success in digital initiatives. Relying on a single leader may lead to the emergence of a digital silo, while distributed leadership can often result in a lack of alignment. In such cases, pursuing digital initiatives can feel akin to an infectious challenge: once a leader becomes involved, they may find it difficult to disengage. To avoid having the “infection” consumes valuable time, others may opt not to engage at all, leaving certain areas of digital development inadequately managed.<sup>224</sup>

**Advanced Technology and Technology Leadership.** Being a technology leader today requires more than technical expertise. Effective leadership involves a balanced skill set that adapts to the evolving tech landscape. Leaders must focus on the strategic vision while also attending to technical details, ensuring they don't lose sight of overarching goals. Striking a balance between hands-on skills and a broad outlook is crucial. Additionally, fostering a culture of cybersecurity awareness across all levels of the organization is essential, engaging everyone from interns to executives.<sup>225</sup> In today's dynamic environment, an all-hands-on-deck approach is crucial. Emotional intelligence is a fundamental component of effective technology leadership, particularly in nurturing strong teams. Recognizing and addressing the emotional and professional needs of team members is essential for a leader's success. Technology leaders must adapt their management styles to align with the unique attributes of each individual. Since team members vary in their strengths and qualities, leaders should employ flexible management techniques to maximize each person's potential.

**Adaptability and Continuous Learning.** Change is a constant in the technology landscape, making adaptability essential for effective leadership. Leaders must not only respond to change but also actively embrace it. Technology leaders should foster a culture of continuous learning to enhance their teams' adaptability and resilience. This can be facilitated by promoting courses, webinars, and workshops. A tech leader's role extends beyond merely understanding code or keeping up with the latest trends; it encompasses a blend of technological expertise, cybersecurity awareness, emotional intelligence, and more. To effectively guide their

teams through the ever-evolving tech environment, leaders need to integrate practical skills with a strategic vision, encourage a culture of ongoing education, and advocate for ethical responsibility.<sup>226</sup>

**Data Driven Decision Making.** In technology leadership, possessing a strong data acumen is essential. A leader who neglects to engage with data risks making decisions based on guesswork, which is unacceptable in today's high-stakes environment. Effective technology leaders leverage data to derive actionable insights, rendering instinct-based decision-making obsolete.<sup>227</sup> Data-driven decision-making (DDDM) for leaders involves using empirical evidence, analytics, and metrics rather than intuition alone to guide strategic, operational, and HR decisions. Leaders can achieve better performance by establishing clear, KPI-linked strategies, utilizing AI-driven scenario planning to model outcomes, and fostering a data-driven culture. Key steps include identifying the right data, implementing data analysis tools, and balancing data with human judgment.<sup>228</sup>

**Strategic Vision and Foresight.** It enables leaders to move beyond reactive management, using structured analysis to anticipate trends, risks, and opportunities, ensuring long-term resilience. Strategic foresight means leaders look beyond short-term gains, scanning the horizon for emerging risks and trends, and using imagination, planning, and resource shifts to build lasting value.<sup>229</sup> Monitoring emerging trends is essential for technology leaders. What trends are currently influencing the industry? How can a leader ensure that their technology strategy aligns with broader business objectives? Effective technology leadership involves not only addressing present challenges but also anticipating future developments. Possessing foresight can provide a leader with a significant first-mover advantage.

**Stakeholder Communication.** Tech jargon can often feel foreign to those not working in the technology sector. Influential technology leaders have the ability to translate this jargon into clear, simple language that stakeholders can understand. In technology leadership, it is essential to bridge the divide between IT and other departments. Technology should not operate in isolation within a business. Leaders must create connections between IT and various departments to establish a cohesive strategy. As more individuals transition into strategic board-reporting roles, it becomes imperative for a leader to communicate the complexities of their job in layperson's terms. Mastering a successful ten-minute board presentation is a valuable skill that “equalizes” tech executives, setting them up for long-

<sup>223</sup> <https://league.com/>, accessed on 26 Feb 2026

<sup>224</sup> <https://www.ardoq.com/blog/digital-leadership-skills>, accessed on 11 Apr 2026

<sup>225</sup> <https://www.linkedin.com/feed/hashtag/?keywords=cybersecurity>, accessed on 26 Feb 2026

<sup>226</sup> <https://www.linkedin.com/feed/hashtag/?keywords=tech-leadership>, accessed on 26 Feb 2026

<sup>227</sup> <https://www.linkedin.com/feed/hashtag/?keywords=datadriven>, accessed on 11 Apr 2026

<sup>228</sup> <https://www.oakwoodinternational.com/blog/data-driven-leadership>, accessed on 11 Apr 2026

<sup>229</sup> <https://www.linkedin.com/top-content/leadership/strategic-vision-in-leadership/leadership-behaviors-that-demonstrate-strategic-foresight/>, accessed on 19 Apr 2026

term success that can be passed on to their successors.<sup>230</sup>

**Ethical Responsibility and Sustainability.** Ethical leadership is a form of leadership based on strong moral principles and universal values, like integrity, transparency, and respect for others. An ethical leader stands out for their ability to inspire, attract, and motivate their team, creating a work environment where trust and mutual respect triumph. Transparency is a critical pillar of ethical leadership, as leaders who practice this style are open and honest in their communications, fostering a culture of trust and collaboration. With great power comes a significant ethical responsibility.<sup>231</sup> Technology leaders encounter ethical dilemmas that demand thoughtful consideration. Whether addressing data privacy or the ethics of artificial intelligence, it is imperative for leaders to navigate these moral challenges with care. Green technology is not merely a trend; it is an essential requirement. In the realm of technology leadership, championing sustainability is not only an ethical obligation but also a sound business strategy.

