

**Leadership (*Gathered Articles*): A North America,
Europe, Africa, Oceania & Asia 21st Century
Perspective 1st Edition**

RUDOLPH.PATRICK.T.MUTESWA

FIRST EDITION

**Leadership (*Gathered Articles*): A North America,
Europe, Africa, Oceania & Asia 21st Century
Perspective 1st Edition**

Rudolph. Patrick. T. Muteswa

BBA, BCom Honors & MCom (UKZN South Africa)

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at the end of the verbatim sentence clearly acknowledging the name and year of the source document that has been used by the author as shown (Rudolph, 2019, www.rptmuteswa.ca.us). Furthermore, as the author of this textbook I have clearly highlighted the term ‘*Gathered Articles*’ on the book title meaning that the strategy I am using to write my book is using direct quotes I have gathered from various publications written by various authors and presenting them in a logical manner that creates a Book Chapter despite the fact that I will often at times present my own interpreted words in certain parts of the book. I was granted permission by the publishers of the information sources I obtained the information to use during my book writing process. In addition in certain instances there can be a full website link where the article or publication used in writing this textbook can be directly downloaded or viewed by the readers of this textbook for instance: during in-text referencing, the footnotes and or the bibliography section of the chapter as this enables the author of this textbook to clearly show the readers who the original owners of the published work are and also to fully acknowledge them. In addition readers please note that all the information sources used in this book are owned by the publishers/owners of the various websites, books, newspapers, magazines and journals used by the book author. Therefore readers of this textbook if you want to use any of the information from any of these referenced sources please may you directly contact the original owner(s)/publisher(s) of the information source for permission to use their information for whatever purpose you want to use it for.

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PREFACE TO THE FIRST EDITION

‘World order’ is generally complex despite the fact that it is guided and strengthened by leadership since its ultimate goal is to achieve civilization and discipline. One of the main purposes of this book is to educate readers why ‘leadership’ is naturally a key factor in any form of organization that leads to the achievement of success in terms of: increased profitability, growth, increased talent retention & organizational commitment levels, consistent high innovation rates, good corporate governance and ethics standards. Another purpose of this book is to educate readers about the modern-day business environment now requires leadership that embraces change since it is now occurring everyday at an accelerated pace leading to new developments taking place in organizations on a regular basis due to technological advancements. The issue that has made leadership a subject of interest for many academics or researchers is that today in this highly globalized economy some of the organizations are still either overled or underled. Lastly, another aim of this book was to contribute to the board of director profession, field of management & business leadership focusing on the development and upholding of corporate governance principles by board of directors or executive directors by publishing a free *eBook* and a *print hard copy* to empower all chairpersons, company secretaries, board of directors, CEOs, COOs, CFOs, managers, head of departments (*namely: human resources, marketing, operations & supply chain, finance, information technology, research & development, legal affairs and so on*), business executives and so on. This book specifically targeted people in the continent of Africa, North America, Europe, Oceania and Asia in order to provide them with basic knowledge about the different types and benefits of leadership in the boardroom or other departments of the organization since a book is ‘*a source of wisdom*’ that can positively influence others to become better people in society. Furthermore, I noticed that in this life we live today humanity can only progress through consistent learning or knowledge sharing and the desire for consistent learning can only be strengthened through book writing and rigorously promoting a culture of book writing amongst all people located across the world in various career-fields.

Acknowledgement:

I would like to thank my 6 (*four brothers & two sisters*) siblings for tirelessly supporting me towards my education and personal life goals. I would also like to take this opportunity to greatly thank my late parents, aunties and uncles for the great role they played in my childhood. Furthermore, I shall forever be grateful to the great men and women in the continent of Africa, North America, Europe, Oceania and Asia who contributed in the writing of this book in particular all the named leading ‘iconic’ entrepreneurs, business leaders, organizations & the various information sources cited in this book.

Chapter 1: Introduction to leadership

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘leadership’ and ‘leader’.
- Describe the history of leadership.
- Identify the objectives of leadership.
- Discuss the theories of leadership. Outline the advantages of effective leadership. Highlight the disadvantages of leadership.
- Explain the common myths and or misconceptions about leadership.

