

MAPOL 2.5



M.A. POLITICS

SEMESTER - II

REVISED SYLLABUS AS PER NEP 2020

LEADERSHIP DEVELOPMENT

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M.A. POLITICS
SEMESTER - II
REVISED SYLLABUS AS PER NEP 2020
LEADERSHIP DEVELOPMENT

SYLLABUS
(4 Credits, 60 Hours)

Course Objectives:

1. To enhance self-awareness and develop interpersonal skills among students.
2. To introduce various dimensions of political leadership.
3. To imbibe soft skills and make them aware of the contemporary leadership practices

Module 1: Introduction

- a) Leader and Leadership: Meaning and Definitions
- b) History of Leadership
- c) Theory of Leadership

Module 2: Foundations of leadership

- a) Self-awareness and self-knowledge
- b) Emotional Intelligence
- c) Public-speaking and effective communication

Module 3: Political Leadership

- a) Political Systems and Leadership
- b) Ethics and Morality
- c) Public Accountability

Module 4: Leadership in Contemporary World

- a) Importance of leadership
- b) Changing Nature
- c) Challenges

Course Outcomes:

On successful completion of this course students will be able to:

1. Identify and improve various soft skills that are important for personality development.
2. Understand the importance of emotional intelligence as well as team work.
3. Enhance effective communication

Reading List:

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MODULE 1: INTRODUCTION

A. LEADER AND LEDERSHIP: MEANING AND DEFINITIONS

Unit Structure:

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Meaning of the Definition
- 1.4 Defintions of Leadership
- 1.5 Styles of Leadership
- 1.6 Functions of Leadership:
- 1.7 Qualities of Leadership:
- 1.8 Conclusion
- 1.9 Exercise

1.0 OBJECTIVES

- To understand the meaning and nature of leadership
 - To get acquainted with various styles and features of leadership
-

1.2 INTRODUCTION

Hence it is evident that the state is a creation of nature, and that man is by nature a political animal. And he who by nature and not by mere accident is without a state, is either above humanity, or below it;

-Aristotle (Politics- Vol- I)

Man lives in society and so he indulges in political activity surrounding to him. Individual's social and political instinct forces him to organize and lead to achieve common shared goals therefore, Leadership is as old as human civilization. Leading the people may be a democratic or autocratic in nature but one needs to understand that leadership is universal. Therefore, one needs to understand what exactly leadership is? What are the characteristics of a leader? Following section deals with leadership, its types and various theories.

1.3 MEANING OF THE DEFINITION

The term *Leader* originates from old English word *læder* which means *one who guides*. It is also synonymous with the *one who has authority to direct*. It demonstrates an individual's ability to lead and direct the group of

individuals. Therefore, the word *Leadership* indicates a situation where an individual who leads his fellowmen to secure common goals of their organization/institution.

The idea of *Leadership* receives wide attention from scholars across various disciplines. Authors from Political Science, Sociology, History, Psychology, Social Psychology, and Communication have contributed to the study of *Leader* and *Leadership*. Each scholar interprets the term *Leadership* in his own fashion. Hence, Leadership results to be a complex construct with diverse psychological, sociological, economic and political interpretations. Prof. J. C Rost who in his book *Leadership for the Twenty-First Century* analysed nearly 200 definitions of leadership, has highlighted diverse approaches to the study of *Leadership*.

Likewise, Keith Grint has listed four common problems that add complexity to define Leadership.

- i) **Process- Problem-** It denotes an absence of agreement on if leadership is derived from personal qualities/ traits of the leader or if the leader induces his/ her followers through what he/ she does? It represents the personality perspective of an individual.
- ii) **Position- Problem-** It talks about the exact position of the leader. If the leader is *in- charge* and has all authority vested to him? Or he is *in front* and someone else enjoys the authority.
- iii) **Philosophy- Problem-** It deals with the question whether the leader exert an intentional, causal influence on the behaviour of the followers? Or are their apparent actions determined by context and situation or even attributed respectively.
- iv) **Purity Problem-** It is about whether the leadership is embodied in individuals/ groups? and if it is purely human phenomenon.

1.4 DEFINITIONS OF LEADERSHIP

Many scholars have attempted to provide comprehensive definitions to leadership. Leadership is often associated with influence, vision, and the ability to guide others toward shared goals. However, the scope of leadership extends beyond these elements, incorporating emotional intelligence, situational adaptability, and the dynamics of leader-follower relationships.

Definitions of leadership vary significantly depending on whether the focus is on traits, behaviours, situational contexts, or outcomes.

Peter G. Northouse (Northouse, 2016) highlights *leadership* as an interactive process. For him it is not a static trait which involves influence and collaboration. He defines the term as follows:

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

In another definition, Gary Yukl (Yukl, 2013) leadership defines as follows:

Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.

According to James MacGregor Burns (Burns, 1978):

Leadership is leaders inducing followers to act for certain goals that represent the values and the motivations—the wants and needs, the aspirations and expectations—of both leaders and followers.

According to Bernard M. Bass (Bass, Bass & Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications, 1990):

Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of the members.

According to Ralph Stogdill (Stogdill R. , 1974):

Leadership is the process of influencing the activities of an organized group toward goal achievement.

These definitions demonstrate that leadership is a complex notion that includes influence, vision, collaboration, emotional intelligence, and situational dynamics.

1.5 STYLES OF LEADERSHIP

Leadership styles denote the various methodologies leaders employ to lead, motivate, and oversee their staff. Leadership styles influence decision-making the attainment of goals and the way how relationships within the organization are maintained.

Leadership styles are classified in following three types:

- **AUTOCRATIC STYLE OF LEADERSHIP:**

The Autocratic Style of leadership is also known as *authoritarian way of leadership*. Here, the leader exercises complete command and expects strict compliance from his followers. In Autocratic Style of Leadership, leaders make independent decision without any interference from his fellow- men which enables quick decision making. It also allows order and discipline in the organization.

- **DEMOCRATIC STYLE OF LEADERSHIP:**

The Democratic Style of Leadership is also known as *Participative Style of Leadership*. It offers engagement of members in decision making. The leadership here supports collaboration in organization. Decentralization is key feature of Democratic Style of Leadership.

- **LAISSEZ FAIRE STYLE OF LEADERSHIP:**

Laissez-faire style of leadership is also known as *Delegative Leadership*. Laissez Faire style of leadership offers members of organization an autonomy to make decisions and complete tasks. Here, Leader intervenes only when necessary and encourages members to achieve their goals.

1.6 FUNCTIONS OF LEADERSHIP:

American scholar Chester Barnard has discussed leadership in the context of cooperative systems. Barnard has outlined leadership as a central component in achieving organizational effectiveness. He emphasized the importance of leadership in fostering cooperation, establishing organizational goals, and maintaining a sense of purpose among individuals within the system. In his popular book, *Organization and Management* Chester Barnard has listed four functions of leadership. These include:

- i) The Determination of objectives.
- ii) The Manipulation of Means.
- iii) The Control of Instrumentality of Action.
- iv) The Stimulation of coordinated action.

Similarly, Hicks and Gullet identified eight functions of leadership. These include (Avasthi & Maheshwari, 2010):

- i) Supplying organizational objectives to the members.
- ii) Arbitrating on disagreements among organizational members.
- iii) Suggesting ideas to subordinates.
- iv) Catalysing to arouse the subordinate action.
- v) Inspiring subordinates to work effectively towards accomplishment of organizational goals.
- vi) Praising subordinates to satisfy their recognition and esteem needs.
- vii) Providing security to followers when they face the problems.
- viii) Representing the organization.

1.7 QUALITIES OF LEADERSHIP:

Leadership is crucial for organizational success, societal progress, and personal influence. Without essential qualities, it can lead to inefficiency, disengagement, and failure to achieve goals.

Paul H. Appleby has identified following Eight Qualities of the Leadership:

- i) Decisiveness
- ii) Clarity of Vision
- iii) Far Sight
- iv) Unerring Judgement
- v) Building up of Subordinates
- vi) Participative Management
- vii) Good Public Relations
- viii) Improvement in Consciousness

1.8 CONCLUSION

Leadership is a widely discussed term. scholars have offered diverse interpretations and have listed various types and features. The following section deals with the development to the study of leadership across the period.

1.9 EXERCISE

- Define the term leadership and discuss major styles of leadership
- What is Leadership? Discuss key functions of the leadership.

B. HISTORY OF LEADERSHIP

Unit Structure:

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Ancient Ideas of Leadership
- 2.2 Medieval Ideas of Leadership
- 2.3 Modern Ideas of Leadership

2.1 OBJECTIVES

- To understand the development of the study leadership during ancient and medieval period
- To study the development of the study of leadership in modern period

2.2 INTRODUCTION

The idea of *Leadership* is an ancient construct that has evolved with the development of human civilization. Scholars have cited it as *an oldest and universal occupation*. Although patterns of leadership and leadership behaviour may differ from time to time, there are certain commonalities.

The Leadership theories have evolved over centuries and are shaped by diverse cultural and philosophical traditions. Thinkers like **Sun Tzu, Plato, Kautilya, Aristotle, Niccolò Machiavelli, Thomas Carlyle, and Max Weber** have offered profound insights into the nature of leadership.

2.3 ANCIENT IDEAS OF LEADERSHIP

From Sun Tzu's *strategic situationalism* emphasizing adaptability, to Plato's *moral leadership* rooted in justice, and Kautilya's fusion of *self-purification* with *skill development*, early theories laid the groundwork for modern frameworks. Aristotle's *virtue-based* leadership, Machiavelli's *pragmatic strategies*, Carlyle's focus on heroic traits, and Weber's authority classification further enriched the understanding of leadership, making it a cornerstone of societal and organizational development. Following section deals with evolution of the idea of leadership over the period of time.

Sun Tzu (544 B.C- 496 BC), a Chinese philosopher and military strategist, offers an early non- western approach to study the leadership. Sun Tzu's book, *The Art of War*, provides strategic manoeuvre on achieving organizational outcomes through key elements of organized actions. His theory of leadership, also known as *strategic situationalism*, focusses on a leader's ability to comprehend and appreciate situational dynamics. Sun

Tzu further stresses on leader's ability to rise above the situation through creating, leveraging and adapting to the current and evolving environment determines the success. Sun Tzu outlined five virtues of a leader; namely *wisdom, clarity of thought, dispassionate ego, benevolence, and sincerity of purpose*.

The idea of leadership then was carried forward by Plato (427 B. C- 347 B.C). In his classical book *The Republic* Plato portrayed a *Philosopher King* who represents a perfect combination of *wisdom* and *virtue*. His idea of leadership thus revolves around *morality* and a *pursuit of justice*. Plato posited that errors by such leaders are deemed impossible, as the knowledge of leadership purportedly permits one to conduct without fault (Wilson, 2016).

Kautilya (370 B.C- 283 B. C) an Indian political philosopher, synthesizes eastern and western approaches on leadership training through portraying an *ideal leader* based on *self- purification* and *skill development* (Jain & Mukherji, 2009). Although Kautilya envisions the *leader as political leader*, his *Arth Shastra* is a treatise on art of leadership in government, administration, politics and economy.

Aristotle's (382 B.C- 322 B.C) views on leadership further shaped modern leadership theories, emphasizing virtues and ethical considerations. Aristotle's theory of virtues posits leadership as a complex, context-dependent practice, integrating moral character and virtues as essential components for effective social and political institutions.

2.4 MEDIEVAL IDEAS OF LEADERSHIP

In medieval era, Niccolo Machiavelli (1469 A. D-1527 A.D) talks a lot about leader and leadership. In fact, his text *Prince* is considered to be a *handbook on leadership*. Being a champion of monarchy, Machiavelli underscores the need for centralization of authority and further demands judicious use of force and deceit. His idea that *leader should manipulate the passions of others so that he can make others to do what he wants* shows his disbelief in human reason (Adams & Dyson, 2003). Although, Machiavelli's recommendation to leaders may seem extreme, they show the reality that leadership sometimes requires difficult choice.

2.5 MODERN IDEAS OF LEADERSHIP

In mid-19th century and later, the study of leadership was filled with measuring and documenting *Traits* (Traits here includes *physical factors* such as manner of speaking, height, weight, manner of speaking, appearance, physical prowess; *personal characteristics* such as intelligence, talkativeness, originality, self- confidence, mood control; and, *biographic factors* such as marital status, birth place, father's occupation etc.) of a leader as driving force. It was believed that the leader is endowed with superior qualities that differentiate him from his followers. Some others proposed the significance of *inheritance* as key factor to shape leadership. Thomas Carlyle (1795 A.D -1881 A.D) supported the ideas like naturalness of inequality, the morality of obedience and the dangers of democracy.

Moreover, he characterized 'hero worship' as a natural and desirable phenomenon that generated the necessary degree of order and affection for a cohesive society. For Carlyle, both leadership and loyal obedient followership were necessary, desirable, natural and moral. Carlyle's ideas about leader characteristics provided the basis for leadership studies in the first part of the 20th century.

Max Weber (1864-1920) contributed a core framework for comprehending leadership within social and organizational institutions. Weber's notion of leadership is grounded in his Theory of Authority. His discourse on leadership commences with the categorization of authority into three types: Traditional, Charismatic, and Legal-Rational Authority. According to Weber, in Traditional Authority the leadership is hereditary and power is derived from long-standing customs; while in Charismatic Authority followers view their leader as exceptional who shares extraordinary personal qualities. Finally, in Legal-Rational Authority, leadership secures power from system of rules and laws and here leaders are obeyed because of their position and established legal frameworks.

Mary Parker Follett (1868 A.D-1933A. D), an American management theorist wrote extensively on leadership theory. For Follett, leadership involved understanding the whole group and each individual member. Her idea of leadership involved '*circular response*' i.e. *the leaders not only influence his group but he also gets influence by it* (Avasthi & Maheshwari, 2010). A leader must recognize the potential of each group member, encourage their development, and combine their strengths to form a cohesive unit. The leader must unite the group and bring out their shared objectives. He must then guide the group to those shared objectives. The leader concurrently serves as a group member, therefore bearing responsibilities and obligations associated with group participation.

2.6 CONCLUSION

The evolution of leadership thought, influenced by Sun-Tzu, Kautilya, Machiavelli, Carlyle, Weber, and Follett, offers a diverse range of ideas that have significantly influenced our understanding of effective leadership. Early thought, influenced by Sun-Tzu's strategic wisdom, Kautilya's pragmatic statecraft, and Machiavelli's emphasis on power and realism, emphasized the interplay of power, strategy, and ethical dilemmas. In modern times, Carlyle's "Great Man" theory highlights the impact of individual traits and historical contexts on leadership. The following section deals with major theories of leadership.

2.7 EXERCISES

- Discuss the historical evolution of leadership thoughts since ancient age
- Discuss modern ideas of leadership.

C. THEORY OF LEADERSHIP

Unit Structure:

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Great Man Theory
- 3.4 Trait Theory of Leadership
- 3.5 Contingency Theory
- 3.6 Fiedler's Theory
- 3.7 Exercise
- 3.8 References

3.1 OBJECTIVES

- To study early theories of leadership
- To study the Trait and Contingency theories of leadership

3.2 INTRODUCTION

Leadership is a fundamental notion within organizational and societal contexts. Various scholars have discussed the term *leadership* and its mechanisms, influences, and outcomes. Notable theories of leadership provide systematic frameworks to conceptualize how individuals mobilize others toward achieving shared objectives. These theories not only delineate the attributes and behaviours of effective leaders but also explore the dynamic interplay between leaders, followers, and situational variables.