**Creativity.** Leadership requires fostering an environment where creativity and innovation can thrive. However, encouraging creativity isn't just about coming up with new ideas ourselves and it's about creating space for others to contribute their perspectives and solutions. It's about being open to change and seeing challenges as opportunities to do things differently.<sup>232</sup> Technology leaders should cultivate an environment that promotes innovation. It is essential for leaders to create a space where team members feel secure in presenting their next groundbreaking ideas. Embracing innovation often involves taking risks and challenging the status quo. In the realm of technology leadership, a willingness to disrupt established norms can lead to significant long-term advantages. A creative mindset is an open, mindset that effectively creates meaningful and active ideas and solutions. When a leaders adopt this mindset, he/she encourages problem-solving for their teams, opening up opportunities for business growth and new unexplored areas. When leaders innovate, they break the status quo to create products and services that differentiate them from others with a competitive edge. They build a culture of innovation by inspiring teams to exhibit their creativity collectively. However, creative leadership is one of the core leadership skills and will differentiate a great leader from a good one.<sup>233</sup>

#### **Project Planning, Management and Delegation.**

In 21<sup>st</sup> century, in the dynamic world of project management, efficiency isn't just a goal; rather it's an obligation. Among the many strategies employed to

achieve this efficiency, one stands out for its supreme impact of effective delegation. So, understanding and implementing the role of effective delegation in project management efficiency can be the linchpin in transforming good project outcomes into great ones.<sup>234</sup> Projects must be completed on time and within budget. A great idea is only an idea until it is executed, making effective project management crucial for technology leaders to transform visions into reality. Demonstrating strong delegation skills reflects mature leadership. Leaders should recognize when to delegate tasks and trust their team's expertise to deliver results. Mastering project planning and delegation is vital for leaders aiming to meet their goals. Planning breaks down complex tasks into smaller, manageable parts, while delegation assigns responsibilities to ensure timely completion. Both skills help leaders stay aligned with their objectives and lead their teams to successful project outcomes.

**Context Switching.** Context switching for leaders is the ability to fluidly transition between disparate topics, meetings, and decisions—such as shifting from strategic planning to talent management—while remaining present and effective. While it risks causing a ~40% drop in productivity and high mental fatigue, mastering it fosters adaptability and faster innovation.<sup>235</sup> Technology executives must enhance their understanding of context switching. For instance, they should adeptly shift their focus from sales to product development in an instant. It is essential for them to add value while processing new information and challenges efficiently, all while maintaining a keen sense of prioritization before swiftly transitioning to the next area of focus.<sup>236</sup>

**Collaborating across Organizations.** Today, cross-functional collaboration is a powerful tool that can drive organizational success by effectively bridging gaps between departments while fostering innovation across teams. With a better understanding of how collaboration can enhance organizational effectiveness, improve communication, and boost stakeholder engagement, leaders can be better prepared to foster collaboration in their own work.<sup>237</sup> A technology leader must possess the capability to collaborate across the organization and assemble the appropriate individuals to develop innovative, comprehensive solutions that meet customer needs. This involves uniting various teams, particularly those that engage directly with customers, to gain insights into the product, identify pain points, and explore opportunities. Taking a holistic approach

<sup>230</sup> <https://www.forbes.com/sites/forbestechcouncil/2022/03/18/16-skills-every-tech-exec-needs-as-their-role-evolves-and-expands/?sh=31a3cff124e9>, accessed on 26 Feb 2026

<sup>231</sup> <https://www.esade.edu/beyond/en/what-is-circular-economy/>, accessed on 26 Apr 2026

<sup>232</sup> <https://www.linkedin.com/pulse/innovation-creativity-leadership-scott-boersma-u5w8c#>, accessed on 11 Apr 2026

<sup>233</sup> <https://www.forbes.com/councils/forbescoachescouncil/2022/07/14/how-to-embody-creativity-in-leadership/>, accessed on 11 Apr 2026

<sup>234</sup> <https://www.omnitas.com/the-role-of-effective-delegation-in-project-management-efficiency/>, accessed on 27 Feb 2026

<sup>235</sup> <https://www.linkedin.com/pulse/context-switching-underrated-superpower-great-leaders-aadarsh-rohira-9idfc>, accessed on 11 Apr 2026