1.1 Introduction

Generally any community, workplace or a gathering of people requires some form of leadership to maintain order, discipline and civilization. Leadership is the foundation of human evolution and on a daily basis a new leader is born or created across the world. However, for the past decades or century there has been a mystery surrounding the origins of the term ‘leadership’ since it is still arguable today that a leader is born with the ability to lead whilst another school of thought believes that the qualities of a true leader come after learning to follow other leaders. Hence this leads to the successful learning of new leadership skills in order for an individual to become a good-to-great leader (Corporate Finance Institute, 2020, <https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/>).¹ “*Leadership at a Glance*. A leader is crucial to the success of every team. Take an orchestra, for instance, one that consists of all the best musicians in the world but lacks a conductor. Even though every member of the orchestra can play perfectly by themselves, they will only produce an incompatible melody in the absence of a conductor. The same concept applies to communities, [companies](#), and countries. Without a leader, nothing will ever run smoothly. So, what makes leaders who they are? Why are some people elected as managers and

¹ Corporate Finance Institute (2020) *What Are Leadership Theories*. Available from:

<https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/> [Accessed April 29, 2020]

presidents while the rest remain followers? Leadership theories were developed to find answers to these questions”² (Corporate Finance Institute, 2020, <https://corporatefinanceinstitute.com>). The modern-day business environment now requires leadership that embraces change since it is now occurring everyday at an accelerated pace leading to new developments taking place in organizations on a regular basis due to technological advancements. The issue that has made leadership a subject of interest for many academics or researchers is that today in this highly globalized economy some of the organizations are still either overled or underled. In general highly competent-to-great business leaders (*such as CEOs, COOs, Chairpersons and so on*) that are found in most organizations are usually a result of effective succession planning programs within the organization while a few of them are a result of family inheritance. Almost each and every sector of an economy requires good-to-great leaders and this filters down to individual organizational level. There are numerous definitions of leadership and these will be discussed in the following section.

1.2 Definition of terms

Numerous publications such as journals, newspapers, magazines, websites and textbooks have highlighted the definition of leadership over the past number of years. In general the terms ‘leader’ and leadership’ are often used when discussing any topic that is related to leadership. A *leader* is an individual with an inner ability to unite or persuade others to walk towards a certain path through inspiring their morale and gaining their trust (Rudolph. Patrick. T. Muteswa, 2019). The term ‘*leadership*’ refers to the inner power that enables an individual to successfully motivate others in a convincing, thrilling and inspiring manner to accomplish a desired vision, set goal or objective with a victorious mindset (Rudolph. Patrick. T. Muteswa, 2020). The next section will cover the history of leadership.

² Corporate Finance Institute (2020) *What Are Leadership Theories*. Available from: <https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/> [Accessed April 29, 2020]

1.3 History of leadership

The history of mankind is very long and well documented. In the past numerous studies have been successfully carried-out by globally recognized learning institutions and scientists from leading universities in the world's most powerful nations such as the United States of America, Canada, Republic of India, Australia, Republic of South Africa, United Kingdom, Federal Republic of Germany, France (French Republic), Switzerland, Kingdom of Belgium, Kingdom of The Netherlands, New Zealand, Republic of Finland, Italy (Italian Republic), Kingdom of Sweden, Kingdom of Norway, Republic of Croatia, Republic of Austria, Greece (the Hellenic Republic), Luxembourg (the Grand Duchy of Luxembourg), Portugal, Kingdom of Spain, the Czech Republic and so on. Currently, today several globally recognized learning institutions and scientists from leading universities are still studying the evolution of mankind and the history of leadership amongst people, communities, organizations including countries since research is a never-ending journey or a lifetime journey. People for many generations or centuries have lived in communities and generally every community has a leader of some sort. The origins of leadership can therefore be traced back to the evolution of mankind and notably the value of leadership was increased when the industrialization time period began around the world especially in Europe, North America and Asia. It is important to point-out the fact that the history of leadership is still a debatable or arguable topic amongst researchers and universities across the world and many schools of thought have since developed conversations around the topic. The following section will cover the objectives of leadership.