The evolution of leadership theories reflects a progression from leader-centric paradigms to more nuanced, contextualized approaches. Early perspectives, such as the Great Man and Trait Theories, posited that leadership is an inherent quality, emphasizing specific characteristics like intelligence, charisma, and determination. These theories were later critiqued for their lack of situational sensitivity, paving the way for behavioural theories that examined leadership styles and their effects on group performance.

Subsequent theoretical advancements introduced contingency and situational models, which argue that effective leadership is contingent upon contextual factors such as task complexity, team composition, and organizational culture. These frameworks highlighted the adaptive nature of leadership, challenging static, universalistic notions of leadership effectiveness.

Contemporary theories, including Transformational, Transactional, and Servant Leadership, underscore the ethical, relational, and visionary

dimensions of leadership. They emphasize the importance of fostering trust, empowering followers, and addressing collective aspirations.

3.3 GREAT MAN THEORY

Leadership has been a subject of human inquiry for centuries, with various theories attempting to explain what makes an individual a leader. Major 19th century historians and philosophers attempted to explain historical events through the actions of prominent individuals. This paved a way to the Great Man Theory of Leadership that emerged as a prominent concept in the 19th century. The theory was propounded by Scottish historian Thomas Carlyle, who asserts that history is shaped by extraordinary individuals who possess intrinsic leadership traits.

The Great Man Theory proposes that *leaders are born with innate qualities that make them exceptional and uniquely suited to lead.*

In his notable work, *On Heroes, Hero-Worship, and the Heroic in History* (1841), Thomas Carlyle argued that history is essentially the biography of great men. Carlyle believed that leaders are endowed with extraordinary qualities such as vision, courage, and charisma, are destined to rise to power and influence the course of events.

The Great Man Theory is based on following principles

1. Carlyle's Great Man Theory asserts that leadership traits like charisma, intelligence, and decisiveness are inherent traits.
2. The theory suggests that leadership potential is innately shaped by an individual's birth, suggesting that certain individuals are destined to lead due to their superior qualities.
3. The actions of exceptional leaders who rise to prominence during critical moments' drive the History. Leaders share unique capabilities of making transformative decisions.
4. The Great Man Theory underscores the significance of individual leaders in influencing events, frequently minimizing the impact of collective efforts or societal factors.
5. Their charisma and ability to inspire others often characterize Great leaders. It also reinforces the idea of a singular, heroic figure leading the masses.

The theory posits that leadership traits are inherent and cannot be cultivated. Leaders are born, not made, and their ability to lead is seen as a natural extension of their superior qualities. This perspective aligns with *the deterministic view* prevalent during the 19th century, which emphasized the role of individual agency in shaping history.

While focussing on the innate attributes of leaders the Great Man Theory disregards the role of external factors, such as context, environment, and collective action.

While influential in its time, the Great Man Theory has faced extensive criticism for its deterministic approach, lack of empirical support, and neglect of situational and social factors. Despite its historical significance, the Great Man Theory has been critiqued extensively for its limitations.

1. Lack of Empirical Evidence

One of the most significant shortcomings of the Great Man Theory is its lack of empirical support. The theory relies on anecdotal evidence and historical narratives, which are often selective and biased. Modern leadership research, grounded in empirical methodologies, has demonstrated that leadership is not solely determined by inherent traits but is influenced by a combination of personal characteristics, behaviors, and situational factors (Bass, Bass & Stogdill's *Handbook of Leadership: Theory, Research and Managerial Applications*, 1990). For example, trait-based studies have identified certain qualities associated with leadership, such as intelligence and extraversion, but these traits alone do not guarantee effective leadership (Stogdill R. M., 1948).

2. Deterministic and Elitist Perspective

The deterministic nature of the Great Man Theory implies that leadership is an exclusive domain of a select few individuals who are predestined to lead. This perspective is inherently elitist, as it suggests that leadership potential is confined to those born with specific traits. By doing so, the theory marginalizes the majority of individuals and disregards the possibility of developing leadership skills through education, experience, and mentorship. James Burns argues that leadership is a dynamic process that can be cultivated, challenging the static and exclusionary framework of the Great Man Theory (Burns, 1978).

3. Neglect of Contextual and Situational Factors

The Great Man Theory overlooks the importance of context in shaping leadership. Effective leadership often depends on situational factors, such as organizational culture, team dynamics, and external challenges. For instance, contingency theories of leadership, such as Fiedler's Contingency Model, emphasize the interaction between a leader's style and the demands of the situation (Fiedler, 1967). By focusing solely on individual traits, the Great Man Theory fails to account for the adaptability and situational awareness required for effective leadership.

4. Gender and Diversity Bias

Historically, the Great Man Theory has been criticized for its gender and diversity bias. The term "Great Man" itself reflects the patriarchal and Eurocentric assumptions of its time, emphasizing male leaders from dominant cultural backgrounds. This bias marginalizes the contributions of women and leaders from diverse ethnic, cultural, and socioeconomic groups. Eagly and Carli (2007) highlight the barriers faced by women in

leadership roles, challenging the notion that leadership is confined to a specific demographic. Modern leadership theories, such as transformational and servant leadership, emphasize inclusivity and the value of diverse perspectives, countering the exclusivity of the Great Man Theory (Eagly & Carli, 2007).

5. Modern Leadership Perspectives

Contemporary leadership theories offer a more nuanced understanding of leadership, challenging the simplistic assumptions of the Great Man Theory. Transformational leadership, for instance, focuses on the ability of leaders to inspire and motivate followers through vision, collaboration, and emotional intelligence (Bass & Riggio, *Transformational Leadership*, 2006). Similarly, servant leadership emphasizes the importance of empathy, ethical behaviour, and service to others, highlighting qualities that can be cultivated and are not necessarily innate (Greenleaf, 1977). These theories underscore the dynamic and relational nature of leadership, moving beyond the static and individualistic framework of the Great Man Theory.

3.4 TRAIT THEORY OF LEADERSHIP

The Trait Theory of Leadership offers a fundamental framework to understand the qualities and characteristics that distinguish great leaders from their counterparts. Trait Theory is based on belief that *certain innate or developed traits enable individuals to excel in leadership roles*.

Historical Context and Foundations

In the early 20th century, Trait Theory of Leadership emerged as a response to Thomas Carlyle's the Great Man Theory which suggests that *leaders are born, not made*.

In response to the Great Man Theory, early studies of Trait Theory sought to identify specific traits that correlate with effective leadership. In his article, *Personal factors associated with leadership: A survey of the literature* (1948), Stogdill and Mann (1959) conducted meta-analyses on leadership traits, revealing that traits including intelligence, dominance, and self-confidence were consistently linked to leadership effectiveness (Mann, 1959).

The theory gained additional prominence in the mid-20th century as scholars like W. O. Jenkins and R. M Stogdill established a systematic understanding of leadership. The Trait Theory of Leadership was studied using questionnaire methodologies that notably includes Stogdill's contribution to study characteristics of leadership. Stogdill categorised these characteristics into *physical characteristics, social background, intelligence and ability, personality, task related characteristics and social characteristics*. The expanded the list of relevant traits to include *sociability, responsibility, and initiative*, emphasizing that traits interact with situational factors to influence leadership outcomes.

In the 1940s, The Trait Theory of Leadership was widely attacked by a group of researchers who underscored other factors that influence the leadership. For them, besides personality traits external factors such as *characteristics of the organization and its employees, and the broader environment* equally shape the leadership. This led to development of other leadership theories such as the Contingency Theory of Leadership and Servant Leadership Theory.

The late developments in Trait Theory of Leadership are based on identification of personality traits that tend to be associated with leader effectiveness. Now, many scholars believe that leader personality is a part of several other factors that contribute to development of organization.

The Trait Theory of Leadership contributed to the development of assessment tools like Personality Inventories and Leadership Competency Frameworks, facilitating the systematic identification and development of leadership talent.

Major Traits of Effective Leaders

Scholars have found numerous personality factors that may predict leadership success or failure. In his work *Leadership* (1989), John W. Gardner studied large number of leaders and identified some core attributes that make a leader successful in any situation.

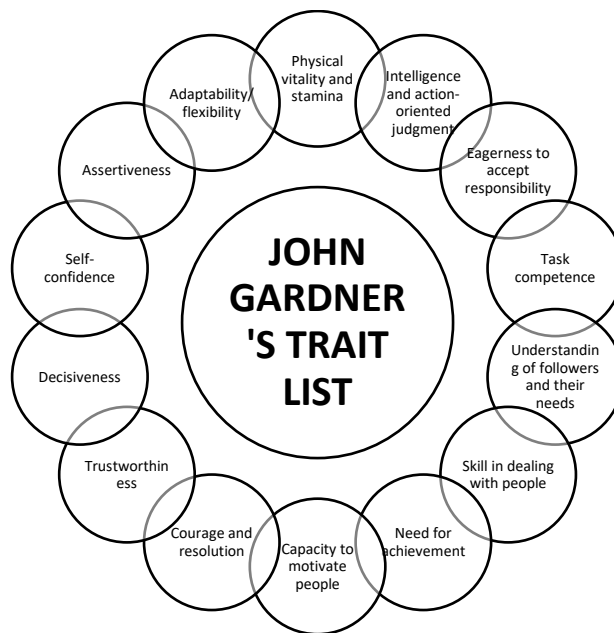


Figure 1 John W. Gardner's List of Traits

(Source: Fleenor, John W. "Trait Approach to Leadership." *Encyclopedia of Industrial and Organizational Psychology*. 2006. SAGE Publications. 16 Feb. 2011.)

Another study on leadership, *Great man or great myth? A quantitative review of the relationship between individual differences and leader effectiveness* (Hoffman, 2011) examines the impact of dispositional

personality traits (e.g. motivation, energy, dominance, integrity, creativity, and charisma) as well as more malleable traits (e.g. interpersonal skills, written communication, managerial skills, and decision making). Hoffman believed that Dispositional qualities are more firmly embedded and difficult to change than proximal features, which most of us can easily shift through education and training. Hoffman and colleagues found that both the dispositional and proximal traits they studied were strongly correlated with leader effectiveness.

Limitations of Trait Theory of Leadership

The Trait Theory of Leadership succeeded to offer scientific foundations to the study of leadership and attempted to list out key characteristics of the leadership. However, various scholars including Fred Fiedler, Robert House have criticized the theory for following reasons:

1. **Overemphasis on Traits:** According to Fred Fiedler, a leader's traits are comparatively stable and not readily altered (Fiedler, 1967). This corresponds with trait theory's premise that specific leadership traits are inherent. Focusing solely on traits overlooks the dynamic and contextual nature of leadership, as situational factors like organizational culture and team composition significantly influence its effectiveness.
2. **Lack of Universality:** Robert House has criticised Traits Theory on grounds of *lack of universality*. For him, traits associated with effective leadership may vary across cultures and contexts. Robert House moved away from the static nature of trait theory as he proposed that leaders adjust their styles based on the situation (House, Hanges, Javidan, Dorfman, & Gupta, 2004).

The Trait Theory of Leadership emphasized the importance of individual characteristics in determining leadership effectiveness. It stressed the need to identify and cultivate key traits among the individuals to enhance their leadership capacity and drive success in organizational setup.

3.5 CONTINGENCY THEORY

The Trait and Behavioural theories of leadership of mid- 20th century were challenged by many scholars. These theories failed address the complexity of leadership effectiveness in diverse organizational contexts. Amidst the chaos, a group of scholars came forward to explore the role of *situational factors* in shaping leadership outcomes. Especially, Fred Fiedler's Contingency Theory challenged the prevailing one-size-fits-all theories in favour of a more nuanced comprehension of leadership.

Fiedler's theory analysed leadership styles, particularly from military organization and evaluated their effectiveness in various situations. Fiedler and his colleagues analysed leadership styles from hundreds of individuals, making empirically grounded generalizations about the best and worst leadership styles for an organizational context (Bass, Bass & Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications, 1990).

WHAT IS CONTINGENCY?

The term contingency signifies that a leader's effectiveness is contingent on the compatibility between the leader's style and the situational setting. To appreciate the performance of leaders, it is essential to analyze the contexts in which they operate. Effective leadership depends on aligning a leader's style with the appropriate context; thus, Contingency theory seeks to associate leaders with suitable situations.

3.6 FIEDLER'S THEORY

In 1950s, Fred Fiedler launched a questionnaire that aimed to study therapists and their patients. The study further extended to the study of leadership and the effectiveness of the groups they lead.

Fideler developed the Assumed Similarity between Opposites (ASo) Score, calculated by comparing two sets of semantic differential ratings, one of which was the leader's description of their Least Preferred Coworker (LPC) and the other set were ratings of the leader's Most Preferred Coworker. ASo scores were deemed as indicators of leadership style and correlated with group performance, but their predictions of outcomes were mixed in success.

Fiedler's contingency theory is all about style and situations of the leadership. Based on his observations, Fiedler described leaders as *Task Oriented* and *Relations Oriented*. Fiedler asserts that the *effectiveness of a specific leadership style is influenced by the situation's demands*. Therefore, *Task-oriented leaders* excel in *favourable* or *unfavourable* situations, while *Relations-Oriented Leaders* excel in situations between the two extremes. A leader's situation is favourable if they are respected by the group, their tasks are structured, clear, and easy to solve, and they have legitimacy and power due to their position.

3.7 EXERCISE

- What do you understand from Trait Theory
- Discuss the contingency theory of leadership
- Write a short note on Great Man Theory

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MODULE 2: FOUNDATIONS OF LEADERSHIP

A. SELF-AWARENESS AND SELF-KNOWLEDGE

Unit Structure:

4.1 Objectives

4.2 Introduction

4.3 Subject Analysis

4.4 Self-Knowledge for Political Leadership

4.5 Political Leadership of Self-Awareness

4.6 Comparative Study

4.7 The Political Development of Self-Knowledge and Self-Awareness

4.8 Conclusion

4.1 OBJECTIVES

1. Analyze the role of self-knowledge and self-awareness in enhancing political leadership, especially in dynamic or high-stakes contexts.
2. Evaluate classical and modern theoretical frameworks (e.g., Plato, Aristotle, Goleman) concerning ethical self-governance and political legitimacy.

4.2 INTRODUCTION

Political leadership is a human endeavour requiring contemplation, ethical judgement, and adaptive capacity, not merely contingent on institutional authority or legal frameworks. The need for internal leadership competencies becomes clearer as political leaders address difficult societal challenges, ranging from public health crises and economic instability to ideological polarisation. Among the most important skills are self-awareness and self-knowledge. These psychological and ethical dimensions extend beyond personal development to influence public legitimacy, democratic responsiveness, and institutional success. Here, we examine the fundamental qualities of political leadership—self-knowledge and self-awareness. It investigates how they support leadership efficacy in dynamic political environments, evaluates their influence on ethical governance and democratic accountability, and analyses their definitions and theoretical underpinnings. Through a comparative and integrative framework, the

article contends that the growth of robust, ethically grounded, and socially conscious political leadership depends on developing these inner capacities.

4.3 SUBJECT ANALYSIS

The development of democracy and the expansion of political structures in the modern era have greatly affected the idea and behaviour of leadership. Research of political leadership has become increasingly important as politics gets more complicated and multifarious. Through publications like "The Study of Political Leadership" and "Politics and Leadership," academics like Blondel and Selznick have offered new ideas about this field. In the political domain, leadership has attracted critical attention for three main reasons: A governance crisis has resulted from political institutions and managers' growing incapacity to meet public expectations. This has made studying leadership even more crucial for understanding and potentially resolving systemic issues. Political consensus has become more difficult as socioeconomic stratification and identity-based conflict develop. These divisions call for leaders who can close gaps and promote unity; therefore, they challenge the stability of democratic countries. Rising worldwide literacy rates and access to education help people become more politically conscious. The voters of today demand educated decision-making and open government as well as knowledgeable and moral leadership. This change has made leadership a more important pillar in determining public opinion as it shapes it. Therefore, modern research on leadership goes beyond mere governance to include negotiating difficult social dynamics and realising democratic goals.