<sup>236</sup> <https://councils.forbes.com/profile/Vivian-Wang-Founder-CEO-Landed/56495df1-2af4-4472-9465-3dd4f11a259c>, accessed on 26 Feb 2026

<sup>237</sup> <https://ccaps.umn.edu/story/how-cross-functional-collaboration-drives-success>, accessed on 26 Apr 2026

to challenges is essential for successfully creating a product or service.<sup>238</sup>

**Creating Automated Solutions.** As technology evolves, tech leaders need a clear understanding of automation processes and strong communication with R&D teams to ensure successful product releases for customers.<sup>239</sup> Creating automated solutions for leaders involves shifting from manual oversight to strategic orchestration, where AI, ML, DL, or IoT and automation handle routine tasks, data synthesis, and workflows, allowing leaders to focus on high-impact decision-making. Effective automation for leadership involves a shift towards data-driven decision-making, enhanced efficiency, and collaboration with intelligent machines.<sup>240</sup>

**Adaptability.** Adaptability is the ability to quickly, effectively, and proactively adjust strategies, mindsets, and behaviors in response to changing, uncertain environments. It involves emotional resilience, continuous learning, and fostering an innovative culture to turn challenges into opportunities for a leader.<sup>241</sup> The tech industry and consumer behavior are evolving rapidly, leading to shifting demands for businesses. The pandemic highlighted significant gaps in business continuity and security. In this context, a tech executive can truly excel by understanding these emerging needs and developing innovative solutions to address those gaps, thereby making businesses resilient for the future. Modern leaders must clearly articulate the importance of their top priorities, detailing the outcomes they achieve for the organization, and substantiate their claims with high-quality, market-driven data for a meaningful impact.

**Comprehensive Digital and Smart Transformation.** In 21<sup>st</sup> century, digital transformation is the strategic integration of digital technologies into every area of a business, reshaping how organizations operate, deliver value to customers, and remain relevant in an increasingly technology-driven economy. Its purpose goes beyond simply adopting new tools. At its core, digital transformation aligns people, processes, and technology toward long-term business resilience.<sup>242</sup> Tech leaders need to integrate all aspects of digital transformation AI, ML, DL, blockchain, cloud, and data—and develop products that create synergy across digital strategies. In today's environment, it is essential to focus on data-centric and cloud-based products. Blockchain should be utilized to ensure data immutability, while AI engines can enhance the accuracy of analytics.<sup>243</sup>

**Bridging the Tech Knowledge Gap.** Every tech executive must be able to communicate technical concepts in a way that non-technical people can understand. Bridging the knowledge gap between technical and non-technical audiences offers significant opportunities. When the team, customers, and others can better grasp what truly happens behind the scenes, everyone benefits. With the advent of ChatGPT, AI now aims to serve everyday users instead of being limited to those with deep technical expertise. Notably, ChatGPT is the fastest-growing consumer application in history, reaching 100 million users within the first two months of launch. While democratizing AI has exciting potential, it also raises societal concerns. Elon Musk and over 1,000 other tech leaders have called for a pause on AI development, citing fears about its negative impact on humanity's progress. The strength of AI lies in automating tasks that would otherwise be extremely time-consuming. It can dramatically boost organizational efficiency, but it also raises concerns about whether AI will replace human jobs and roles jobs.

**Understanding of Quantum Technology.** Businesses will face potential disruptions from rapid advancements in quantum technology. It's crucial to stay informed about these developments' technological and business impacts now, as the full potential of quantum will emerge in the medium term. Cryptographic agility is not just a buzzword; it is essential for transitioning to post-quantum algorithms. In the upcoming era of powerful quantum computing, where legacy encryption will be compromised, crypto-agility becomes vital for resilience. Notably, China is leading in quantum investment, reportedly unveiling a quantum processor a million times faster than the best supercomputer in October 2021.<sup>244</sup>

**Innovation.** Leaders prioritizing innovation can keep their organizations competitive, adapt to market changes, and unlock new growth avenues. During these discussions, they can explore methods for fostering an innovative culture, promoting creativity and risk-taking, and establishing processes to support new ideas. By investing in these strategies, leaders can ensure their organizations stay ahead in the market and leverage future opportunities successes.<sup>245</sup> Effective innovation leaders exhibit certain distinct traits, much like an artist's distinctive style or a composer's unique melody. These qualities, a blend of personal characteristics, mindset, and leadership approach, make them capable of driving and nurturing innovation within their

<sup>238</sup><https://councils.forbes.com/profile/Sujatha-Sagiraju-SVP-Product-Appen/d3b1adf9-f3c8-45b4-87e0-02dff3dbf9e3>, accessed on 26 Feb 2026

<sup>239</sup><https://councils.forbes.com/profile/Judit-Sharon-CEO-OnPage-Corporation/493d9004-1273-469b-97a4-ff4019e71472>, accessed on 27 Feb 2026

<sup>240</sup> <https://www.mygreatlearning.com/blog/automating-routine-tasks-with-ai/>, accessed on 26 Feb 2026