1.4 Objectives of leadership

Effective leadership assists an organization to achieve its goals and objectives. The objectives of leadership are vital as they form the basis of linking and attaining an organizational purpose. There are several leadership objectives and these include the following:

- To identify talent and nurture it through well designed career development programs,
- To highlight the mission of the organization through informing all its internal and external stakeholders about its intended direction and operational activities,

- To manage organizational politics and establish good relationships to attain both professional and individual goals and objectives,
- To receive and deliver feedback in good faith and appreciation,
- To establish effective training and development programs that help to increase the employees' knowledge,
- To establish and maintain a team spirit in the organization so that all the departments in the organization coordinate their work activities to achieve the goals and objectives of the organization. The following section will cover the theories of leadership.

1.5 Theories of leadership

³According to the Corporate Finance Institute (2020) *Leadership theories* are schools of thought brought forward to explain how and why certain individuals become leaders. The theories emphasize the traits and behaviors that individuals can adopt to boost their own leadership abilities. Early studies on the psychology of leadership pointed to the fact that leadership skills are inherent abilities that people are born with. It was not until recently that formal leadership theories emerged, despite leadership becoming a concept of interest at the beginning of time.

1.5.1 Key Leadership Theories:

1.5.1.1 Great Man Theory. According to the Great Man Theory (which should perhaps be called the Great Person Theory), leaders are born with just the right traits and abilities for leading – charisma, intellect, confidence, communication skills, and social skills. The theory suggests that the ability to lead is inherent – that the best leaders are born, not made. It defines leaders as valiant, mythic, and ordained to rise to leadership when the situation arises. The term “Great

³ Corporate Finance Institute (2020) *What Are Leadership Theories*. Available from:

<https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/> [Accessed April 29, 2020]

Man” was adopted at the time because leadership was reserved for males, particularly in military leadership.

1.5.1.2 Trait Theory. The Trait Theory is very similar to the Great Man Theory. It is founded on the characteristics of different leaders – both the successful and unsuccessful ones. The theory is used to predict effective leadership. Usually, the identified characteristics are compared to those of potential leaders to determine their likelihood of leading effectively. Scholars researching the trait theory try to identify leadership characteristics from different perspectives. They focus on the physiological attributes such as appearance, weight, and height; demographics such as age, education, and familial background; and intelligence, which encompasses decisiveness, judgment, and knowledge.

1.5.1.3 Contingency Theory. The Contingency Theory emphasizes different variables in a specific setting that determine the style of leadership best suited for the said situation. It is founded on the principle that no one leadership style is applicable to all situations⁴.

1.5.1.4 Situational Theory. The Situational Theory is similar to the Contingency Theory as it also proposes that no one leadership style supersedes others. As its name suggests, the theory implies that leadership depends on the situation at hand. Put simply, leaders should always correspond their leadership to the respective situation by assessing certain variables such as the type of task, nature of followers, and more.

1.5.1.5 Behavioral Theory. In Behavioral Theory, the focus is on the specific behaviors and actions of leaders rather than their traits or characteristics. The theory suggests that effective leadership is the result of many learned skills. Individuals need three primary skills to lead their followers – technical, human, and conceptual skills. Technical skills refer to a leader’s knowledge of the process or technique; human skills means that one is able to interact with other individuals; while conceptual skills enable the leader to come up with ideas for running the organization or society smoothly (Corporate Finance Institute, 2020,

⁴ Corporate Finance Institute (2020) *What Are Leadership Theories*. Available from:

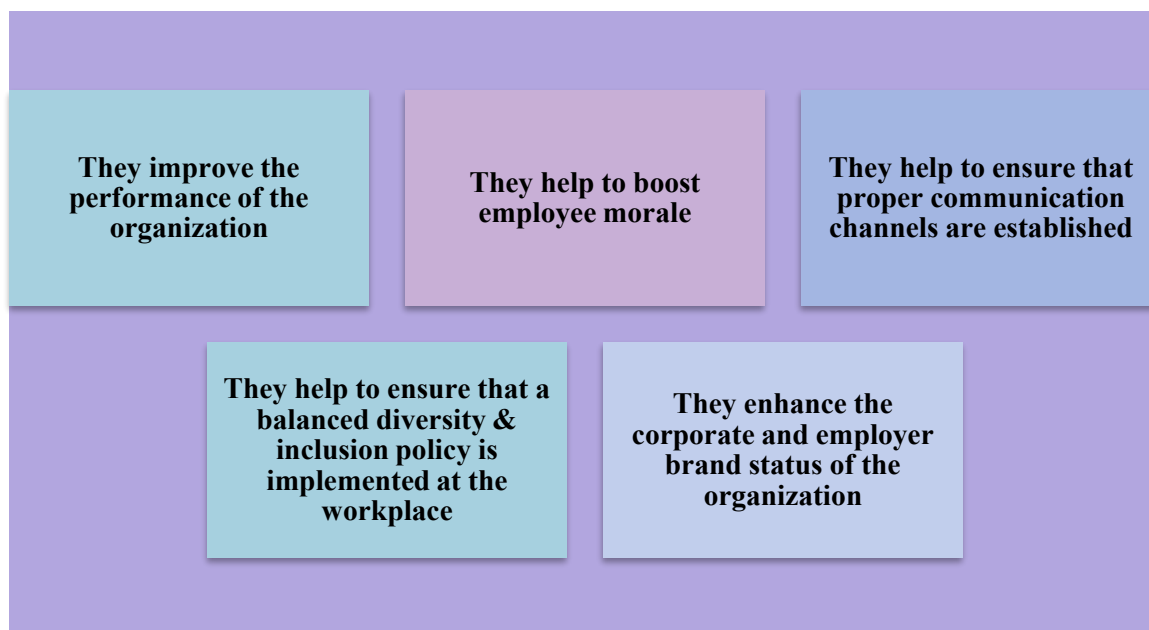
<https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/> [Accessed April 29, 2020]

<https://corporatefinanceinstitute.com/certifications/financial-modeling-valuation-analyst-fmva-program/>). The following section will cover the benefits of an effective leader in-depth.

1.6 Benefits of an effective leader

Business leaders are the drivers of success in an organization thereby making leadership the most influential and critical element of success. Effective leaders are naturally highly attentive to their immediate and future environment as this attribute helps them to foresee and or consistently look for new opportunities they can fully maximize on. Organizations that employ effective leaders enjoy numerous benefits and these are depicted in Figure 1.1 below.

Figure 1.1 Benefits of effective leaders in an organization



As previously depicted by Figure 1.1 the benefits of effective leaders in an organization are many and these include the following:

1.6.1 They improve the performance of the organization

An effective business leader ensures that the organization's operational activities are in direct alignment with its mission statement and all the functional departments are working together to achieve a common goal. When all departments in an organization are working together it becomes easy to implement change that helps the organization to innovate its products, services,

systems and processes. In general innovation helps the organization to perform better and gain or maintain a competitive advantage in the marketplace. Effective leaders focus on performance improvement in the organization and this is one of the most popular advantages that is enjoyed by organizations that employ effective business leaders. For example, one of the leading globally recognized employer and corporate brand in the sporting sector with remarkable good-to-great leadership that has successfully managed to consistently improve the performance of the organization is Manchester, United Kingdom-based football club called Manchester United Limited.⁵ According to Manchester United Limited (2020) founded in 1878 as Newton Heath L & YR Football Club, our club has operated for over 140 years. The team first entered the English first division, then the highest league in English Football, for the start of the 1892-93 season. Our club name changed to Manchester United Football Club in 1902, and we won the first of our 20 English League titles in 1908. In 1910, we moved to Old Trafford, our current stadium (Manchester United Limited, 2020, <https://ir.manutd.com/company-information/history.aspx>). *“I’m privileged to have followed Sir Matt because all you have to do is to try and maintain the standards that he set so many years ago” – Sir Alex Ferguson.*⁶ The current Group Managing Director and Director of Manchester United Limited is Richard Arnold. While on the other hand the current Executive Co-Chairman and Director of Manchester United Limited is Avram Glazer while Joel Glazer is the other Co-Executive Chairman and Director. The list of names of board of directors include the following: (1) Richard Arnold, (2) Avram Glazer, (3) Edward Woodward – Executive Vice Chairman and Director, (4) Richard Arnold – Group Managing Director and Director, (5) Cliff Baty – Chief Financial Officer, (6) Kevin Glazer – Director, (7) Bryan Glazer – Director, (8) Darcie Glazer Kassewitz – Director, (9) Edward Glazer – Director, (10) Robert Leitão – Independent Director, (11) Manu Sawhney – Independent Director, (12) John Hooks – Independent Director (Manchester United Limited, 2020, <https://ir.manutd.com/corporate-governance/board-of-directors.aspx>). **“Matchday.** We believe Old Trafford is one of the world's iconic sports venues. It currently seats 74,140 and is the largest