4.4 SELF-KNOWLEDGE FOR POLITICAL LEADERSHIP

Self-knowledge is the deliberate awareness of one's internal values, motivations, personal identification, and ideological allegiance. In the context of political leadership, the word means knowledge of the ideas and experiences that define a leader's behaviour, decisions, and vision for government. Self-knowledge is introspective and reflective, with an eye toward a closer alignment of one's internal compass with public behaviour. From a political science perspective, a leader's own understanding significantly shapes their authenticity, ideological coherence, and moral authority. It helps leaders to keep integrity under duress, lead with consistency, and express a vision that appeals to public goals as well as personal convictions. A pertinent example is Nelson Mandela, whose deeply rooted values and reflective leadership approach enabled him to guide South Africa through a transformative era with moral authority.

a) Modern and Classical Foundations Classical political theory, especially in the works of Plato and Aristotle, views self-knowledge as a prerequisite for moral leadership. Leadership, for Plato, called for the philosopher-king—one with knowledge and self-awareness. Modern political theory echoes self-knowledge, emphasising personal reflection, ethical consistency, and value-driven action. Aristotle underlined the part of ethical self-cultivation in developing political virtue, suggesting that leaders must

first govern themselves before they could govern others. These models emphasise how leaders must be self-aware of who they are and what they stand for if they are to establish credibility and legitimacy.

a) Political legitimacy and ethical clarity Political legitimacy comes from ethical consistency and popular confidence as much as from legislative frameworks or election mandates. Strong self-knowledge helps leaders to keep a consistent political identity, transmit comprehensible policies, and prevent opportunistic ideological changes. Such knowledge advances a kind of moral power that enhances institutional reputation. Moreover, self-awareness helps one fight corruption and totalitarian impulses. Unaware of their aspirations or fears, leaders may project them onto the political system, therefore fostering manipulation or self-serving government. Leaders who know their inner drivers, on the other hand, are more suited to control their authority and give the common good top priority.

4.5 POLITICAL LEADERSHIP OF SELF-AWARENESS

Though it relates to self-knowledge, self-awareness is the actual ability to monitor and control one's behaviour, emotions, communication, and social influence in real time. It covers both internal self-awareness—that is, the capacity to recognise one's emotional states and reactions—and external self-awareness—that is, how others see it. Self-awareness is especially important in political leadership for public relations, crisis management, negotiations, and symbolic representation. A leader's ability to control tone, body language, and emotional expression can significantly shape public view and policy acceptance. Political flexibility and emotional intelligence both depend on a basic awareness of oneself. a) Theoretical Underpinnings Political thinkers like Max Weber understood how crucial personal inclination is to effective leadership. Weber explained in his typology of authority—legal-rational, traditional, and charismatic—how charismatic leaders mostly depend on personal qualities, including self-presentation and responsiveness. These qualities closely align with self-awareness, as they require a leader to observe their impact on their subordinates and modify their actions accordingly. Modern models such as emotional intelligence (Daniel Goleman) see self-awareness as the basis for self-regulation, empathy, and social competence—all of which are absolutely vital for political negotiation, coalition-building, and conflict resolution. In deliberative conceptions of democracy—that is, Habermas—self-awareness also helps logical conversation by enabling leaders to see and control their prejudices.

b) Public impression and real-time responsiveness Self-awareness helps leaders to react morally and strategically to developing political situations. It improves cognitive flexibility, therefore enabling a change in approach as fresh data emerges. In crises, for instance, a self-aware leader can show composure, own shortcomings, and organize institutional reactions with humility and clarity. Furthermore, self-awareness guides the interaction of leaders with several constituencies. Political communication is a symbolic act that expresses ideals, objectives, and identity; it is not merely about

policies. Self-aware leaders can match the delivery of their message to the expectations of their audience without sacrificing integrity.

4.6 COMPARATIVE STUDY

Complementary Capacity Though they are intimately related, self-knowledge and self-awareness have different purposes for leaders. Self-knowledge grounds leadership in long-term ethical and intellectual coherence. It enables leaders to withstand manipulative or transient demands and function on a solid internal basis. By contrast, self-awareness offers instant adaptation, emotional control, and interpersonal sensitivity—qualities required in hectic or high-stakes situations. These two capacities feed each other. Self-awareness ensures the expression of authenticity in a manner that aligns with political reality, while self-knowledge provides the foundation for authentic action. A highly principled leader—self-knowledge—but socially tone-deaf—lack of self-awareness—may find it difficult to relate to the voters. On the other hand, a leader who lacks ideological clarity (self-knowledge) but is socially sensitive—self-aware—may appear to be either inconsistent or opportunistic. An integrated strategy lets one be principled and flexible, that is, able to keep values while modifying plans to fit different situations.

4.7 POLITICAL DEVELOPMENT OF SELF-KNOWLEDGE AND SELF-AWARENESS

Developing self-awareness and self-knowledge in political leadership calls for deliberate work; it is a deliberate and cultivated endeavour. One of the main strategies is political reflection, which is the practice of closely examining one's ideals, functions, and behaviour inside historical and institutional settings. Leaders could clarify their motives and ideas by means of ethical communication, mentoring, or personal writing. Furthermore, crucial are outside comments. Among other mechanisms, public forums, advisory councils, and constituent involvement reveal how people perceive leaders. Leaders have to be ready to use this input as data for self-understanding and behavioural modification rather than just validation or criticism. Furthermore, political systems and cultures influence the evolution of these characteristics. Environments that foster psychological safety, openness, and deliberate procedures encourage leaders to reflect. On the other hand, systems that reward populism, polarisation, or unbridled power discourage introspection while rewarding surface performance. Therefore, institutions, political parties, and civic organisations have a part to play in fostering leadership development programmes that stress inner capacities alongside strategic skills.

4.8 CONCLUSION

In the intricate and often volatile landscape of political leadership, self-awareness and self-knowledge stand as foundational attributes of effective governance. This unit highlights that leadership is not solely a matter of policy knowledge or procedural competence, but deeply rooted in the internal integrity and psychological stability of the leader. Self-knowledge equips political figures with clarity about their values, motivations, and ideological direction. It allows leaders to remain grounded during moments of crisis, resist opportunism, and act with ethical consistency. Similarly, self-awareness brings real-time attentiveness to one's behavior, communication, and emotional responses, enabling leaders to adapt wisely in dynamic social and political contexts. Together, these traits foster a leadership style that is authentic, morally centered, and capable of navigating the complexity of public life with resilience. The comparative analysis underscores that while self-knowledge offers a stable moral compass, self-awareness acts as the steering mechanism that ensures ethical alignment with the external environment. Developing these capacities is not incidental but must be a deliberate part of political training and institutional culture. In conclusion, effective political leadership requires an inward journey of reflection and emotional maturity to sustain outward legitimacy and public trust.

4.9 QUESTIONS

1. How does self-knowledge enhance a political leader's ability to maintain ethical consistency in decision-making?
2. In what ways do self-awareness and self-knowledge complement each other in political leadership?



B. EMOTIONAL INTELLIGENCE

Unit Structure:

5.1 Objectives

5.2 Introduction

5.3 Meaning and Nature of Emotional Intelligence in Leadership

5.4 Conclusion

5.5 Questions

5.1 OBJECTIVES

1. Define and describe the five key components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—as outlined by Daniel Goleman.
2. Assess the impact of emotional intelligence on political decision-making, public communication, and conflict resolution.

5.2 INTRODUCTION

Today, leadership is defined not just by power, knowledge, or policy savvy, but also by the emotional and personal aspects of leadership, which have become more important in modern government and political debate. Among these aspects, emotional intelligence has emerged as a major factor influencing the success of leaders. Emotional intelligence is the ability to perceive and affect others' emotions, as well as to identify, analyse, and control one's own. In political leadership, when daily needs include communication, persuasion, and crisis response, emotional intelligence is not a bonus ability; rather, it is basic. In this section, emotional intelligence in leadership is examined with an eye toward political settings. It outlines the main elements of emotional intelligence, investigates its function in public communication, policy execution, and ethical decision-making, and contends that emotionally intelligent leadership supports democratic resilience, institutional trust, and societal cohesion.

5.3 EMOTIONAL INTELLIGENCE IN LEADERSHIP: MEANING AND NATURE

Daniel Goleman's idea of emotional intelligence consists of five basic domains: self-awareness, self-regulation, motivation, empathy, and social skills. In leadership, these areas are linked capacities that affect how leaders behave, relate, and lead in challenging organizational and public contexts rather than independent psychological characteristics. Leaders with self-

awareness may recognise their own emotional states, values, and behavioural patterns. Particularly in demanding or hostile political environments, self-regulation helps one control emotional reactions. 3 Motivation addresses the inner drive and dedication of a leader toward objectives outside of his own benefit. Particularly important in varied, pluralistic communities is empathy—the capacity to comprehend and respect the feelings and viewpoints of others. 5 Social skills cover a spectrum of relationship competencies, including coalition-building, negotiating, and dispute resolution. These elements taken together help leaders to negotiate not only strategic or bureaucratic obstacles but also the emotional dynamics affecting public opinion, institutional cooperation, and civic participation. Emotional intelligence has political value since political leadership is by nature relational. It entails juggling conflicting interests, arbitrating between ideological differences, and attending to public demands and opinions. Emotional intelligence improves a leader's capacity for sensitive, flexible, ethical, and awareness-based performance of these tasks. Whether in speeches, interviews, discussions, or social media activity, political leadership is about continual communication. High emotional intelligence leaders are more likely to create communications the audience finds emotionally relevant. Through emotionally smart speech, they may encourage togetherness, react sympathetically amid crises, and sense the mood of a country. Emotional resonance is not, importantly, a sign of manipulation. Instead, it shows the leader's capacity to really connect with people, therefore honouring their hopes, concerns, and personal experiences. This relationship strengthens the validity of a leader and improves political trust. In times of crisis—geopolitical, societal, or financial—emotional intelligence is especially important. Leaders have to act quickly, convey ambiguity, and control general anxiety or rage at such times. When others panic or become polarised, leaders who control their own emotions remain calm, deliberate, and morally grounded. Self-regulation also helps to reduce reactive policies, emotional outbursts, and snap judgements. Political contexts are sometimes marked by ideological conflict and adversarial dynamics, so it encourages a more methodical, collected attitude to leadership—which is essential for institutional longevity and public confidence. By use of empathy and attentive listening, emotionally savvy leaders may defuse problems. They are more inclined to establish common ground, participate in inclusive conversation, and set public behaviour standards for civility. Empathy helps leaders to foresee the social consequences of policies, grasp the demands of underprivileged groups, and promote cohesiveness in split communities. Not only is emotionally intelligent leadership closely related to ethical behaviour, but it also functions as a practical tool for governance and a moral virtue. A strong capacity for self-awareness and empathy helps leaders to take the moral consequences of their choices into account. They are less likely to be narcissistic, autocratic, or to use authority for personal benefit. Emotional intelligence also helps with responsibility. Those who are in touch with their own emotions and receptive to those of others are more likely to be honest in their own self-evaluation and in their own mistakes admission. This openness supports institutions and helps uphold democratic values. Emotionally savvy leaders help create better organizational cultures inside

political institutions. They promote cooperation, honest communication, and mutual respect. Their kind of leadership promotes psychological safety—that is, a climate in which civil servants, advisers, and coworkers feel free to express opinions, question policies, or innovate without thinking about consequences. Such environments are crucial for effective governance, especially in systems where multiple branches and levels share leadership. Emotional intelligence so improves not only individual performance but also group capacity.

- a) **Restraints and Difficulties** Emotional intelligence in leadership presents difficulties even with its obvious advantages. First of all, it is challenging to quantify consistently, and its use may change greatly depending on the political and cultural setting. Second, emotional intelligence runs the danger of being employed manipulatively—that is, where leaders pretend to be sympathetic or emotionally attuned for geopolitical advantage without real regard for their people. Furthermore, it is crucial to balance emotional intelligence with other leadership attributes such as decisiveness, honesty, and policy acumen. A leader very intelligent emotionally but deficient in substance or strategy could find it difficult to produce significant results.
- b) **Emotional Intelligence's Future within Political Leadership** The emotional demands of leadership will keep rising as political systems change in reaction to globalisation, technological upheaval, and social revolution. Leaders are supposed to oversee collective social emotions—fear, hope, wrath, and grief—along with formal institutions. Maintaining democratic government, restoring public confidence, and promoting inclusive politics will all depend on emotional intelligence of ever-increasing importance. Through public service training, civic education campaigns, and leadership development programs, it will become a fundamental criterion. Future political leaders have to be not just intellectually gifted but also emotionally ready to guide varied, vibrant, and demanding societies.

5.4 CONCLUSION

The modern political landscape demands a more human-centered approach to leadership, one that prioritizes emotional understanding as much as policy expertise. Emotional intelligence (EI), as explored in this unit, has emerged as a key determinant of successful leadership in increasingly pluralistic and high-pressure political environments. Rooted in Daniel Goleman's five-component model—self-awareness, self-regulation, motivation, empathy, and social skills—EI supports a form of leadership that is not only responsive but ethically grounded. Emotionally intelligent leaders are better equipped to navigate conflict, inspire diverse groups, and maintain institutional stability in the face of public scrutiny or crisis. They understand their own emotional triggers and biases, can empathize with constituents, and build coalitions based on trust and mutual respect. Emotional intelligence also underpins ethical behavior, enabling leaders to

balance authority with compassion and decisiveness with humility. While the challenges of measuring or consistently applying EI in politics remain, its importance as both a moral virtue and practical skill is undeniable. As politics continues to evolve in response to global, technological, and cultural shifts, the emotional readiness of leaders will become just as vital as their cognitive or strategic capabilities. Ultimately, emotionally intelligent leadership fosters resilience, trust, and unity in democratic societies.

5.5 QUESTIONS

1. What are the five components of emotional intelligence according to Daniel Goleman, and why are they important for political leadership?
2. How can emotional intelligence contribute to a leader's ability to manage crises and foster public trust?

C. PUBLIC SPEAKING AND EFFECTIVE COMMUNICATION

Unit Structure:

6.1 Objectives

6.2 Introduction

6.3 Components of Powerful Public Speaking for Leaders

6.4 Conclusion

6.5 Questions

6.6 References

6.1 OBJECTIVES

1. Identify and explain the essential components of effective public speaking, including message clarity, emotional resonance, and authenticity.
2. Evaluate the role of communication in shaping public opinion, policy perception, and leadership legitimacy across political and organizational platforms.