<sup>241</sup> <https://study.com/academy/lesson/video/adaptive-leadership-definition-examples.html>, accessed on 26 Feb 2026

<sup>242</sup> <https://www.vegam.ai/digital-transformation>, accessed on 26 Feb 2026

<sup>243</sup><https://councils.forbes.com/profile/Rohit-Sehgal-Founder-CEO-Vincilium/6e81215a-c9dd-4f26-954f-618364200b9a>, accessed on 13 Mar 2026

<sup>244</sup><https://thenextweb.com/news/china-says-has-quantum-computer-1-million-times-more-powerful-googles>, accessed on 13 Mar 2026

<sup>245</sup><https://www.togetherplatform.com/blog/10-must-have-leadership-discussion-topics-for-rising-talent>, accessed on 13 Mar 2026

organizations. Collaboration is key to driving innovation. Leaders can foster a collaborative culture for success in workplace.<sup>246</sup>

**Diversity, Equity, and Inclusion.** Leaders who advocate for diversity, equity, and inclusion can help cultivate a workplace that is more inclusive and fairer, where all employees feel recognized, respected, and supported. By embracing diversity, leaders promote understanding and value for different perspectives and backgrounds. This encourages a culture of inclusivity and respect, fostering collaboration and open communication among staff, which can boost productivity. Additionally, leaders can consider strategies to build a diverse and inclusive team, address unconscious biases, promote fairness and equity, and establish a sense of belonging. In 21<sup>st</sup> century, successful leadership must go beyond traditional notions of authority and control. It requires embracing Diversity, Equity, and Inclusion (DE&I) as foundational principles that drive organizational success. Today, effective leaders seek out education and training to improve their understanding of DE&I issues and stay updated on best practices. They hold themselves accountable for fostering DE&I within their teams and organizations, embracing feedback and making necessary adjustments to ensure progress and positive change.<sup>247</sup>

**Effective Virtual Leadership.** It involves leveraging clear, transparent communication, trust-building, and high emotional intelligence to guide remote teams. Key strategies include setting explicit, outcome-based expectations, using collaborative technology, and conducting regular, structured check-ins to maintain cohesion and accountability without micromanaging.<sup>248</sup> In 'Remote Work Statistics and Trends in 2024', Forbes reports that as of 2023, 12.7% of full-time employees work from home and 28.2% work a hybrid model. Additionally, according to Upwork, an estimated 22% of the workforce (32.6 million Americans) will be working remotely by 2025. However, office work might not disappear completely, it's clear that more and more companies will start embracing the benefits of remote and hybrid workforces.<sup>249</sup> It given that remote or hybrid workplaces present unique challenges compared to traditional office environments, leadership skills must be adapted to this specific setting. Leaders should address collaboration obstacles, reliance on digital tools, and reduced face-to-face supervision or interactions in their management approach. As remote work and virtual teams become more prevalent, effective virtual leadership is increasingly vital. Leaders capable of guiding and managing remote teams help ensure consistent per-

formance, engagement, and collaboration across different locations and time zones. They should explore best practices, including effective communication, trust-building, and team-building strategies. Additionally, leaders must consider how to mitigate feelings of isolation among remote employees and foster a strong sense of belonging within virtual teams.<sup>250</sup> Emphasizing open communication and trust, along with strategies like regular check-ins and online team activities, can support a positive remote work culture activity.

**Problem Solving.** By default, great leaders are the great problem solvers. They have good problem-solving skills with the right tools and focus to guide their teams through problems to specific solutions. Effective problem-solving for leaders involves a structured approach—diagnosing root causes, analyzing data, brainstorming, and implementing solutions—rather than quick fixes.<sup>251</sup> This skill can guide their organizations through challenges, embrace change, and discover new growth opportunities. They understand various problem-solving frameworks, strategies for diagnosing issues, and methods for creating and assessing solutions. These qualities make such leaders essential to their teams and organizations, driving them toward success. Moving forward, our understanding of leadership, development, and leadership education should continue to evolve change.<sup>252</sup>

**Conflict Resolution.** While a large part of effective leadership entails making strategic decisions and driving business success, it also means navigating and resolving conflicts that inevitably arise within teams and workplaces. When mishandled, conflict can severely impact morale, productivity and overall organizational health. However, adeptly managed conflicts can strengthen teams, foster innovation and build resilient workplaces. Every successful leader, therefore, must master the art of conflict resolution.<sup>253</sup> Successful leaders' adept at conflict resolution can facilitate discussions between conflicting parties, foster a safe environment for open communication, improve team dynamics, and guide collaborative efforts towards resolving issues. They also promote mutual understanding and empathy between parties, which are crucial for achieving a successful outcome.