⁵ Manchester United Limited (2020) *History*. Available from: <https://ir.manutd.com/company-information/history.aspx> [Accessed June 12, 2020]

⁶ Manchester United Limited (2020) *Board of Director*. Available from: <https://ir.manutd.com/corporate-governance/board-of-directors.aspx> [Accessed June 16, 2020]

football club stadium in the UK. We have averaged over 99% of attendance capacity for our Premier League matches in each of the last 21 years. Matchday revenue will vary from year to year as a result of the number of home games played and the performance of our first team in various competitions. Total revenue for the years ended 30 June 2019, 2018 and 2017 £627.1 million, £589.8 million and £581.3 million”⁷ (Manchester United Limited, 2020, <https://ir.manutd.com/company-information/business-model.aspx>). ⁸According to Manchester United Limited (2020) our global community of followers engages with us in a variety of ways (all data as of June 2019):

- Our Twitter account now has more than 22.4 million followers.
- As of 30 June 2019, we had over 152.7 million social connections
- Our customer relationship management (“CRM”) database, a proprietary data repository that includes contact and transactional details of followers and customers around the globe, enables us to analyze and better understand prospects and customers to drive revenues. As of 30 June 2019, the CRM database holds in excess of 36.1 million records.
- In May 2018, we launched our new website (www.manutd.com) and in August 2018, we launched our first free global mobile application, which reached number one in the App Store’s sports category download charts in 91 markets around the world and was top ten within the sports category in 147 markets. The free global mobile application has monthly active users in over 230 global markets
- We launched on YouTube in February 2018 and passed 1 million subscribers within five months of launch, making it the fastest sports channel to reach this milestone in YouTube’s history. As of 30 June 2019, our YouTube channel had over 1.7 million subscribers (Manchester United Limited, 2020, <https://ir.manutd.com/company-information/about-manchester-united.aspx>). “TWITTER, TWEET, RETWEET and the Twitter logo are trademarks of Twitter, Inc. or its affiliates.” ©2019 Google LLC, used with permission. Google and the Google logo are registered trademarks of Google LLC.

⁷ Manchester United Limited (2020) *Business Model*. Available from: <https://ir.manutd.com/company-information/business-model.aspx> [Accessed June 12, 2020]

⁸ Manchester United (2020) *About Manchester United*. Available from: <https://ir.manutd.com/company-information/about-manchester-united.aspx> [Accessed June 12, 2020]

1.6.2 They help to boost employee morale

An effective leader is an individual who is well respected, admired, transparent and with an unquestionable strong work ethic. The fact that employees are being led by effective leaders means that everything about the organization is done in a transparent and honest manner while on the other hand everyone in the organization is consistently kept up-to-date with the latest information about the various topics happening in the organization. The morale of employees is often boosted by transparency and honest communications from their business leaders. An effective leader is naturally followed by the people they lead and their followers generally want to identify with them as a result of their charisma, strong work ethics, results-orientated approach and transparency at the workplace.