6.2 INTRODUCTION

Political, organizational, or civic leadership is by nature communicative. Strategic thinking is simply one aspect of a leader's capacity to express ideas, inspire others, and organize group action; another is the power of spoken language. Public speaking and good communication are therefore not auxiliary abilities; rather, they are fundamental tools of leadership. Vision is expressed through communication; power is used; trust is developed; and social transformation is started. The important part public speaking and good communication play in leadership is investigated in this chapter. It examines their intellectual underpinnings, functional relevance, and pragmatic use within political and organizational settings. It also covers how communicating ability affects emotional connection, decision-making, and leadership legitimacy. Overall, it contends that good leadership cannot be divorced from the capacity for clear, purposeful, and resonant communication. Direction, influence, and coordination define leadership, essentially. Not one of these abilities exists without communication. Leaders addressing a nation, a legislature, a boardroom, or a small community must use spoken language to convey agendas, clarify policies, and involve audiences. The most obvious and typically powerful kind of communication is public speaking. Good leaders shape impressions, frame

stories, and inspire action rather than only passing on knowledge. Thus, public speech transforms into a performance that carries symbolic, emotional, and persuasive power. Every speech, briefing, discussion, or announcement helps the public to build the vision, identity, and values of a leader.

6.3 COMPONENTS OF POWERFUL PUBLIC SPEAKING FOR LEADERS

Though public speaking is usually connected with style and delivery, its success depends on a mix of information, clarity, emotional intelligence, and credibility. Effective leadership communication consists of the following elements:

- a. Message clarity Good public speaking is mostly dependent on the capacity to reduce difficult problems into understandable words. Leaders have to communicate clearly while maintaining necessary complexity. In speaking, a cohesive message fosters unity among audiences and motivates them to act.
- b. Framing for Specific Goals Messages sent by leaders should fit group beliefs, goals, or issues. Framing is the skill of setting material in context so that it speaks to particular audiences; it is not manipulation. Good leaders change their language based on political, social, and cultural settings.
- c. Emotional resonance While necessary, facts and reason alone cannot motivate. Emotional resonance significantly enhances leadership communication. The expression of empathy, passion, worry, or conviction by a leader humanises their message and builds an emotional link with their audience. Emotional resonance builds rapport and strengthens trust.
- d. Veracity & Authenticity Audiences connect with sincerity. More likely to gain credibility is a leader who speaks sincerely, matches words with deeds, and stays away from synthetic rhetoric. The foundation of power is credibility; without it, even the most elegant speech could fail.

Natural Character: Communication has several strategic purposes in political leadership: it shapes public opinion, supports policies, gathers support, and helps to negotiate crises. Rhetorical decisions made by a leader on tone, language, and body language affect not only instantaneous reception but also long-term credibility. Public speech also has symbolic and participative purposes in democratic environments. It is among the few direct routes political officials interact with their constituents. Speeches given during elections, parliamentary sessions, national crises, or memorial events join the historical and moral record of leadership. Leaders in organizational settings use public speaking to inspire staff members, clearly express vision, control changes, and advance organizational culture. External communication affects reputation and stakeholder confidence; internal communication determines morale and cohesiveness. Public speaking is a political and ethical behaviour that shapes the legitimacy of leadership, not only a performance. Leaders who communicate honestly, respectfully, and effectively build institutional confidence. On the other hand, poor communication—vague, dismissive, deceptive, or disconnected—erodes confidence and undercuts authority. Speech can unite or separate; it can improve or diminish debate. Thus, communication is a sort of governance—a technique for organising public meaning, addressing

criticism, and proving responsibility. Effective communication breakdowns that alienate stakeholders rather than poor policies could be the reason leaders who neglect to communicate effectively struggle. Although public speaking mostly emphasises outward expressions, listening is a vital component of communication. Good leaders actively listen and are therefore attentive to the worries, questions, and feelings of others. Unlike a monologue, listening promotes democratic principles of inclusion, respect, and responsiveness by means of a conversation. Furthermore, listening improves decision-making. Attuned to stakeholder comments, leaders can make more ethical, flexible, and wise decisions. Leadership is most apparent during times of uncertainty, conflict, or transformation; communication in leadership is thus not a one-way channel but an ongoing relational activity. In these times, communication becomes not just essential but existential. Leaders have to offer direction, optimism, and stability while also speaking to fear, uncertainty, and rage. Crisis communications call for a judicious mix of openness, urgency, and empathy. Understatement might undermine confidence; overstatement can set up a frenzy. During crisis occurrences, public response and institutional resilience are shaped by the tone, timeliness, and consistency of communication. In change management—that is, political reform or organizational restructuring—communication shapes the acceptance and understanding of changes. Often more than disagreement with the change itself, resistance results from miscommunication or lack of communication. Good communication is a must for ethical leadership. This topic covers language usage, honesty, justice, and duty. Leaders have to prevent emotional exploitation, rhetorical manipulation, or false information. Communication, not just political or personal, should serve the public good. Speech is a powerful tool in leadership, yet its use demands integrity. Many times, leaders occupy privileged roles from which their comments have disproportionate impact. Along with this impact comes the obligation to uplift rather than inflame and to inform rather than lie. These days, digital platforms mediate communication more and more. Leaders today communicate via tweets, video messages, and virtual forums in addition to podiums. There are opportunities and challenges accompanying this change. Digital channels let leaders informally and immediately reach larger audiences. However, they also amplify errors and diminish control over the interpretation of messages. Leaders in the digital era have to be more alert, flexible, and deliberate in creating and conveying their messages. Furthermore, in the digital sphere, the rapidity of communication demands consistency, clarity, and constraint. One phrase might go viral, and one mistake might damage reputation. The ideas of public speaking are still applicable, but the platforms call for fresh skills.

6.4 CONCLUSION

Political and institutional settings, technical ability by itself is insufficient in the changing terrain of leadership. Nowadays, the legitimacy and efficacy of leadership mostly rely on internal abilities that mould leaders' perspectives, interactions with others, and communication of ideas. Not separate skills; rather, self-knowledge, self-awareness, emotional

intelligence, and effective public speaking are linked qualities that together build ethical, strong, and influential leadership. Rooted in a profound awareness of their values, beliefs, and purpose, self-knowledge enables leaders to act with conviction and moral clarity. It offers the compass by which moral choices are made consistently. Self-awareness guarantees that this internal compass points in line with the outside world; therefore, it helps leaders control their emotions, see how they affect others, and modify their behaviour to fit the needs of challenging social and political settings. Building on these ideas, emotional intelligence provides leaders with the means to negotiate interpersonal connections, control stress, and inspire confidence in many contexts. It humanises leadership and enables empathy free from weakness and strength free from separation. Especially in public speaking, when these inner capacities are articulated through strong and deliberate communication, leadership transcends mere responsibility to become a voice influencing conversation, fosters togetherness, and motivates group action. In the end, leadership anchored in personal understanding, emotional maturity, and communicative clarity is more suited to handle the ethical and strategic difficulties of contemporary government. The leader in this integrated structure is a mirror, a motivator, and a messenger as well as a decision-maker. Growing together, these internal and external aspects improve leadership from transactional power to transformative impact.

6.5 QUESTIONS

1. Why is emotional resonance important in public speaking for political leaders?
2. How does effective communication impact a leader's credibility and institutional trust?

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MODULE 3: POLITICAL LEADERSHIP**A. POLITICAL SYSTEMS AND LEADERSHIP****Unit Structure:**

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Defining Political Leadership and Political Systems
- 7.3 Political Systems and Corresponding Leadership Style
- 7.4 Political Leaders in Different Political Context
- 7.5 Conclusion
- 7.6 Glossary
- 7.7 Exercise questions

7.1 OBJECTIVES

After reading this unit, you should be able to:

- Understand the concept of political leadership and its relationship with various political systems;
- Identify and differentiate between different types of political leadership; and
- Explore the role of political leadership in different political systems.

3.1 INTRODUCTION

This is the third module of the course “Leadership Development”. In this module you are going to learn about political leadership in two units. This unit elaborates on the definition of political leadership and political systems and the relationship between various political systems and the types of political leadership. You will then learn the types of political leadership in unique environment, value orientation and different political systems with examples.

3.2 DEFINING POLITICAL LEADERSHIP AND POLITICAL SYSTEMS

Political Leadership

“A genuine leader is not a searcher for consensus but a moulder of consensus.”

— Martin Luther King Jr.

In his seminal work “Political Leadership: Towards a General Analysis,” Jean Blondel defines political leadership as “manifestly and essentially a phenomenon of power” (Blondel, 1987, p. 2). Blondel further explained, it is the power of individuals to influence and direct the actions of others within a political context. Blondel emphasizes that political leaders possess personal power derived from their characteristics, the instruments of power available to them, and their relationships with subordinates and citizens.

Jawaharlal Nehru remarked, “A leader or a man of action in a crisis almost always acts subconsciously and then thinks of the reasons for his action” (Nehru, 1946, p.289). Nehru’s perspective highlights the characteristics of political leadership possessing intuition, experience and decisiveness when faced with urgent challenges.

Blondel (1987) outlines several instruments of power that are essential for effective political leadership. These instruments enable leaders to exercise influence, achieve goals, and maintain authority. According to Blondel, the primary instruments of power include:

Institutional Authority

This refers to the formal powers granted to leaders by political institutions, such as constitutional authority, legislative support, and control over the executive apparatus. It includes the legal and organizational framework within which leaders operate. E.g., A president’s veto power or a prime minister’s ability to appoint ministers.

Control over Resources

Leaders wield power by managing and distributing economic, financial, and human resources. Access to state budgets, taxation, and national wealth allows leaders to implement policies and reward supporters. E.g., Allocating funds for infrastructure projects to gain political support.

Coercion and Force

The use of military, police, and intelligence services to maintain order, suppress opposition, and enforce decisions. While force is often seen as a last resort, it remains a critical tool for political control. E.g., Martial law or the deployment of security forces during political unrest.

Information and Communication

The ability to control and disseminate information is vital for shaping public opinion, managing perceptions, and setting agendas. Leaders often use propaganda, media, and strategic messaging to maintain legitimacy. E.g., Utilizing state media to promote government achievements.

Symbolic Power

The use of symbols, traditions, and values to unify the population and create a sense of legitimacy. Charismatic leaders often draw on this instrument to inspire loyalty and obedience.

E.g., National ceremonies, speeches, or invoking cultural and historical narratives.

Networks and Relationships

Effective leadership depends on the ability to build and sustain alliances with elites, political parties, interest groups, and influential individuals. These relationships allow leaders to mobilize support and negotiate compromises. E.g., Coalition-building or partnerships with influential business leaders.

Political leaders often hold formal positions of authority, such as presidents, prime ministers, or legislators. However, Political leadership is not solely defined by holding high office; it is a behavioural concept characterized by the ability to influence others' actions (Blondel, 1987). Political Leadership can also emerge from individuals or groups outside of formal government structures, such as civic leaders, social movement activists, or influential figures in the public sphere manifesting through setting of policy agendas, inspiring civic engagement, and navigating crises (Rhodes and Hart, 2014). These leaders influence others by setting goals, mobilizing resources, and inspiring collective action to achieve those goals (Rhodes and Hart, 2014). Each leader nevertheless navigates through their unique environment, values and political systems. In the following section you will learn about what are political systems and how it provides context to political leadership. It will be followed by examples of varying political leadership style of Mahatma Gandhi, Nelson Mandela, Joseph Stalin, Adolf Hitler, Abraham Lincoln, among others and how they rose to their positions within different political systems and social environments.

Types of Political Leadership

There is no single, universally accepted typology of political leadership, and the types and forms of leadership can vary depending on the context. Leaders have been categorised based on their goals and the constraints they face, highlighting the reciprocal relationship between leaders and their environments (Blondel, 1987). Accordingly, scholars have identified several prominent categories of leadership (Marturano and Gosling, 2007; Rhodes and Hart, 2014). They are:

Charismatic

This type of leadership relies on the personal appeal and magnetism of the leader, who often possesses exceptional communication skills and the ability to inspire devotion among followers. Examples include figures like Mahatma Gandhi in India and Nelson Mandela in South Africa (Rhodes and Hart, 2014).

Transactional

This type of leadership focuses on the exchange of resources and rewards between leaders and followers. Leaders set clear goals and expectations and provide incentives for followers to achieve them. Many political leaders engage in transactional leadership to build coalitions, secure votes, and implement policies (Rhodes and Hart, 2014).

Transformational

This type of leadership aims to inspire and motivate followers to transcend their self-interest and work towards a collective vision. Transformational leaders often articulate a compelling narrative of change, challenge existing norms, and empower followers to become agents of transformation themselves (Rhodes and Hart, 2014).

Authoritarian

Authoritarian leaders concentrate power in their hands and often rule through coercion and suppression of dissent. This style is common in authoritarian regimes and is associated with limited political participation and restrictions on civil liberties (Rhodes and Hart, 2014).

Servant

This type of leadership emphasizes the leader's role in serving the needs and interests of followers rather than seeking personal power or recognition. Servant leaders prioritize the well-being and development of their followers and empower them to achieve their full potential (Marturano and Gosling, 2007).

These are just a few examples, and many other political leadership styles exist, such as bureaucratic leadership, paternalistic leadership, and democratic leadership. Political leaders often employ a combination of these styles depending on the situation and their goals.

It has been observed that the relationship of organising the leader's entourage, primarily the government in the political system is important, besides the position of the leader (Blondel, 1987, p.6). This brings to the fore, the significance of political system in understanding political leadership.

Political Systems

David Easton defines a political system as "a system of interactions in any society through which binding or authoritative allocations of values are made and implemented" (Easton, 1953/1971). This definition highlights the

authoritative allocation of values, that is, the processes involved in decision-making and resource distribution within a political framework of a society as a central function of political systems.

A political system encompasses the institutions and processes that govern a society, while the government refers to the specific group of people who control the state apparatus (Rhodes and Hart, 2014). It provides a framework for decision-making, conflict resolution, and the allocation of resources within a community. Institutions are the political parties, state, courts, legislature, etc. which have a defined structure of ordering power and its agency, mostly through the law. Political system is a particular subsystem of the larger social system where the values and objectives of the political institutions are authoritatively exercised, structured or organised, and allocated in a society (Easton, 1953/1971).

Political systems provide the framework within which leaders operate. This includes the structure of government, the distribution of powers, and the legal and constitutional arrangements (Blondel, 1987, p.7). It impose constraints on leaders but also offer opportunities, such as the presence of a strong bureaucracy, effective political parties, free and fair elections, and supportive institutional arrangements such as legislative oversight (Blondel, 1987). Political systems influence the selection, behaviour, and performance of leaders, determining the type of leaders who emerge and the strategies they employ to maintain power and achieve their goals (Blondel, 1987). It determines the distribution of power and mechanisms for accountability, affecting leadership styles and strategies (Blondel, 1987). Therefore, the effectiveness of political leadership is influenced by the characteristics of the political system, with leaders facing varying levels of autonomy, support, and resistance (Blondel, 1987).

In a modern society, the state and the government are the two related major constitutional constructs of political institutions that control and perpetuate a political system. Based on the values and political orientation to control, different types of government are formed by nations to make decisions on behalf of the public, manage public resources and ensure the functioning of the political system. It can take on different forms, such as democratic, autocratic, dictatorial, monarchic, oligarch, and totalitarian government.

In the following sections, we will delve into the nature of political systems and how they are related to political leadership style in different environment. In other words, we will learn about the structures of political systems and the corresponding leadership styles and their limitations in various social environment.

3.3 POLITICAL SYSTEMS AND CORRESPONDING LEADERSHIP STYLE

The political system, that is, the value orientation of the state, the forms of government and the environment are closely representational of the types of political leadership that emerges (Blondel, 1987), and at the same time individual leadership orientation to values are causative agents that have

formative effects, which modifies and changes the political systems (Cook, 1998; Hah & Bartol, 1983).

Every political system do not have the state and so the causative agents and the formative effects of the political leaders are driven by more informal relations. Some ethnic or tribal societies are segmentary, less organised and deemed stateless.