**Inspiring and Influencing Team.** In today's fast-paced and ever-changing business environment, effective leadership is more crucial than ever. A positive leader not only drives results but also fosters a supportive and innovative workplace culture. Leaders who lead by example can motivate and inspire their teams, fostering a positive work culture and encouraging employ-

<sup>246</sup> <https://executive.berkeley.edu/thought-leadership/blog/leadership-innovation#>, accessed on 13 Apr 2026

<sup>247</sup> <https://www.dhrglobal.com/insights/the-role-of-diversity-equity-inclusion-in-effective-leadership/>, accessed on 13 Apr 2026

<sup>248</sup> <https://redshoemovement.com/virtual-leadership-dos-and-donts/>, accessed on 01 May 2026

<sup>249</sup> <https://www.forbes.com/advisor/business/remote-work-statistics/>, accessed on 13 Mar 2026

<sup>250</sup> Orozco, F., Kilag, O. K., & Parinasan, M. A. (2023). Navigating Unpredictability: Exploring Fundamental Compo-

nents of Crisis Management in Organizational Settings. *Excellencia: International Multi-disciplinary Journal of Education* (2994-9521), 1(6), 1-11, accessed on 13 Mar 2026

<sup>251</sup> <https://acorn.works/blog/problem-solving#>, accessed on 13 Mar 2026

<sup>252</sup> [https://ilaglobalnetwork.org/books\\_/leadership-2050-critical-challenges-key-contexts-and-emerging-trends/?](https://ilaglobalnetwork.org/books_/leadership-2050-critical-challenges-key-contexts-and-emerging-trends/?) accessed on 13 Mar 2026

<sup>253</sup> <https://www.park.edu/blog/conflict-resolution-strategies-every-leader-should-master/>, accessed on 01 May 2026

ees to aim high. By sharing their own experiences, leaders demonstrate that significant achievements and meaningful change are possible. This approach fosters unity and collaboration within the workplace, creating an environment that motivates employees to work harder and pursue their goals excellence.<sup>254</sup> A positive leader understands the importance of mental and emotional well-being. Encourage work-life balance, promote wellness initiatives, and provide resources for stress management. When employees feel supported and valued, they are more likely to be productive and engaged.<sup>255</sup>

Contemporary successful leaders should delegate more to others. Doing so will enhance their productivity in addressing leadership challenges and empower colleagues to take greater ownership. Leaders can also foster greater trust within their teams by delegating effectively delegate more.<sup>256</sup> Leaders need to proactively set goals and define timelines, deadlines, and essential steps to maintain progress for themselves and their teams. Distractions can cause them to lose focus on both short-term and long-term objectives. They often become sidetracked by urgent, unexpected issues instead of concentrating on outcomes that genuinely matter to their organization. Effective delegation goes beyond simply assigning tasks; it involves a continuous cycle of critical steps to ensure success follows. Effective delegators prioritize their tasks, choosing which to handle themselves and which to delegate.<sup>257</sup> Leaders also recognize the level of feedback they desire while the delegated person completes the task. To delegate effectively, leaders need to assign tasks to individuals who possess the appropriate knowledge and skills. This requires understanding their team members. Delegation should also serve to help direct reports grow and learn as they handle new responsibilities tasks. A task's purpose provides it with meaning. When this purpose aligns with the beliefs and goals of the team or individual, delegation transforms into an opportunity for personal growth. Leaders should collaborate with their direct reports to find ways to support them. They should also determine if a task has been completed correctly and reward employees accordingly. Again, employees are likely to rally behind a change if they trust the people leading it. Building trust starts with transparency and success. When employees have a voice, they feel valued and more in control, which reduces anxiety. Moreover, those on the front lines often have practical insights that can improve the change plan. So, leadership provides direction, stability, inspiration, and helping teams understand and those are the reasons for change and guiding them through uncertainty. Again,

Transparency, honesty about challenges, involving employees in planning, listening to feedback, and maintaining visibility and accountability.<sup>258</sup>

Contemporary successful leaders focus on their unique strengths because they face more demands on their time and energy than they can handle. They should identify the tasks only they can accomplish and delegate the rest to their team. By concentrating on their distinctive contributions, leaders can overcome challenges and add value to their organizations. Recognizing their own qualities, behaviors, and habits helps leaders identify what obstacles might be hindering their growth. This awareness enables them to develop specific skills and advance as leaders. Common internal challenges include confidence issues, fear of failure, maintaining authenticity during self-promotion, impatience, resistance to new ideas, and impostor syndrome—all of which can block leadership success. Knowing their strengths and weaknesses and focusing on their unique value enhances self-awareness and personal leadership development brand.<sup>259</sup> Again contemporary successful leaders must prioritize strengthening team alignment and collaboration. What factors might be hindering their team's ability to work cohesively and effectively together? It could stem from a lack of openness and honesty among team members, or perhaps insufficient time dedicated to celebrating small victories. Regardless, enhancing team alignment is essential for organizational success, enabling leaders and their teams to make difficult decisions confidently and maintain a calm, positive demeanor during crises. In challenging times, building trust becomes paramount; in fact, it is one of the three essential keys to effective team-building and collaboration. Without trust, individuals tend to operate out of fear, which jeopardizes success. Furthermore, adhering to agreed-upon principles can significantly align a leader's team. Examples of such principles include a commitment to values like accountability, mutual respect, and integrity.<sup>260</sup> For collaboration to be both effective and structured, teams should follow a framework consisting of three main components or levels. In **structural level, they need to** recognize the structures, roles, and responsibilities of every team member. In **systemic level, they need to** evaluate the existing systems, processes, and policies rigorously. **Finally, in interactional level, they need to** assess the effectiveness of communication within the team.