1.6.3 They help to ensure that proper communication channels are established

The most critical ingredient to effective leadership in any type or size of organization is communication. Organizations with good-to-great leaders have well established communication channels that they use to receive suggestions and grievances of employees on a daily basis and they also use these channels to provide timely feedback to employees or management on suggested ideas. An effective leader often ensures that an organization adopts the latest forms of technology to boost the free flow of communication from the top to the bottom structures of the organizational hierarchy structures. Some of the most successful organizations in the world with good-to-great leaders have adopted communication channels that include: social media platforms, emails, intranets, notice boards, podcasts, video recording, mobile phone texting (*short-message-services also known as SMS*), an official company website, fax, magazines, journals, newsletters or internal organizational news bulletins papers and so on. Effective leaders strongly believe that the people they lead have the right to know about everything taking place in the organization and they ensure that they provide them with all the available information on a regular basis to maintain transparency and accountability standards.

1.6.4 They help to ensure that a balanced diversity & inclusion policy is implemented at the workplace

The new buzz word in the field of equality and non-discrimination at the workplace is the term ‘diversity and inclusion’ and in the past decades this was not a popular topic. Today diversity at

the workplace or boardroom is inevitable due to the consistently changing demographic patterns of consumers in the global marketplace. In addition diversity has also become inevitable as a result of the high migration patterns of people across the world for various reasons. ⁹“*Diversity* is the range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs. *Inclusion* is involvement and empowerment, where the inherent worth and dignity of all people are recognized”¹⁰ (Ferris State University, 2019, <https://www.ferris.edu/>). An effective leader helps to ensure that the organization and its boardroom develops policies that help to avoid the discrimination of employees and job candidates based on gender, race, disability and to provide equal opportunity of employment¹¹ (Laubscher, 2001:18). A typical good example of a leading global employer and corporate brand with good-to-great business leaders and a modern day diversity & inclusion policy is New York, United States of America-headquartered Verizon Communications Inc. ¹²“*How we got to where we are today*. Verizon Communications was created on June 30, 2000 by Bell Atlantic Corp. and GTE Corp., in one of the largest mergers in U.S. business history. GTE and Bell Atlantic evolved and grew through decades of mergers, acquisitions and divestitures. Today, Verizon is a global communications technology company delivering the promise of the digital world to millions of customers every day” (Verizon, 2020, <https://www.verizon.com/about/our-company/history-and-timeline>). ¹³According to Verizon (2020) founded in 2000, the company operates America’s most reliable wireless network and the nation’s premier all-fiber network, and delivers integrated solutions to businesses worldwide. With brands like Yahoo, TechCrunch and HuffPost, the company’s media group helps consumers stay informed and entertained,

⁹ Ferris State University (2019) *Diversity and Inclusion Definitions*. Available from:

<https://www.ferris.edu/HTMLS/administration/president/DiversityOffice/Definitions.htm>

¹⁰ Ferris State University (2019) *Diversity and Inclusion Definitions*. Available from:

<https://www.ferris.edu/HTMLS/administration/president/DiversityOffice/Definitions.htm>

¹¹ Laubscher, C (2001) *Managing Diversity*. *People Dynamics*, p16-18.

¹² Verizon (2020) *History & Timeline*. Available from: <https://www.verizon.com/about/our-company/history-and-timeline> [Accessed June 06, 2020]

¹³ Verizon Communications Inc. (2020) *Our Company*. Available from: <https://www.verizon.com/about/our-company> [Accessed June 09, 2020]

communicate and transact, while creating new ways for advertisers and partners to connect. *Facts about our company*: \$131.9B Annual revenue in 2019 revenues, 135K Employees in 150 global locations, 19 Fortune rank as of 2019 (Verizon Communications Inc., 2020, <https://www.verizon.com/about/our-company>). ¹⁴The current Chairman and Chief Executive Officer of Verizon Communications Inc. is Hans Vestberg and the list of board of directors includes the following: (1) Clarence Otis, Jr., (2) Shellye L. Archambeau, (3) Mark T. Bertolini, (4) Vittorio Colao, (5) Melanie L. Healey, (6) Daniel H. Schulman, (7) Rodney E. Slater and (8) Gregory G. Weaver (Verizon Communications Inc., 2020, <https://www.verizon.com/about/investors/board-directors>). “*Winning through diversity and inclusion*. Verizon is committed to fostering an inclusive environment. We care about diversity in both our employees and our suppliers. Diversity and inclusion is how we achieve success. By celebrating diversity across all spectrums, including but not limited to race, national origin, religion, gender, sexual orientation, gender identity, disability, veteran/military status, and age, we are a stronger company and culture. We take pride in our talented and diverse team of people who focus on our customers, every day. Their combined intelligence, spirit and creativity make Verizon a great place to work, learn and grow.