Leadership in segmentary political system

In 1940, when the West already experienced a complex form of state, social anthropologists found that there were many nations around the world with non-state features of political system where there is lack of government institutions, administrative machinery and judicial institutions (Fortes & Evans-Pritchard, 1940). In a segmentary society, decisions are arrived through consensus rather than the political leaders or executives making decisions. In place of administrative bureaucracies, there is the kinship system and lineage that channels power structure in the society. Governance in kinship based society depend on traditional structures of authority sanctioned by a founding myth. Leadership in the kinship based political systems are mostly hereditary. While there are debates on whether leaders are born or made, even in segmentary societies, it has been observed that capability approach to leadership had been embraced as there were cases of usurping power from less capable leaders.

Leadership in parliamentary system

Parliamentary systems, such as those found in Britain, Germany, and Italy, are characterized by a fusion of the executive and legislative branches. **The head of government, typically a prime minister, is chosen from the elected legislature and is accountable to it.** The prime minister's power is derived from the support of their party or coalition in parliament.

In parliamentary systems, the prime minister holds a prominent leadership role. They are responsible for setting the policy agenda, leading the cabinet, and maintaining the confidence of the legislature. **Party control** is a key resource for prime ministerial leadership. When the prime minister is also the undisputed leader of their party, they wield considerable power and influence over government policy. However, **prime ministers are also constrained by institutional structures**, such as collective cabinet responsibility and the potential for votes of no confidence. The specific nature of prime ministerial leadership can vary significantly across different parliamentary systems. For instance, the British system concentrates leadership resources on the prime minister, while the Japanese system, with its factionalized multi-party system, encourages a more reactive style of leadership (Elgie, 1995).

Leadership in Presidential Systems

In contrast to parliamentary systems, presidential systems, exemplified by the United States, feature a separation of powers between the executive and legislative branches. **The president, elected independently of the legislature, serves as both head of state and head of government.**

Presidents in presidential systems wield significant power and authority. They are responsible for appointing the cabinet, setting the policy agenda, and representing the nation on the world stage. **Presidential leadership can be highly influential, particularly in the realm of foreign policy**, where presidents often have greater freedom of action. However, **presidential power is not absolute**. Presidents are subject to checks and balances from the legislature and judiciary. Moreover, their ability to implement their agenda is often contingent on their **skill in bargaining and negotiation with Congress** (Elgie, 1995).

Leadership in Semi-Presidential Systems

Semi-presidential systems, like France, combine elements of both parliamentary and presidential systems. These systems feature a **dual executive, with an elected president sharing power with a prime minister who is appointed by the president and accountable to the legislature**.

Leadership dynamics in semi-presidential systems are complex and can vary depending on the specific constitutional arrangements and the personalities of the president and prime minister. The president typically holds a more prominent role in foreign affairs and defense policy, while the prime minister is primarily responsible for domestic policy. **The balance of power between the president and prime minister can shift** depending on factors such as the political alignment of the president and the majority party in the legislature. When the president and the prime minister belong to the same party, the president tends to be more dominant. However, when they belong to different parties, the prime minister often has more leverage (Elgie, 1995).

Leadership in Other Political Systems

Beyond the dominant models of parliamentary, presidential, and semi-presidential systems, there are also other political systems and their corresponding leadership styles:

Traditional Monarchies

In traditional monarchies, leadership is hereditary, with the king or queen holding supreme authority. The **monarchs traditionally had considerable personal scope of action** and often appointed their own entourage. While absolute monarchies are rare today, constitutional monarchies, where the monarch's power is limited by a constitution, still exist (Blondel, 1987).

Authoritarian Regimes

Authoritarian regimes are characterized by the concentration of power in the hands of a single leader or a small elite. These regimes typically restrict political participation, limit civil liberties, and suppress dissent. **Authoritarian leaders can exercise significant power, often relying on force or coercion to maintain control**. Authoritarian political systems can potentially evolve into totalitarian systems when the regime began to control nearly every aspect of public and private life, including the economy, culture, and even thought processes. Nazi Germany began as an

authoritarian regime under Adolf Hitler in 1933 but evolved into a totalitarian state by 1938, characterized by the complete control of political, social, and cultural life (Linz, 2000).

Fascist regimes

Fascism is characterized by one-party dictatorships and authoritarian states (Loewenstein, 1937). It opposes liberal democracy and individual liberty, instead favouring a hierarchical, traditional political order (Zic, 2003). Fascist ideology emphasizes conflict, irrationalism, nationalism, and strong leadership (Harrison & Boyd, 2018). It glorifies violence and romanticizes the past while rejecting modern liberal values (Zic, 2003). Fascists view politics as a clash of non-negotiable existential truths, making dialogue impossible (Suuronen, 2022). This rejection of communication and rational discourse poses a significant challenge to traditional Western political thought (Suuronen, 2022). Understanding the internal mechanics of fascist ideology is crucial for comprehending the current resurgence of far-right movements (Suuronen, 2022).

Communist Systems

Communist systems, while ideologically distinct from authoritarian regimes, also tend to concentrate power in the hands of the Communist Party elite. Historically, **communist leaders, such as Mao Zedong and Deng Xiaoping in China, have wielded immense power, shaping the political and economic landscape of their countries (Rhodes & Hart, 2014).**

3.4 POLITICAL LEADERS IN DIFFERENT POLITICAL CONTEXT

Having explored the various political systems and leadership styles, we now turn to specific examples of political leaders and how their styles shaped and were shaped by their respective systems. Different leadership styles can be effectively situated within their respective political systems, highlighting how their approaches were influenced by and contributed to the governance structures of their times and socio-political environment as follows:

Mahatma Gandhi: Transformational and Servant Leadership in a Colonial Context

Mahatma Gandhi's leadership style is best described as transformational and servant leadership. Operating within the colonial political system of British India, Gandhi advocated for non-violent resistance and civil disobedience as means to achieve independence. His ability to inspire and mobilize the masses was rooted in his commitment to service, humility, and ethical principles. Gandhi's emphasis on voluntary poverty and identification with the common people exemplified servant leadership, as he prioritized the needs of others over personal power. This approach not only galvanized support for the independence movement but also established a moral framework for political activism in a colonial context (Fernandez, 2022; Nair, 1994).

Nelson Mandela: Transformational Leadership in a Post-Apartheid Democracy

Nelson Mandela's leadership style was transformational, characterized by his vision for reconciliation and nation-building in post-apartheid South Africa. Emerging from a deeply divided political system marked by racial segregation, Mandela focused on inclusivity and healing. His leadership was pivotal in transitioning South Africa from apartheid to a democratic political system where all citizens could participate equally. Mandela's ability to unite disparate groups and promote forgiveness over retribution illustrates how transformational leadership can reshape political landscapes (Sampson, 2019; Mbeki, 2019).

Joseph Stalin: Authoritarian Leadership in a Totalitarian Regime

Joseph Stalin exemplified authoritarian leadership within the totalitarian political system of the Soviet Union. His rule was marked by repression, centralized control, and the use of state terror to maintain power. Stalin's leadership style was characterized by fear and coercion, particularly during events like the Great Purge, where dissent was brutally suppressed. This authoritarian approach ensured that the Communist Party maintained dominance over all aspects of life in the Soviet Union, illustrating how leadership styles can reflect and reinforce totalitarian political structures (Service, 2019; Conquest, 2007).

Adolf Hitler: Charismatic Authoritarian Leadership in a Fascist State

Adolf Hitler's charismatic authoritarian leadership emerged within the context of a fascist political system in Germany. His ability to mobilize mass support through powerful oratory and propaganda allowed him to establish a totalitarian regime that suppressed opposition and promoted extreme nationalism. Hitler's leadership style was characterized by emotional appeal and manipulation of public sentiment, which facilitated his rise to power amidst economic turmoil. This illustrates how charismatic authority can be leveraged to consolidate power within an authoritarian framework (Kershaw, 2018; Bullock, 1991).

Abraham Lincoln: Inclusive Leadership in a Democratic Republic

Abraham Lincoln's leadership style is often described as inclusive and transformational within the democratic political system of the United States during the Civil War. His commitment to preserving the Union while advocating for emancipation reflected an empathetic approach to governance that sought to unite a fractured nation. Lincoln's ability to engage with diverse groups and articulate a vision for national healing underscores how inclusive leadership can navigate complex democratic challenges (Goodwin, 2018; McPherson, 1988).

3.5 CONCLUSION

The leadership styles of historical figures are deeply intertwined with their respective political systems. By examining their approaches through this lens, we gain insights into how leaders can shape and be shaped by the

political contexts in which they operate. Each leader's unique style not only influenced their immediate environments but also left lasting legacies that continue to resonate in contemporary discussions about governance and leadership.

The exploration of political leadership reveals its multifaceted nature and its critical role in shaping societies. Understanding political leadership involves recognizing its essence as a phenomenon of power and influence, which can manifest through various forms such as charismatic, transactional, transformational, authoritarian, and servant leadership. Each type of leadership brings unique approaches and impacts, reflecting the diverse contexts in which leaders operate.

The relationship between political leadership and political systems is pivotal. Different systems, whether parliamentary, presidential, semi-presidential, traditional monarchies, authoritarian regimes, totalitarian, fascist, or communist systems, create distinct environments that shape leadership styles and effectiveness. Leaders must navigate these systems' constraints and opportunities, balancing institutional structures and public expectations.

3.6 GLOSSARY

Political Leadership: The power of individuals to influence and direct the actions of others within a political context, often characterized by personal power, institutional authority, and relationships with subordinates and citizens.

Institutional Authority: Formal powers granted to leaders by political institutions, such as constitutional authority, legislative support, and control over the executive apparatus.

Charismatic Leadership: A leadership style that relies on the personal appeal and magnetism of the leader, who often possesses exceptional communication skills and the ability to inspire devotion among followers.

Transformational Leadership: A leadership style that aims to inspire and motivate followers to transcend their self-interest and work towards a collective vision, often challenging existing norms and empowering followers.

Political System: A system of interactions in any society through which binding or authoritative allocations of values are made and implemented, encompassing institutions, processes, and norms that govern a particular society.

3.7 EXERCISE QUESTIONS FOR UNIT A

- Define political leadership and explain its relationship with various political systems.
- What are the primary instruments of power essential for effective political leadership according to Jean Blondel?
- Compare and contrast the leadership styles of Mahatma Gandhi and Joseph Stalin.
- How do political systems influence the selection, behaviour, and performance of leaders? Provide examples from different political systems.

B. ETHICS, MORALITY, AND PUBLIC ACCOUNTABILITY

Unit Structure:

- 8.1 Objectives
- 8.2 Introduction
- 8.3 Ethics and Morality in Political leadership
- 8.4 Public Accountability in Political Leadership
- 8.5 Measures to Strengthen Public Accountability
- 8.6 Conditions for Effective Political Leadership
- 8.7 Conclusion
- 8.8 Glossary
- 8.9 References
- 8.10 Exercise questions

8.1 OBJECTIVES

After reading this unit, you should be able to:

- Explain what is ethical and moral leadership;
- Examine the importance of public accountability in political leadership; and
- Know the mechanisms that ensure political leaders are answerable for their actions and decisions.

8.2 INTRODUCTION

“The price of greatness is responsibility.”

— Winston Churchill

This is the third module of the “Leadership Development” course, focusing on political leadership. This module is divided into two units. This unit explains the centrality of ethics and morality, and public accountability as integral aspects of political leadership. The systems perspective from individual conduct to institutional processes, its purposes, and societal norms or the environment are considered indispensable to understand the dynamics of political leadership. Moreover, it emphasises that political leadership competencies are translated through transparency, accountability and reliability.

8.3 ETHICS AND MORALITY IN POLITICAL LEADERSHIP

Understanding the dynamics of political power and its societal impact necessitates a grasp of ethical leadership. At its core, ethical leadership prioritizes the well-being of those being led over the self-interest of the leader (Leonard, et al., 2013). This principle resonates with other leadership styles like transformational and authentic leadership, which emphasize acting for the greater good (Leonard, et al., 2013). However, there is a persistent tension between the benefits of strong leadership and the potential for its misuse.

The Duality of Leadership: Expertise vs. Control

Western political thought has long grappled with the inherent duality of leadership (Rhodes & 't Hart, 2014). On one hand, leadership necessitates expertise and creativity to effectively govern and guide a group toward its goals. In common parlance, expertise is knowing how to drive and control is following traffic rules to ensure safety for all. This notion of expertise is often seen as essential in navigating complex political landscapes and achieving collective objectives.

As the principal architect of the Indian Constitution, Dr. Ambedkar combined his legal acumen and deep understanding of social issues to draft a framework that guaranteed equality, justice, and liberty for all citizens. His expertise was critical in addressing caste-based discrimination through legal and institutional measures (Jaffrelot, 2024). Ambedkar worked within the system, advocating for accountability through democratic institutions and constitutional provisions. His insistence on the rule of law and checks on power ensured that no leader could govern arbitrarily (Ambedkar, 1949).

On the other hand, history provides ample examples of leaders succumbing to the allure of power and prioritizing personal gain over the common good. Joseph Stalin (Soviet Union, 1924-1953) was a master strategist in consolidating power within the Communist Party. His policies, such as the Five-Year Plans, displayed organizational expertise but came at enormous human cost, including forced collectivization and widespread famine. Stalin maintained control through a system of terror, purges, and a personality cult. His unchecked authority allowed him to eliminate political rivals and suppress opposition, creating a totalitarian regime that prioritized power preservation over collective welfare (Kotkin, 2014).

This tension necessitates a framework for controlling the exercise of power and ensuring that leaders remain accountable to those they govern (Rhodes & 't Hart, 2014).

Ethical Frameworks and the 'Dirty Hands' Dilemma

There are ethical frameworks in guiding political leadership. Some of the major theoretical approaches are as follows:

- **Utilitarianism:** This framework focuses on maximizing overall happiness and well-being for the majority, emphasizing the leader's duty to care for their constituents. In political leadership, this may involve making hard decisions, such as prioritizing limited resources for policies that benefit the most people, even at the cost of individual sacrifices. For example, implementing austerity measures to stabilize an economy may create short-term hardships but aim for long-term societal benefit (Marturano and Gosling, 2007).
- **Virtue Ethics:** This approach emphasizes the cultivation of virtuous character traits in leaders, such as justice, courage, temperance, and reverence (Marturano and Gosling, 2007). A virtuous leader's actions reflect their integrity and moral character, inspiring trust and loyalty among followers. In politics, Mahatma Gandhi's emphasis on non-violence (*ahimsa*) and truth (*satya*) exemplifies the role of virtue ethics in leadership.
- **Deontological Ethics:** This framework centres on the concept of duty and adherence to universal moral principles, regardless of the consequences (Rhodes & 't Hart, 2014). In political contexts, this might involve a leader upholding constitutional principles or international norms, even when it is unpopular or politically costly. For instance, a leader choosing to defend freedom of speech during a crisis demonstrates commitment to moral rules over political expediency.

However, even with strong ethical convictions, leaders may face situations where they are forced to make difficult choices that violate their moral principles. This is known as the "dirty hands" dilemma (Marturano and Gosling, 2007). In such situations, the true test of an ethical leader lies in acknowledging the moral implications of their actions and striving to minimize harm.