Contemporary successful leadership emphasizes improvement and empowering individuals. It provides a clear purpose and focuses on creating and achieving goals. Leaders aim to transition from a current state to

<sup>254</sup><https://www.togetherplatform.com/blog/10-must-have-leadership-discussion-topics-for-rising-talent>, accessed on 01 May 2026

<sup>255</sup> <https://prsgllc.com/leadership-7-ways-to-inspire-and-motivate-your-team/>, accessed on 01 May 2026

<sup>256</sup><https://www.ccl.org/articles/leading-effectively-articles/build-trust-in-the-workplace/>, accessed on 23 Apr 2026

<sup>257</sup> Pontes, D., Santos, V., Samões, O., Wang, S., & Figueiredo, R. (2024). Towards Internationalization: Exploring Economic Diplomacy in the Middle East (GCC). *Economies*, 12(4), 82, accessed on 23 Apr 2026

<sup>258</sup> <https://www.techclass.com/resources/learning-and-development-articles/leading-through-change-practical-tips-for-managers-and-executives>, accessed on 23 Apr 2026

<sup>259</sup> <https://www.ccl.org/articles/leading-effectively-articles/whats-your-leadership-brand/>, accessed on 23 Apr 2026

<sup>260</sup> <https://www.ube.ac.uk/whats-happening/articles/essential-qualities-of-a-great-leader/>, accessed on 23 Apr 2026

a better future while sometimes maintaining an effective status quo. Responsible management of resources is vital, with a focus on a circular economy rather than endless growth, always considering the impact on people and ecosystems. Leadership today balances authority with collaboration, valuing mutual agreements and employee input. Employees are increasingly seen as partners rather than subordinates, with compensation based on results rather than hours worked. Contemporary leaders are committed to developing employee potential while prioritizing the collective good and promoting a learning culture. They navigate disruptions strategically and aim to improve the world, fostering an environment where everyone can contribute their strengths. By practicing restraint, modern leaders remain aware of the impact of their actions and ensure decisions consider both short-term and long-term effects. In 21<sup>st</sup> century, honesty, adaptability, and balance are key leadership traits for successful leaders. Mentoring and coaching are powerful tools that serve as guiding lights for aspiring modern leaders, helping them navigate the complexities of today's world.<sup>261</sup> Coaches assist future leaders in becoming more agile, flexible, and adaptable by providing them with the necessary tools to handle change, complexity, and uncertainty. During coaching, coaches identify critical areas where the coaches need improvement and offer tailored guidance to develop those skills. Whether it's communication, analytics, decision-making, or conflict resolution, coaching makes future leaders more effective and efficient in their roles. Coaches give honest feedback and hold the coaches accountable for their actions and decisions. This accountability encourages a culture of continuous improvement, self-development, and personal responsibility. Leaders often face complex challenges and critical situations.

Coaching prepares them with problem-solving techniques, decision-making strategies, and methods to address issues effectively and intentionally. It is a structured, goal-oriented process dedicated to leader development. Typically, coaching hones specific skills and promotes goal achievement. A coach, who is an expert in a particular area, helps the coaches set and reach clear objectives. Coaching can be short-term or project-based, focusing on skill building, problem-solving, decision-making, and performance improvement etc. Mentoring is a dynamic relationship between an experienced individual (mentor) and a less experienced newcomer (mentee). The mentor provides guidance, support, and wisdom gained from their own experiences, helping the mentee grow personally and professionally. This often involves a long-term commitment, fostering trust, close relationships, and connection.<sup>262</sup> Skilled mentors share their knowledge and wisdom, helping mentees avoid common pitfalls and navigate

challenges more effectively. Since leadership can be lonely and demanding, mentors also offer emotional support, acting as trusted confidants by listening, empathizing, and guiding during tough times. Beyond professional growth, mentoring encourages personal development. It's a vital tool for succession planning, ensuring a pipeline of ready leaders for key roles. Both mentoring and coaching are essential in nurturing future leaders, offering guidance, wisdom, and emotional support. Together, they empower aspiring leaders to develop confidently and tackle future challenges. However, finding the right mentor or coach at the right time can be difficult, and these relationships require effort and commitment from both sides.