- Our track record 59.3%, Employee diversity in our U.S. workforce.
- 4 of 9 board members are women or people of color.
- \$50B total spend with diverse suppliers in the last 10 years” (Verizon Communications Inc., 2020, <https://www.verizon.com/about/our-company/diversity-and-inclusion>).

1.6.5 They enhance the corporate and employer brand status of the organization

Nowadays global markets or stock exchange indexes are strongly influenced by the activities of business leaders in organizations including the positioning of products/services in the marketplace. High quality leadership helps the organization to perform better in the global markets or stock exchange ratings which ultimately boost the share value of the organization. Thus effective leadership is a key determinant of success in an organization. Notably organizations that employ effective business leaders often adapt modern day talent management

¹⁴ Verizon Communications Inc. (2020) *Board of Directors*. Available from; <https://www.verizon.com/about/investors/board-directors> [Accessed June 16, 2020]

approaches of creating a conducive workplace where everyone wants to work and this helps the organization to attain the employer of choice status amongst the highly skilled or talented job seekers in the labor market. Organizations that offer workplaces where everyone wants to work naturally gain a powerful employer brand status which ultimately leads to an improved corporate image in both domestic and international markets. Therefore, an effective leader automatically becomes the brand ambassador of the organization in the marketplace since one of their key duties will be to boost the corporate image of the organization. A typical good example of a leading global organization that has leaders who have successfully managed to enhance their employer and corporate brand is publicly traded Toronto, Canada headquartered Rogers Communications Inc. ¹⁵The current President and Chief Executive Officer of Rogers Communications Inc. is Joe Natale since 2017 while Edward S. Rogers is the Chair of the Board since January 2018 (Rogers Communications Inc., 2020, <https://about.rogers.com>). ¹⁶The list of names of all the board of directors at Rogers Communications Inc. includes the following: (1) Edward S. Rogers (Chair of the Board), (2) Melinda M. Rogers (Deputy Chair of the Board), (3) Joe Natale, (4) Martha L. Rogers, (5) Lorretta A. Rogers, (6) The Hon. David R. Peterson PC, QC, (7) Philip B. Lind CM, (8) John A. MacDonald, (9) Isabelle Marcoux, (10) Robert J. Gemmell, (11) Alan D. Horn CPA, CA, (12) Ellis Jacob, (13) Bonnie R. Brooks CM, (14) John H. Clappison FCPA, FCA and (15) Robert Dépatie (Rogers Communications Inc., 2020, <https://about.rogers.com>). ¹⁷According to Rogers Communications Inc. (2014) *Rogers Communications Inc.* is one of Canada's leading diversified communications and media companies. We provide a broad range of services to consumers and businesses including wireless and wired voice and data communications, cable television, high-speed Internet, data

¹⁵ Rogers Communications Inc. (2020) *Leadership Team*. Available from: <https://about.rogers.com/leadership-team/> [Accessed June 17, 2020] ©2021 & Used with permission of Rogers Communications Inc. All rights reserved.

¹⁶ Rogers Communications Inc. (2020) *Board of Directors*. Available from: <https://about.rogers.com/leadership-team/board-of-directors/> [Accessed June 17, 2020] ©2021 & Used with permission of Rogers Communications Inc. All rights reserved.