Moral Authority and its Uses

When leaders cultivate moral authority through ethical conduct and a commitment to the collective good, they earn the trust of their followers (Rhodes & 't Hart, 2014). Moral authority stems not only from a leader's adherence to ethical principles but also from their perceived integrity, consistency, and genuine concern for the well-being of others. This trust can be utilized in two key ways:

- **Efficient Execution of Policies:** Leaders can leverage trust to streamline policy implementation, minimizing resistance and fostering cooperation. When followers believe in a leader's moral intentions, they are more likely to support even difficult or unpopular decisions. For example, during crises like natural disasters or pandemics, leaders with moral authority can rally people to follow public health measures or participate in collective relief efforts without resorting to authoritarian tactics.

- **Moral Inspiration:** Ethical leaders can inspire their followers to strive for moral improvement, leading by example and promoting a culture of ethical conduct. This influence extends beyond compliance, encouraging followers to internalize values like honesty, empathy, and social responsibility. Gandhi's commitment to non-violence and truth was an inspiration to millions in India.

However, exercising moral authority is cautioned against achieving efficiency through coercive measures like reward and punishment mechanisms. While such tactics may yield immediate compliance, they fail to address the underlying moral development of individuals and can be detrimental to the long-term well-being of the polity. True moral authority involves persuasion and empowerment, fostering a sense of shared responsibility and moral growth among followers. Leaders who over-rely on coercion risk undermining trust and creating a climate of fear, which is incompatible with sustainable and ethical leadership (Rhodes & 't Hart, 2014).

Leadership in Context

Political leadership does not exist in a vacuum. Leaders are shaped by their social and political context, which shape both the ethical responsibilities of leaders and the moral expectations of followers. Key contextual factors include:

- **Institutions:** The structures and rules of political institutions can influence how leaders behave and the extent to which they can exercise power (Elgie, 1995). Leaders in democracies, for instance, are morally obligated to operate transparently and within institutional checks and balances. For example, in parliamentary systems like India, leaders are accountable to both the legislature and their citizens, fostering a culture of shared governance. Conversely, in systems with weak institutions, like autocratic regimes, the absence of such constraints often allows moral and ethical violations, such as the suppression of dissent or the abuse of power.
- **Societal Needs:** Leaders must be responsive to the needs and demands of their constituents, balancing individual interests with the collective good (Elgie, 1995). During crises, leaders face moral choices that can profoundly impact lives. For instance, Jacinda Ardern of New Zealand prioritized the health and well-being of citizens during the COVID-19 pandemic, making morally driven decisions that valued public safety over economic pressures. Such leadership reflects an ethical commitment to the greater good, even when choices are difficult or unpopular.
- **Cultural Norms:** Values, beliefs, and historical experiences shape both the expectations of followers and the actions of leaders (Rhodes & 't Hart, 2014). For example, Nelson Mandela's leadership in South Africa was guided by principles of reconciliation and forgiveness, reflecting the nation's cultural emphasis on unity after the moral atrocity of apartheid. In contrast, leaders who exploit cultural

divisions, such as Adolf Hitler's use of propaganda to fuel hate and division, demonstrate how ignoring moral obligations can lead to devastating consequences.

Understanding these contextual factors is essential for evaluating the morality of leadership. Ethical leaders act with integrity, balancing personal convictions with the needs of their people and the expectations of their cultural and institutional environments. Leaders who fail to consider these contexts risk violating the trust of their followers and undermining the moral foundation of their leadership.

Challenges to Ethical Leadership

There are various challenges to ethical leadership, which can undermine a leader's ability to act in alignment with moral principles:

- **Power and Corruption:** The allure of power can lead to self-serving behaviour and erode ethical principles (Rhodes & 't Hart, 2014). History shows that unchecked power often corrupts, as evidenced by authoritarian regimes like that of Adolf Hitler, where personal ambition overshadowed moral responsibility (Kotkin, 2014).
- **Complexity and Uncertainty:** Leaders often face complex situations with incomplete information, making it difficult to determine the most ethical course of action (Rhodes & 't Hart, 2014). For example, wartime decisions, such as Truman's choice to use atomic weapons in WWII, highlight the moral difficulty of navigating uncertainty for the greater good (Elgie, 1995).
- **Conflicting Interests:** Balancing the needs of diverse groups and reconciling competing values can create ethical dilemmas (Marturano and Gosling, 2007). Leaders in multicultural societies, like India, must address tensions between communal and national interests, often walking a tightrope of ethical compromise.
- **Short-Term vs. Long-Term Goals:** Leaders may prioritize immediate political gains over long-term ethical considerations (Rhodes & 't Hart, 2014). This challenge is evident in environmental policy, where some leaders prioritize economic growth over sustainable practices (Marturano & Gosling, 2007).
- **Public Expectations and Populism:** Leaders often face pressure to conform to public opinion, which can compromise ethical values (Burns, 1978). Populist leaders may pander to majority sentiments, ignoring the rights of minorities in pursuit of popularity.

Overcoming these challenges requires vigilance, self-awareness, and a commitment to ethical decision-making processes.

Assessing Ethical Leadership

Evaluating the ethical dimensions of political leadership is a complex task. Some of the major factors to consider according to Marturano and Gosling (2007) are:

- **Leader's Intentions:** While often difficult to discern, the underlying motivations and goals of leaders are crucial in assessing their ethical stance.
- **Means and Ends:** Ethical leadership necessitates a balance between achieving desired outcomes and employing ethical means to reach those goals.
- **Impact on Followers:** The effect of a leader's actions on the well-being, moral development, and trust of their followers is a key indicator of ethical leadership.
- **Adherence to Moral Principles:** Evaluating whether leaders uphold principles of justice, fairness, honesty, and accountability is crucial.

Ethical and moral considerations are inseparable from the study and practice of political leadership. While various theoretical frameworks can guide leaders in navigating the complexities of power and decision-making, ultimately, the pursuit of ethical leadership requires ongoing reflection, a commitment to the common good, and a willingness to confront the challenges inherent in wielding political power. This unit's section underscore the need for a deeper understanding of the interplay between individual characteristics, contextual factors, and the ethical dimensions of political leadership.

8.4 PUBLIC ACCOUNTABILITY IN POLITICAL LEADERSHIP

In democratic societies, public accountability is a fundamental characteristic of political leadership. It ensures that leaders are answerable for their actions and decisions, fostering responsible governance and maintaining public trust. Accountability is a concept interwoven throughout discussions of political leadership. Leaders are expected to act with integrity, transparency, and a commitment to the public good (Leonard et al., 2013). Different leadership styles may exist, such as charismatic, transactional, transformational, and servant leadership, but accountability serves as a common thread binding these diverse approaches and ensuring that leadership is exercised responsibly. Several key aspects of public accountability are:

Mechanisms of Accountability

Modern democracies employ various institutional mechanisms to hold leaders accountable. These mechanisms include free and fair elections, legislative oversight, judicial review, and a free press. Additionally, social media and other forms of digital communication have expanded avenues for

public scrutiny and citizen engagement in holding leaders accountable (Rhodes & 't Hart, 2014).

Transparency and Openness

Accountability thrives in an environment of transparency and openness. Leaders are expected to communicate clearly with the public, explaining their decisions, and providing justification for their actions. This transparency allows citizens to assess the performance of leaders and hold them responsible for their promises and commitments (Leonard et al., 2013).

Ethical Conduct

Ethical considerations are central to public accountability. Leaders are expected to act with integrity, avoiding corruption, and prioritizing the common good over personal gain. Ethical lapses erode public trust and undermine the legitimacy of leadership. However, the exercise of leadership often involves difficult choices and moral dilemmas. Leaders may face pressures to compromise their values, engage in deception, or prioritize short-term gains over long-term consequences. The study of ethics in political leadership seeks to understand how leaders navigate these challenges and make decisions that are both effective and ethically sound (Marturano and Gosling, 2007).

Responsiveness to Public Needs

Accountable leaders are responsive to the needs and concerns of the public they serve. They engage in dialogue with citizens, consider diverse perspectives, and seek to represent their constituents' interests. This responsiveness ensures that leadership remains aligned with the community's values and aspirations.

There are considerable challenges to public accountability. The increasing complexity of modern governance, the influence of special interest groups, and the rapid pace of technological change can create barriers to transparency and accountability. Additionally, the media's focus on personality and scandal can sometimes overshadow substantive policy issues. This focus hinders informed public debate and undermines efforts to hold leaders accountable for their performance (Rhodes & 't Hart, 2014).

8.5 MEASURES TO STRENGTHEN PUBLIC ACCOUNTABILITY

Promoting Civic Education

Effective accountability relies on an informed and engaged citizenry. Civic education can empower citizens to understand their rights and responsibilities, critically evaluate the performance of leaders, and participate actively in the political process (Rhodes & 't Hart, 2014). For instance, campaigns promoting voter education in India, such as Systematic Voters' Education and Electoral Participation (SVEEP), have successfully

increased awareness and participation, enabling citizens to hold leaders accountable for their governance.

Strengthening Institutional Oversight

Robust institutional mechanisms, such as independent oversight bodies, whistleblower protections, and campaign finance reform, can enhance transparency and deter corruption (Rhodes & 't Hart, 2014). The establishment of India's Comptroller and Auditor General (CAG) exemplifies how independent audits can promote fiscal accountability by scrutinizing government expenditures and ensuring they align with public welfare objectives.

Promoting Ethical Leadership

Leadership training programs can help develop leaders who prioritize ethical conduct, understand the importance of accountability, and are equipped to navigate public service's moral dilemmas (Leonard et al., 2013). B. R. Ambedkar's emphasis on equality and his tireless efforts to eradicate caste-based discrimination in India reflects his ethical commitment to creating a more inclusive society.

Public accountability is not merely a legal or procedural requirement. It is a fundamental ethical principle that underpins responsible and effective political leadership. By embracing transparency, integrity, and responsiveness to public needs, leaders can build trust, foster citizen engagement, and contribute to a more just and equitable society.

8.6 CONDITIONS FOR EFFECTIVE POLITICAL LEADERSHIP

Political leadership involves the power of directing a nation's course through collective efforts over time, leading to societal development. It is important to consider the conditions under which effective political leadership flourishes. Successful political leadership hinges on a complex interplay of factors, both internal to the leader and arising from the surrounding environment. Blondel (1987) suggest the following conditions for effective political leadership, viz.

Accession to power: The process of coming to power, whether through regular or irregular means, can impact effectiveness (Blondel, 1987, p.29). Nelson Mandela's election as South Africa's president in 1994 through democratic means strengthened his legitimacy and ability to unite a divided nation (Mandela, 1994).

Charisma: It can play a significant role in gaining and maintaining support (p.60). Jawaharlal Nehru's charismatic appeal helped him galvanize support for India's modernization and nation-building after independence (Nehru, 1946).

Institutional Arrangements and Support: The structure and stability of political institutions, including a competent and organized bureaucracy,

supportive political parties, and effective communication channels, can influence leadership effectiveness (Blondel, 1987, p.149). Indira Gandhi's implementation of the Green Revolution in India. By leveraging agricultural institutions and introducing new technologies, she successfully boosted food production and addressed the country's food security challenges during the 1960s and 1970s (Basu, 2011).

Public Support: Leaders need the backing of the public to implement policies and maintain legitimacy (Blondel, 1987, p.187). Mahatma Gandhi's widespread public backing during India's freedom movement allowed him to lead mass civil disobedience campaigns effectively (Parel, 1997).

Personality and Personal Characteristics: Traits such as intelligence, energy, decisiveness, vision, and the ability to inspire and relate to subordinates and the public are crucial (Blondel, 1987, p.200). Winston Churchill's decisiveness and inspirational speeches during WWII exemplified how personal traits can rally a nation in times of crisis (Charmley, 1995).

Experience and Training: Prior experience and proper training can enhance a leader's effectiveness (Blondel, 1987, p.142). Angela Merkel's scientific background and prior experience in government enabled her to manage Germany's economic stability during the Eurozone crisis (Qvortrup, 2016).

Goals and Implementation: Clear goals and the ability to implement policies effectively are essential (Blondel, 1987, p.81). Lee Kuan Yew's clear vision for transforming Singapore into a global economic hub was achieved through effective policies and long-term planning (Lee, 2000).

Adaptability: The ability to adjust to changing circumstances and environments is important (Blondel, 1987, p.85).

Subordinates and Entourage: Having competent advisers and ministers can support effective leadership (Blondel, 1987, p.164).

Environmental Conditions: The societal context, including the level of development, existing social structures, and external pressures, significantly impacts leadership effectiveness (Blondel, 1987, p.98).

Duration and Stability: Leaders need sufficient time in office to implement their policies and see them through (Blondel, 1987, p.98). Stability in their tenure allows for consistent and sustained efforts towards achieving their goals (Blondel, 1987, p.162).

It's important to note that the relative importance of these factors can vary considerably depending on the specific political system, the historical context, and the nature of the challenges faced. While strong personal qualities are essential, effective leadership is ultimately a product of the interaction between the leader and their environment.

8.7 CONCLUSION

This essay explores the essential aspects of political leadership, emphasizing the critical roles of ethics, morality, and public accountability. Ethical leadership prioritizes the well-being of the populace over personal gain, navigating the duality of expertise and control. Various ethical frameworks, such as utilitarianism, virtue ethics, and deontological ethics, guide leaders in making morally sound decisions. Public accountability is crucial in democratic societies, ensuring leaders are answerable for their actions through mechanisms like free elections and transparency. Challenges to ethical leadership include power corruption, complexity, and conflicting interests, which require vigilance and commitment to overcome.

Effective political leadership is influenced by factors such as charisma, institutional support, public backing, and personal characteristics. Ultimately, the interplay between a leader's qualities and their environment determines their success in fostering responsible governance and societal development.

8.8 GLOSSARY

- **Ethical Leadership:** Leadership that prioritizes the well-being of those being led over the self-interest of the leader, emphasizing integrity, transparency, and accountability.
- **Public Accountability:** The obligation of political leaders to be answerable for their actions and decisions, ensuring responsible governance and maintaining public trust.
- **Utilitarianism:** An ethical framework that focuses on maximizing overall happiness and well-being for the majority, often involving difficult decisions for the greater good.
- **Virtue Ethics:** An approach that emphasizes the cultivation of virtuous character traits in leaders, such as justice, courage, and integrity, guiding their actions and decisions.
- **Deontological Ethics:** A framework centered on the concept of duty and adherence to universal moral principles, regardless of the consequences, often guiding leaders to uphold constitutional and ethical norms.
- **Moral Authority:** The trust and respect a leader earns through ethical conduct and a commitment to the collective good, enabling them to inspire and effectively implement policies.

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8.10 EXERCISE QUESTIONS

- What is the main focus of ethical leadership in politics?
- How can leaders be responsive to public needs?
- How does public accountability ensure responsible political leadership in democratic societies?
- What mechanisms ensure public accountability in political leadership?
- Name two ethical frameworks that guide political leaders. Explain with examples.

MODULE 4: LEADERSHIP IN CONTEMPORARY WORLD**A. IMPORTANCE OF LEADERSHIP****Unit Structure:**

- 9.0 Objectives
- 9.1 Introduction
- 9.2 Leadership for Direction and Vision
- 9.3 Case Studies
- 9.4 Leadership for Motivation and Engagement
- 9.5 Leadership for Simplifying Decision-Making
- 9.6 Managing Change
- 9.7 Conclusion
- 9.8 Glossary
- 9.9 Exercise

9.0 OBJECTIVES

After reading this unit, you should be able to:

- Understand the importance of leadership in driving organizational success and societal progress in a rapidly changing world.
- Identify strategies for effective change management and how leaders can guide organizations through periods of transition.
- Recognize the role of leaders in motivating and engaging teams through clear vision articulation, open communication, and professional development.