Contemporary successful leaders often feel overwhelmed, but they should remember they're not alone. By adopting a few positive behavioral strategies, leaders can overcome these challenges, adding more value to their organizations. There will always be more demands than time and energy to address everything do.<sup>263</sup> By understanding and applying the framework discussed above, leaders in any organization will achieve clearer role definitions and enhance their team's alignment, both of which are essential for effectively responding to top leadership challenges. A contemporary successful leader has the skills and traits needed to manage a team now and in the future. Today's leaders must define a vision and execute a plan, but inspiring, motivating, and communicating with employees is just as important for achieving business goals. Since the future is always unpredictable, modern leaders need to innovate, adapt, and thrive in today's business and social environments. They also need to stay ahead in strategy and operations because successful teams, professionals, and organizations of the near future will require leaders who can adjust to innovation and major societal changes.<sup>264</sup> Now, millennials have made up around 75% of the workforce, so most executives will manage a different generation with unique values. Future Gen X and Gen A leaders should recognize this generational shift by understanding what it takes to lead their millennial workforce, as Gen X leaders hold the most senior leadership roles worldwide. As technology and work conditions continue to evolve, the corporate sector changes rapidly alongside generational shifts. Future leaders will need to navigate these changes while embracing new developments or tackling complex problems as they emerge period.<sup>265</sup> In 21<sup>st</sup> century, the business climate requires intentionality and adaptability. By embracing open communication, leading by example, fostering collaboration, and prioritizing employee well-being, we can create a thriving workplace culture. Contemporary successful leadership

<sup>261</sup> Rayets, M., Tkachuk, V., Buryk, M., Kubitskyi, S., & Zhaldak, H. (2023). The role of leadership in stimulating innovation and the creative potential of the team, accessed on 29 Mar 2026

<sup>262</sup> Rozell, E. J., & Spangler, H. (2024). Societal Impact: Beyond Frameworks. *Electronic Journal of Business Ethics and Organization Studies*, 29(1), accessed on 29 Mar 2026

<sup>263</sup> <https://www.linkedin.com/pulse/how-respond-leadership-challenges-around-world-robert-ford/>, accessed on 23 Apr 2026

<sup>264</sup> <https://hidayatrizvi.com/contemporary-leadership-theories/>, accessed on 29 Mar 2026

<sup>265</sup> <https://www.linkedin.com/pulse/future-leaders-6-key-skills-required-next-gen-tony-nutley/>, accessed on 23 Apr 2026

need to set the tone for their team, and a positive approach can lead to enhanced performance and overall success in any venture or business.

## VII. Conclusion

Throughout history, new technologies have contributed to the exponential growth of human knowledge. These days, a growing number of software programs are creating settings where leaders can direct the growth of their own expertise and intelligence with little assistance from coaches or mentors. The possibility for cost savings is one advantage of digital and smart technologies. The importance of cutting-edge technologies is increased in the current situation as they work to aid overburdened leaders in deploying the next wave of assistive technology in the near future. The idea that technology is the only solution to organizational problems seems overly definite in this day and age, which is marked by the rapid development of digital or smart technologies and the growing need for stronger machinery and equipment to support software and application upgrades. In the modern era of scientific and technological breakthroughs, it is essential to produce human resources that are skilled, competent, and have a purpose. The technology in question holds great promise for the professional and personal development of contemporary leaders and is essential to the general development and maturation of organizations, societies, countries, and human resources. There are benefits and drawbacks to advanced technology, particularly digital and smart technologies, when it comes to developing leaders. But it's crucial to recognize that these boundaries are unavoidable and shouldn't be disregarded. Additionally, workplace toxicity is a prevalent concern that can impede the performance of employees and the overall profitability of an organization. So, contemporary leaders to be aware of the opinions, worries, and recommendations of their teams, employee listening technologies have become an essential tool. When it comes to making strategic, business-oriented decisions, leaders in government, non-profit, and educational institutions confront particular difficulties. If these choices are not carefully thought out and carried out, there could be serious repercussions. In present contest, contemporary leaders need to employ varied leadership styles, from autocratic in high-risk scenarios to democratic for fostering creativity and inclusivity. Moreover, transformational leadership, with its focus on inspiring and motivating teams, will be a significant driver in the realization of strategic organizational goals and success.

In 21<sup>st</sup> century, the business landscape has changed, and the same is therefore true of the traits and characteristics that individuals believe their leaders should possess. Today's business leader is perceived as being transformational, virtuous, authentic, ethical, balanced, innovative, flexible, and of course effective. Today, digitalization and smart technologies are set to transform how contemporary leaders engage with their teams and stakeholders. Leaders will need to adopt new communication and collaboration methods to stay ef-