9.1 INTRODUCTION

“The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.” – Ronald Reagan

In today’s rapidly changing world, leadership plays a pivotal role in driving organizational success and societal progress. It goes beyond holding authority, embodying the ability to inspire, guide, and motivate individuals toward shared goals. As organizations face challenges such as technological change, globalization, and evolving workforce dynamics, effective leadership becomes essential for navigating complexities. Leaders provide direction and vision, ensuring that team efforts align with broader organizational objectives. This clarity fosters engagement, motivation, and a sense of purpose among employees. Additionally, strong leadership enhances decision-making through transparency and collaboration,

enabling teams to respond swiftly to challenges and opportunities. Beyond organizational confines, leadership shapes cultures and communities by fostering inclusivity, communication, and ethical practices. By understanding these aspects, we can recognize how effective leadership not only ensures organizational resilience and success but also contributes to the growth of adaptable, thriving communities in an increasingly dynamic world.

9.2 LEADERSHIP FOR DIRECTION AND VISION

In the context of leadership, direction and vision are fundamental concepts that guide organizations toward their goals. Direction refers to the strategic path that leaders establish to achieve desired outcomes, while vision encompasses the broader aspirations and long-term objectives of the organization (Nanus, 1992). A clear vision articulates what an organization aims to accomplish, serving as a motivational force that inspires employees to align their efforts with common goals (Zaccaro & Banks, 2001).

Effective leaders create a compelling vision that resonates with the values and aspirations of their teams. This vision acts as a guiding framework, helping followers understand their roles in achieving the overarching objectives of the organization (Yukl & Gardner, 2020). By providing a mental image of the future, leaders can foster a sense of purpose and direction, which is essential for navigating challenges and uncertainties in today's dynamic environment (Kouzes & Posner, 2003).

Providing a Roadmap

Leaders play a crucial role in creating strategic plans that articulate their vision and outline the steps necessary to achieve it. This process involves setting both short-term and long-term goals, identifying key initiatives, and allocating resources effectively (Zaccaro & Banks, 2001). A well-defined strategic plan serves as a roadmap for the organization, ensuring that all team members understand their roles in achieving the overarching vision.

To communicate this vision effectively, leaders must engage in consistent and transparent communication. This includes regularly sharing updates on progress toward goals and encouraging feedback from team members (Kouzes & Posner, 2003). By fostering an open dialogue around the vision, leaders can cultivate a culture of collaboration and commitment, empowering employees to contribute meaningfully to the organization's success.

9.3 CASE STUDIES

Numerous organizations have thrived due to strong leadership direction and vision. For example, Tesla, under the leadership of Elon Musk, has revolutionized the automotive industry with its commitment to sustainability through electric vehicles. Musk's vision of a future powered by renewable energy has guided Tesla's innovative strategies, including the development of energy storage solutions like the Powerwall and the global

expansion of charging infrastructure. His ability to articulate and implement this vision has not only inspired Tesla's employees but has also positioned the company as a leader in the transition to a sustainable energy future (Vance, 2015).

Another example is Microsoft under Satya Nadella, whose leadership has redefined the company's priorities by emphasizing cloud computing, artificial intelligence, and inclusivity. Nadella's vision of "empowering every person and organization on the planet to achieve more" has translated into strategic investments in platforms like Azure and AI-driven tools, fostering innovation and significant revenue growth. His emphasis on a growth mindset within the company has also reinvigorated Microsoft's corporate culture, making it more collaborative and customer focused (Nadella, 2017).

In the political sphere, Jacinda Ardern, the former Prime Minister of New Zealand, exemplified visionary leadership on the global stage. Her compassionate yet decisive approach during crises, such as the Christchurch Mosque shootings and the COVID-19 pandemic, demonstrated how vision and direction could unite a nation. Ardern's focus on inclusivity, well-being, and climate action has made New Zealand a model for progressive governance. For instance, her government's Wellbeing Budget shifted national priorities toward mental health, child poverty reduction, and environmental sustainability, showcasing how leadership vision can influence not just a nation but also inspire global discourse (Sergent & Stajkovic, 2022).

These examples underscore how effective direction and vision can drive innovation, foster resilience, and create a lasting impact on both organizations and societies.

9.4 LEADERSHIP FOR MOTIVATION AND ENGAGEMENT

Effective leaders play a pivotal role in inspiring and engaging with their teams, which is essential for achieving organizational success.

Articulating a Clear Vision

One of the primary ways leaders motivate their teams is by articulating a clear and compelling vision. Simon Sinek, in his influential work, emphasizes that successful leaders begin with "why"—the core purpose behind their actions (Sinek, 2009). By sharing this vision, leaders foster an emotional connection between employees and the organization, enhancing intrinsic motivation and commitment to shared goals.

Empowering Teams with Autonomy

Leaders can motivate their teams by empowering them with autonomy over their tasks. When team members have control over their work, they are more likely to take ownership and responsibility for their contributions (Zaccaro & Banks, 2001). This empowerment not only boosts individual morale but

also enhances overall team performance. For instance, during his tenure as President of the United States, Franklin D. Roosevelt effectively motivated the American public through his “fireside chats,” where he communicated openly about the challenges facing the nation and inspired collective action (Burns, 1978).

Fostering Engagement through Open Communication

To enhance employee engagement and commitment, leaders can implement several strategies. One effective approach is fostering open communication within teams. Transparent dialogue builds trust and ensures that team members feel valued and heard (Kouzes & Posner, 2003). Leaders who actively solicit feedback and involve employees in decision-making processes create a sense of ownership that significantly boosts engagement.

Recognition and Appreciation

Recognizing and appreciating employees’ contributions is a powerful motivator. Public acknowledgment of achievements can enhance morale and encourage continued effort (Robinson & Judge, 2023). For example, during his leadership of the United Nations, Kofi Annan emphasized the importance of recognizing the contributions of staff members to foster a culture of appreciation and collaboration (Annan, 2001).

Professional Development Opportunities

Leaders can also promote engagement by providing opportunities for professional development. Investing in employees’ growth not only enhances their skills but also demonstrates a commitment to their future within the organization (Zaccaro & Banks, 2001). This approach is particularly relevant in international relations, where diplomatic leaders must continually adapt to changing global dynamics. By supporting continuous learning and development, leaders cultivate a motivated workforce ready to tackle emerging challenges.

Creating a Positive Culture

Motivated teams contribute significantly to creating a positive organizational culture. When employees feel inspired and engaged, they are more likely to collaborate effectively and exhibit higher levels of job satisfaction (Kouzes & Posner, 2003). This collaborative spirit fosters an environment where innovation thrives, as team members are encouraged to share ideas and take calculated risks. For instance, at Google, leaders encourage a culture of innovation by allocating 20% of employees’ time to explore personal projects. This practice has led to the creation of successful products like Gmail and Google Maps, illustrating how leadership that fosters creativity and engagement can drive organizational success (Schmidt & Rosenberg, 2014).

Motivated teams often exhibit greater resilience in the face of challenges. Leaders who cultivate a supportive environment enable employees to navigate difficulties with confidence and determination (Robinson & Judge, 2023). For example, during the 2008 financial crisis, Howard Schultz returned as CEO of Starbucks and implemented strategies to refocus on the company's core mission of customer experience. His decisive actions and transparent communication with employees helped the company recover and thrive (Schultz & Gordon, 2011).

Effective leadership plays a crucial role in motivating teams through clear vision articulation, empowerment, open communication, recognition of achievements, and investment in professional development. These practices not only enhance employee engagement but also contribute to a positive organizational culture that supports innovation and resilience.

9.5 LEADERSHIP FOR SIMPLIFYING DECISION-MAKING

Decision-Making Processes

Leaders play a crucial role in streamlining decision-making processes within organizations. Effective decision-making requires clarity in roles and responsibilities, ensuring that the right individuals are involved in the process. By clearly defining who is responsible for making specific decisions, leaders can reduce ambiguity and enhance efficiency (Zaccaro & Banks, 2001). This structured approach minimizes delays and prevents the pitfalls of "analysis paralysis," where excessive deliberation hinders timely action.

In world history, we have seen that leaders often face complex decisions that require swift and decisive action. For instance, during the Cuban Missile Crisis, President John F. Kennedy streamlined decision-making by establishing a small advisory group known as the Executive Committee of the National Security Council (ExComm). This group allowed for focused discussions and rapid responses to evolving situations, demonstrating how effective leadership can facilitate timely decision-making in high-stakes environments (Allison & Zelikow, 1999).

Importance of Transparency

Transparency is a vital component of effective decision-making. Leaders who communicate openly about their decision-making processes foster trust and buy-in from their teams. Clear communication regarding the rationale behind decisions helps team members understand the context and implications, which can lead to greater alignment and commitment to the outcomes (Kouzes & Posner, 2003).

In international contexts, countries have sought for transparency. For example, during negotiations for the Paris Agreement on climate change, leaders from various nations emphasized the need for open dialogue and

shared information to build trust among stakeholders. This transparency facilitated collaborative decision-making, allowing countries to reach consensus on critical environmental issues (Falkner, 2016). Such examples illustrate how clear communication enhances not only organizational effectiveness but also international cooperation.

Tools and Techniques

Leaders can leverage various tools and techniques to facilitate better decision-making within their organizations. One effective method is utilizing data-driven approaches that empower leaders to make informed choices based on empirical evidence. By harnessing analytics and performance metrics, leaders can identify trends and assess potential outcomes before making decisions (Davenport & Harris, 2007).

Additionally, established decision-making frameworks, such as the PDCA (Plan-Do-Check-Act) cycle or the Kepner-Tregoe method, provide structured approaches to problem-solving. These frameworks guide leaders through systematic processes for evaluating options and selecting the best course of action (Hreha, 2023). Such methodologies enhance clarity and focus during decision-making sessions.

In world politics, tools like scenario planning have proven valuable for leaders facing uncertain futures. For instance, NATO employs scenario planning to prepare for various geopolitical challenges by envisioning different potential outcomes and developing strategies accordingly (Schoemaker & Day, 2009). This proactive approach allows leaders to navigate complex environments more effectively.

Streamlining decision-making processes by clarifying roles, fostering transparency through clear communication, and utilizing structured tools and techniques are traits and means for effective leadership. These practices not only enhance organizational efficiency but also empower leaders to make informed decisions in both domestic and global contexts.

9.6 MANAGING CHANGE

Leadership During Change

Leaders play a pivotal role in guiding organizations through periods of change. Their primary responsibility is to create a compelling vision that articulates the desired future state of the organization. This vision serves as a beacon, helping employees understand the purpose and necessity of the changes being implemented (Kotter, 1996). Effective leaders not only communicate this vision but also embody it, demonstrating commitment and enthusiasm that can inspire their teams to embrace transformation.

During significant transitions, such as mergers or shifts in strategic direction, leaders must navigate uncertainty and resistance. They are tasked with reassuring employees and providing stability amid change (Burns, 1978). For example, during the transition of the United States from George W. Bush's administration to Barack Obama's, Obama emphasized hope and

change, effectively rallying public support for his policies while managing the anxieties associated with such a significant political shift.

Strategies for Effective Change Management

To manage resistance and foster acceptance of change, leaders can employ several strategies:

Open Communication

One effective technique is fostering an open culture where employees feel safe to express their concerns and provide feedback (Kotter & Cohen, 2002). Leaders should actively engage with their teams, listening to their perspectives and addressing any fears regarding the change process. This approach not only mitigates resistance but also empowers employees to become advocates for change.

Training and Resources

Providing training and resources that equip employees with the skills necessary to adapt to new systems or processes is crucial. In an era where technology is rapidly evolving, organizations that invest in comprehensive training programs significantly reduce resistance and enhance employee confidence (Ferrari, 2023). As remote work becomes more prevalent, leaders must ensure that employees have access to the tools and knowledge required to thrive in a digital environment.

Celebrating Small Wins

Recognizing and celebrating small wins throughout the change process can reinforce positive behaviors and build momentum. By highlighting incremental successes, leaders can maintain enthusiasm and commitment among team members (Zaccaro & Banks, 2001).

Building a Coalition

Leaders should build a coalition of change champions within the organization. These individuals can help communicate the vision, address concerns, and support their peers through the transition. This coalition can be instrumental in driving the change process and ensuring its success (Kotter, 1996).

Clear Vision and Roadmap

Creating a clear vision and roadmap for the change process is essential. Leaders should outline the steps necessary to achieve the desired outcomes, set both short-term and long-term goals, and allocate resources effectively. This strategic plan serves as a guide for the organization, ensuring that all team members understand their roles in achieving the overarching vision (Zaccaro & Banks, 2001).

Examples of Successful Change Initiatives

Numerous organizations have successfully navigated change through effective leadership. A notable example is IBM, which underwent a significant transformation under CEO Lou Gerstner in the 1990s. Faced

with declining revenues and market share, Gerstner shifted IBM's focus from hardware to services and software. He communicated a clear vision of becoming a solutions-oriented company, which involved restructuring the organization and fostering a culture of collaboration (Gerstner, 2002). His leadership not only revitalized IBM but also set a precedent for how large corporations can adapt to changing market conditions.

In international affairs, Angela Merkel's leadership during the European debt crisis exemplifies effective change management. Merkel advocated for fiscal discipline while simultaneously supporting measures to stabilize the Eurozone. Her ability to communicate a balanced vision that addressed both economic stability and solidarity among European nations was instrumental in navigating this complex crisis (Kornai, 2014). Merkel's approach demonstrated how strong leadership can facilitate consensus-building during turbulent times.

During periods of change, strong leadership is pivotal as it provides direction, fosters acceptance through open communication and training, and celebrates successes along the way. By employing these strategies, leaders can successfully guide their organizations through transitions while minimizing resistance and enhancing overall engagement.

9.7 CONCLUSION

We examined how effective leaders provide direction and vision by articulating clear roadmaps that align organizational goals with team aspirations, inspiring employees and fostering a sense of purpose. Additionally, we discussed the pivotal role of leaders in motivating and engaging their teams through open communication, recognition of achievements, and investment in professional development, which enhances commitment and collaboration.

We also analyzed how leaders simplify decision-making by establishing clear roles, promoting transparency, and utilizing structured tools, enabling organizations to respond swiftly to challenges. Finally, we highlighted the significance of effective leadership during periods of change. Leaders who communicate openly, provide necessary training, and celebrate small wins can successfully manage resistance and foster acceptance.

Overall, the insights from this unit underscore that effective leadership is essential not only for achieving organizational objectives but also for fostering resilience and innovation in an ever-changing world.

9.8 GLOSSARY

- **Vision:** The broader aspirations and long-term objectives of an organization.
- **Engagement:** The emotional commitment and involvement of employees in their work and organization.

- **Transparency:** Open and clear communication regarding decision-making processes and organizational changes.
- **Change Management:** Strategies and practices used by leaders to guide organizations through transitions and transformations.
- **Intrinsic Motivation:** The internal drive to perform a task for its inherent satisfaction rather than for some separable consequence.

9.9 EXERCISE

- What role does leadership play in navigating technological change, globalization, and evolving workforce dynamics?
- How can leaders effectively communicate their vision to inspire and align their teams?
- What strategies can leaders use to foster employee engagement and motivation?
- Why is transparency important in the decision-making process, and how does it impact team alignment and commitment?

B. CHANGING NATURE OF LEADERSHIP AND CHALLENGES

Unit Structure:

- 10.0 Objectives
- 10.1 Introduction
- 10.2 The Changing Landscape of Leadership
- 10.3 Challenges Facing Leaders Today
- 10.4 Best Practices for Contemporary Leadership
- 10.5 Conclusion
- 10.6 Glossary
- 10.7 Exercise
- 10.8 References

10.0 OBJECTIVES

After reading this unit, you should be able to:

- Analyze the changing nature of leadership in contemporary contexts and its relevance in addressing evolving challenges.
- Examine modern leadership styles—such as transformational, servant, and collaborative leadership—and their emphasis on adaptability and inclusivity.
- Investigate key challenges faced by contemporary leaders, including managing technological disruption, fostering diversity and inclusion, and leading through crises.
- Highlight best practices for contemporary leadership that promote resilience, innovation, and the ability to navigate complex organizational environments.

10.1 INTRODUCTION

Leadership is a dynamic construct that has evolved significantly over time, influenced by various societal changes, technological advancements, and shifting cultural norms. Historically, leadership was often characterized by hierarchical structures and authoritative figures who dictated policies and decisions from the top down. However, as societies have become more interconnected and complex, the nature of leadership has transformed to

reflect these changes. Today, effective leadership is increasingly recognized as a collaborative and inclusive process, where leaders not only guide but also empower their teams to contribute to decision-making and innovation.

This evolution in leadership is particularly evident in response to globalization, technological advancements, and the rise of diverse workforces. Leaders are now required to navigate a landscape marked by rapid change, where adaptability and emotional intelligence are paramount. For instance, the digital revolution has not only altered how organizations operate but has also reshaped expectations regarding transparency and communication. Leaders must now be adept at leveraging technology to foster collaboration and engagement among remote teams while addressing the challenges that come with a diverse and dispersed workforce.

10.2 THE CHANGING LANDSCAPE OF LEADERSHIP

Emergence of New Leadership Styles

Contemporary leadership styles have evolved to meet the demands of a dynamic and interconnected world. Among these, transformational leadership has gained prominence, focusing on inspiring and motivating employees to exceed their potential. Transformational leaders articulate a compelling vision and encourage creativity, fostering an environment where team members feel empowered to innovate (Bass & Riggio, 2006). For example, Steve Jobs exemplified transformational leadership at Apple by not only setting high expectations but also by creating a culture that celebrated creativity and risk-taking, leading to groundbreaking products like the iPhone and iPad.

Another significant style is servant leadership, which prioritizes the growth and well-being of team members. Servant leaders focus on serving their teams first, demonstrating empathy and humility. This approach has been particularly effective in organizations that emphasize collaboration and employee development (Greenleaf, 1977). For instance, Howard Schultz, the former CEO of Starbucks, exemplifies servant leadership by fostering a culture that values employees as partners and prioritizes their well-being. Schultz introduced initiatives like healthcare benefits for part-time workers and college tuition assistance, demonstrating his commitment to empowering employees and creating a supportive work environment. His leadership approach has significantly contributed to Starbucks' sustained success and reputation as an employee-centered organization.

Collaborative leadership is also emerging as a vital style in today's workplaces. This approach emphasizes teamwork and collective problem-solving, recognizing that diverse perspectives enhance decision-making (Ahmed, 2024). In many organizations, leaders are moving away from traditional hierarchies to foster an environment where all team members are seen as equal contributors. This shift is evident in companies like Google, which encourages open communication and collaboration across all levels to drive innovation.

Impact of Technology on Leadership

The rapid advancement of technology has significantly reshaped leadership practices. Digital transformation has introduced new tools and platforms that facilitate communication and collaboration among teams, especially in remote work environments. Leaders must now be adept at utilizing these technologies to maintain engagement and productivity (Baker & Kahn, 2023). For instance, during the COVID-19 pandemic, many organizations adopted virtual collaboration tools like Zoom and Slack to sustain operations. Leaders who effectively leveraged these technologies were able to maintain team cohesion despite physical distances.

Moreover, technology has enabled data-driven decision-making, allowing leaders to analyze performance metrics and employee feedback more effectively (Davenport & Harris, 2007). This shift towards analytics empowers leaders to make informed decisions that align with organizational goals while also addressing employee needs.

Globalization and Diversity

Global interconnectedness has also influenced contemporary leadership approaches. As organizations expand across borders, leaders must navigate diverse cultural landscapes and varying workforce dynamics. Effective leaders recognize the importance of cultural intelligence—the ability to understand and adapt to different cultural contexts (Ang et al., 2007). This skill is crucial for fostering inclusive environments where all team members feel valued.

Additionally, globalization has led to increasingly diverse teams within organizations. Leaders must embrace diversity not only as a moral imperative but also as a strategic advantage. Research shows that diverse teams are more innovative and better at problem-solving (Page, 2007). For example, companies like Unilever have actively promoted diversity in their leadership ranks, recognizing that varied perspectives enhance creativity and drive business success.

The changing landscape of leadership reflects the emergence of new styles such as transformational, servant, and collaborative leadership. Technology continues to reshape how leaders engage with their teams, while globalization necessitates an emphasis on diversity and cultural intelligence. These elements collectively underscore the evolving nature of leadership in today's complex world.

10.3 CHALLENGES FACING LEADERS TODAY

Navigating Uncertainty

In today's rapidly changing environment, leaders face significant challenges in navigating uncertainty, characterized by economic fluctuations, political instability, and global crises. The COVID-19 pandemic exemplified this unpredictability, forcing leaders to make swift decisions in the face of evolving health guidelines and economic repercussions. Leaders must be adept at risk management and scenario

planning to anticipate potential disruptions and develop contingency strategies (Schoemaker & Day, 2009).

For instance, during the 2008 financial crisis, many organizations struggled with declining revenues and market instability. Leaders who employed proactive communication strategies and transparent decision-making were better positioned to maintain employee trust and morale (Kotter, 2012). This ability to navigate uncertainty not only involves managing immediate crises but also requires a long-term vision that can adapt to changing circumstances.

Moreover, political instability can further complicate leadership challenges. Leaders operating in regions with fluctuating political landscapes must be sensitive to the implications of governmental changes on their organizations. For example, multinational corporations often face challenges related to regulatory changes and trade policies that can impact operations across borders (Frynas & Mellahi, 2011). Effective leaders must remain informed about geopolitical developments and be prepared to adjust their strategies accordingly.

Additionally, the increasing interdependence of global supply chains presents a new layer of complexity. Disruptions in one region can ripple across industries, as evidenced by the semiconductor shortage during the COVID-19 pandemic. Leaders need to foster resilience by diversifying supply chains, building strategic partnerships, and investing in predictive analytics to mitigate risks (Christopher & Peck, 2004).

Managing Remote Teams

The shift towards remote and hybrid work models has introduced new complexities for leaders. While technology facilitates communication and collaboration, it also presents challenges related to team cohesion, employee engagement, and performance management. Leaders must find ways to foster a sense of belonging among remote team members who may feel isolated from their colleagues (Gajendran & Harrison, 2007).

To effectively manage remote teams, leaders should prioritize regular check-ins and maintain open lines of communication. Utilizing video conferencing tools can help bridge the gap created by physical distance, allowing for more personal interactions (Meyer et al., 2021). Additionally, establishing clear expectations regarding performance and accountability is crucial in a remote setting. Leaders must also be attentive to the mental health and well-being of their employees, as remote work can lead to burnout and decreased job satisfaction.

Furthermore, leaders should leverage technology not only for communication but also for collaboration. Tools like project management software can help teams stay organized and aligned on goals, ensuring that everyone is working towards the same objectives despite geographical separation (Harrison et al., 2020). However, reliance on technology necessitates that leaders ensure equitable access to digital resources and

training for all employees, addressing potential disparities in technological proficiency or availability (Cascio, 2000).

Leaders also need to adapt their leadership styles to suit remote environments. Research suggests that transformational leadership, characterized by inspiring and motivating employees, is particularly effective in remote settings (Bass, 1990). By fostering a shared vision and emphasizing trust, leaders can maintain team engagement and productivity, even when working across distances.

Addressing Diversity and Inclusion

Fostering diversity within teams is essential for driving innovation and enhancing organizational performance; however, it also presents unique challenges for leaders. Diverse teams bring a wealth of perspectives that can lead to more creative solutions, but they may also encounter conflicts arising from differing viewpoints and cultural backgrounds (Page, 2007). Leaders must be equipped with cultural intelligence to navigate these dynamics effectively.

Creating an inclusive environment requires intentional efforts from leaders to ensure that all voices are heard and valued. This includes implementing training programs that promote awareness of unconscious biases and encouraging open dialogue about diversity-related issues (Roberson, 2006). Additionally, leaders should actively seek diverse talent during recruitment processes to build teams that reflect a range of experiences and backgrounds.

However, achieving true inclusion goes beyond merely assembling diverse teams; it requires cultivating a culture where all employees feel empowered to contribute. Leaders must model inclusive behaviours by recognizing contributions from all team members and addressing any instances of discrimination or exclusion promptly (Nishii & Mayer, 2009). Moreover, research highlights the importance of inclusive leadership, which involves actively engaging with employees and demonstrating a commitment to fairness and equity (Carmeli et al., 2010).

Incorporating equity into diversity and inclusion efforts is equally crucial. Leaders should ensure that opportunities for advancement, professional development, and compensation are equitable across all demographic groups. This can be achieved through transparent policies, regular audits, and accountability mechanisms (Ely & Thomas, 2001).

Additionally, fostering diversity at the leadership level is essential for long-term success. Studies have shown that organizations with diverse leadership teams perform better financially and are more innovative (Hunt et al., 2015). Leaders should mentor and sponsor underrepresented individuals to prepare them for leadership roles, thereby creating a pipeline of diverse talent.

10.4 BEST PRACTICES FOR CONTEMPORARY LEADERSHIP

Leadership in contemporary organizations is increasingly viewed through the lens of adaptability, innovation, and resilience. As organizations face rapid technological changes, global competition, and complex societal challenges, the demands on leaders have shifted. Successful leadership today requires not only technical expertise but also a deep understanding of human behaviour, cultural dynamics, and the ability to lead through uncertainty. This brief examines best practices for leadership in contemporary settings, focusing on how leaders can foster resilience, encourage innovation, and navigate complex organizational environments.

Promoting Resilience in Leadership

Resilience is a critical trait for leaders in today's fast-paced and often volatile organizational landscapes. The ability to adapt, recover from setbacks, and lead by example in challenging times can distinguish effective leaders. Several best practices contribute to the development of resilience in leadership:

A. Building Emotional Intelligence (EI)

Emotional intelligence refers to the ability to recognize and manage one's own emotions and those of others. Leaders with high EI are more capable of managing stress, navigating interpersonal challenges, and maintaining a steady course during crises (Goleman, 2000). EI allows leaders to remain calm under pressure, make thoughtful decisions, and provide emotional support to team members, all of which contribute to organizational resilience.

B. Creating a Supportive Environment

Leaders should create a supportive organizational culture where failure is viewed as an opportunity for learning rather than a setback. This involves fostering psychological safety, where employees feel comfortable taking risks and making mistakes (Edmondson, 1999). Leaders who encourage open communication, active listening, and mutual support help build resilience across the organization.

C. Encouraging Flexibility and Adaptability

Resilient leaders must model flexibility and adaptability in their decision-making processes. According to Avolio et al. (2009), transformational leaders who inspire trust and motivate their followers can guide them through turbulent times, emphasizing the importance of learning from adversity and remaining agile in the face of challenges.

Fostering Innovation

Innovation is the cornerstone of organizational success in an era characterized by rapid technological advancements and market shifts. Leaders must cultivate a culture of creativity and continuous improvement.

The following best practices can help promote innovation within contemporary organizations:

A. Encouraging a Growth Mindset

Leaders who cultivate a growth mindset within their teams foster an environment where innovation can thrive. A growth mindset, as proposed by Dweck (2006), is the belief that abilities and intelligence can be developed through dedication and hard work. Leaders who encourage learning, experimentation, and resilience in the face of failure help to unlock creative potential within their teams.

B. Facilitating Cross-Functional Collaboration

Innovation often arises from the intersection of diverse perspectives and expertise. Leaders can facilitate innovation by promoting collaboration across different functional areas and departments. This cross-pollination of ideas often leads to new ways of thinking and problem-solving (Sawyer, 2007). Leaders who remove silos and encourage interdisciplinary communication help foster an environment conducive to innovation.

C. Empowering Employees

Leaders who give their teams autonomy and decision-making power can spur innovation by creating a sense of ownership and accountability. Empowered employees are more likely to experiment, take calculated risks, and contribute new ideas. Leaders should provide clear goals, guidance, and the resources necessary to support innovative efforts while trusting their teams to execute them (Spreitzer, 1995).

Navigating Complex Organizational Environments

In today's globalized and interconnected world, leaders are increasingly required to manage complexity in their organizations. Navigating complex environments involves understanding diverse perspectives, managing uncertainty, and aligning various stakeholders' interests. Several best practices can guide leaders in this domain:

A. Systems Thinking

Leaders must adopt a systems thinking approach, which involves understanding the interdependencies within the organization and the broader environment. Systems thinking allows leaders to anticipate how decisions will affect different parts of the organization and its stakeholders (Senge, 1990). By recognizing the interconnectedness of various factors, leaders can make more informed decisions that benefit the organization as a whole.

B. Stakeholder Management

Complex organizations often involve multiple stakeholders, each with different priorities and expectations. Effective leaders must be able to identify, engage, and balance the needs of various stakeholders, including employees, customers, investors, and policymakers (Freeman, 1984). Leaders who practice stakeholder management actively listen, negotiate,

and adapt their strategies to meet diverse demands, all while maintaining alignment with the organization's overarching goals.

C. Strategic Decision-Making in Uncertainty

In an increasingly uncertain world, leaders must be adept at making decisions with limited information and in rapidly changing contexts. Strategic decision-making requires not only analytical skills but also intuition and judgment (Simon, 1997). Leaders who can remain composed and decisive during periods of ambiguity help their organizations navigate turbulent environments and maintain a competitive edge.

10.5 CONCLUSION

Contemporary leadership demands a multifaceted skill set that includes emotional intelligence, adaptability, and the ability to foster innovation. Leaders today must navigate a complex landscape shaped by rapid technological advancements, globalization, and diverse workforces. Effective leadership now emphasizes collaboration, inclusivity, and resilience. By adopting transformational, servant, and collaborative leadership styles, leaders can inspire and empower their teams. Additionally, leveraging technology, promoting diversity, and practicing systems thinking are crucial for addressing modern challenges. Ultimately, contemporary leaders who embrace these best practices can drive sustainable growth and innovation, ensuring their organizations thrive in an ever-changing global environment.

10.6 GLOSSARY

- **Cultural Intelligence:** The capability to understand and adapt to different cultural contexts, essential for fostering inclusive environments in diverse teams.
- **Psychological Safety:** A supportive organizational culture where employees feel comfortable taking risks and making mistakes, viewing failure as an opportunity for learning.
- **Resilience:** The ability of leaders and organizations to adapt, recover from setbacks, and maintain functionality during challenging times.
- **Adaptability:** The capacity of leaders to adjust their strategies and approaches in response to changing circumstances and new information.
- **Innovation:** The process of generating new ideas, methods, or products that bring value to an organization.
- **Systems Thinking:** An approach to problem-solving that involves understanding the interdependencies and relationships within an organization and its broader environment.

10.7 EXERCISE

- Why is emotional intelligence important for contemporary leaders, especially in times of crisis?
 - How have new leadership styles like collaborative leadership emerged to meet the demands of a dynamic and interconnected world?
 - How can leaders foster innovation within their teams?
 - What strategies can leaders use to effectively manage remote teams and ensure team cohesion and productivity?
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