fective and successful. Additionally, the growing emphasis on diversity, globalization, and inclusion in the workplace is significant. This shift will require leaders to develop new skills and strategies to manage and motivate diverse teams, becoming more aware and sensitive to the needs of team members from various cultural and regional backgrounds. Globalization will demand strong connections with friends, foes, colleagues, and stakeholders across diverse cultures, attitudes, and backgrounds, along with an understanding of international markets and regulations. Leaders who integrate sustainable practices into their tasks and operations will be better prepared to compete in this rapidly evolving world. Interestingly, the value of global trade reached a record US\$ 7.7 trillion in the first quarter of 2022, according to the United Nations Conference on Trade and Development. Today, global trade includes both the exchange of goods and services.<sup>266</sup> Global leadership necessitates the cultivation of a global mindset. Next-generation leaders adeptly navigate the international landscape, forge cross-cultural connections, and promote growth for businesses and communities worldwide. To develop a global mindset and a versatile attitude, one must begin with the ability to communicate a clear vision. Contemporary successful leaders are required to think strategically, build relationships, and inspire collaboration. In order to succeed as a global leader, it is essential to effectively navigate the challenges and seize the opportunities presented within a dynamic and diverse international ecosystem. Contemporary leaders must embrace a more contemporary management approach in order to achieve success. Leadership has always been an indispensably imperative instrument to the leaders in steering the development of an organization, a country or the globe as a whole in a relative dealing with associated contemporary factors in every era everywhere in every civilization.

Contemporary leadership has several drawbacks compared to traditional leadership. Leaders and followers might not be on the same page. It's possible that contemporary leaders don't enjoy the same respect or authority. Under a contemporary leader, followers could feel less inspired. In some circumstances, modern leadership approaches might not be as successful. It's possible that individual success is valued more than collective accomplishment. Collaboration and teamwork are often prioritized over individual success by contemporary leaders. Along with greater creativity and invention, this can result in a team that is more cohesive and productive. Both for their teams and themselves, modern leaders are frequently dedicated to lifelong learning. However, contemporary leadership has several drawbacks compared to traditional leadership. Leaders and followers might not be on the same page. It's possible that contemporary leaders don't enjoy the same respect or authority. Under a modern leader, followers could feel less inspired. In some circumstances, modern leadership approaches might not be as successful. It's possible that individual success is valued more than collective accomplishment. However, there are certain

<sup>266</sup><https://www.forbesindia.com/article/thunderbird/what-is-global-leadership/82793/1>, accessed on 01 May 2026

benefits to utilizing a modern leadership paradigm as opposed to a traditional one. Compared to traditional leaders, modern leaders tend to be more goal-oriented. This implies that rather than just keeping things as they are, they are more inclined to act in ways that benefit their organizations. Collaboration and teamwork are often prioritized over individual success by contemporary leaders. Along with greater creativity and invention, this can result in a team that is more cohesive and productive. Both for their teams and themselves, modern leaders are frequently dedicated to lifelong learning. This enables them to learn new things and stay current with the most recent trends and advancements in their fields. Contemporary successful executives usually empower them rather than controlling their staff and team member. This enables them to take advantage of quickly changing environments and quickly adjust to new circumstances and possibilities. Trust and teamwork are nurtured via open and honest communication. To foster an atmosphere where suggestions and criticisms can flourish, leaders must be truthful with themselves, their teams, and any stakeholders. Contemporary successful leaders need to prioritize empathy, emotional intelligence, and interpersonal interactions is just as vital as using technology. In this age of technological advancement, the workplace has seen a gulf of change in the last several years. Still, there are a number of situations where more conventional forms of leadership work better, such as when chaos ensues or when certainty and predictability are paramount.

Leadership is a skill, which can be learned, so if leaders don't have all of the traits mentioned in this paper, and it's still possible to climb the ladder in construction and get their dream management role. However, the great leadership requires continuous improvement, and they need to be ready to learn new skills or new ways of working throughout their profession. As long as they have a willingness to learn, and are open to feedback from those around them, they will have the tools to become an influential leader. However, con-

temporary successful leaders are fostering a team environment built on empathy, trust, and shared success. They are driven by a sense of responsibility, pride, and the desire to create positive change. They drive to excel at their craft and receive appreciation for accomplishments. They connect daily tasks with a larger, meaningful purpose. They view challenges as growth opportunities and continuously develop new skills. They maintain an optimistic outlook to navigate challenges, acting oneself into feeling motivated. Contemporary successful leaders are honest with themselves and get to know your own strengths and weaknesses. One of the best ways of understanding which areas they may be lacking is by asking those around them. They create an open dialogue and ask other team members to provide them with feedback on their management style. They have a clearer picture of how they measure up against the list of leadership traits, and they can focus on harnessing their strengths and taking actions to work on their weaknesses. For instance, if they receive feedback about being a poor communicator, and they need to ask what could be done to help improve their communication skills and take these suggestions on board. When it comes to taking on feedback, they need to remember always encourage with actions. They need to focus on following up where appropriate and develop a plan of action to implement any necessary changes. They need also to find it useful to ask more questions, and to do so more frequently. They must listen to others, so it will work to their advantage. A leader's ability to shift gears and make use of the most appropriate theories, tools, tactics, and procedure to complete a given assignment depends on his or her adaptability. Contemporary successful leaders validate progress, boost morale, generate momentum, and build credibility for the ongoing change efforts in their organization. To ensure sustainability, they prevent regression to old habits, and reinforce new behaviors through ongoing measurement, recognition, and adaptation with honesty and transparency.