¹⁷ Rogers Communication Inc (2014) *Notice of 2014 Annual and General Shareholder Meeting and Information Circular*. Available from: https://www.rogers.com/cms/investors/pdf/proxy-circular/Proxy_Circular_2014.pdf [Accessed June 09, 2020] ©2021 & Used with permission of Rogers Communications Inc. All rights reserved.

networking, and a suite of managed data hosting and cloud based services. We are also active in television and radio broadcasting, televised shopping, sports media and entertainment, digital media and consumer, trade and professional publications (Rogers Communications Inc., 2014:2, www.rogers.com). “*Moment #1: CHFI*. In 1960, Ted Rogers bet big to launch Canada’s first FM station at a time when AM radio dominated, and only 5% of listeners had FM receivers. With one bold move, Ted changed the communications landscape forever”¹⁸ (Rogers Communications Inc., 2020, <https://about.rogers.com/rogers-60th/>). ©2021 & Used with permission of Rogers Communications Inc. All rights reserved. ¹⁹According to Yerema, R. and Kristina Leung cited in Mediacorp Canada Inc. (2019) here are some of the reasons why *Rogers Communications Inc.* was selected as one of *Canada's Top 100 Employers (2020)* and *Greater Toronto's Top Employers (2020)*:

- Rogers supports employees who are new mothers and fathers with maternity and parental leave top-up payments and recently introduced a phased return to work program for new parents, allowing them to work on a modified schedule for the first five weeks of their return while receiving 100 per cent of their salary
- Rogers' unique workplace features quiet zones, interactive spaces, and access to the latest technology -- the company also completed renovations to the Radio Café at its head office, which includes windows overlooking its radio stations, new food kiosks and menu items (which can be pre-ordered through the "Rogers Eats" app)
- Rogers manages an extensive corporate recognition program called the Ted Rogers Awards to honour individuals and teams for outstanding achievement in a variety of categories (including "Customer 1st", business excellence, humanitarian and Hero awards) -- employees are recognized at an annual awards gala hosted by the CEO (Yerema, R. and Kristina Leung cited in

¹⁸ Rogers Communications Inc. (2020) *We're Celebrating 60 years of Serving Canadians*. Available from: <https://about.rogers.com/rogers-60th/> [Accessed June 09, 2020] ©2021 & Used with permission of Rogers Communications Inc. All rights reserved.

¹⁹ Yerema, R. and Kristina Leung cited in Mediacorp Canada Inc. (2019) *Recognized As One of Canada's Top 100 Employers (2020)* and *Greater Toronto's Top Employers (2020)*. Available from: <https://reviews.canadastop100.com/top-employer-rogers-communications> [Accessed June 17, 2020]

Mediacorp Canada Inc., 2019, <https://reviews.canadastop100.com/top-employer-rogers-communications>). The following section will cover the myths about leadership.

1.7 Common myths and or misconceptions about leadership

There are numerous myths related to leadership nowadays and some of these were highlighted in an article published by Shizardi, R. (2020) titled ‘8 Leadership Myths and Their Corresponding Facts’ published via <https://aboutleaders.com>. Some of the myths about leadership include the following:

1.7.1. ²⁰“Effective Leaders Have a High Standard of Education. Leadership isn’t a degree. It’s a personality trait. It is often thought that successful leaders need to have the right kind of education. The premise of this belief often lies in the fact that education helps you cultivate a behavioral skill set that allows you to lead. While this is partially true, this skillset can be acquired outside of formal education” (Shizardi, 2020, <https://aboutleaders.com>).

1.7.2. “Leaders Are Born. You will often hear the phrase “great leaders are born.” Leadership is not genetic. This concept needs to be debunked. Leadership is about having a strong vision for both short-term and long-term success. It involves developing the skills to analyze problems and their best possible solutions” (Shizardi, 2020, <https://aboutleaders.com>).

1.7.3. “Great Leaders Must Have Technical Expertise in Their Industry. There is a common belief that leaders need technical skills for success. This is a misrepresentation of the kind of knowledge that leaders need. Leaders need to be knowledgeable and have the right information about their respective industries. They need to know about what the right step forward is and not necessarily the technical understanding of how to do that” (Shizardi, 2020, <https://aboutleaders.com>).

1.7.4. “Leaders Talk a Lot. It is often assumed that leaders need to be great orators and be word heavy in their interpersonal dealings. While this is a trait that is more commonly found in leaders, it’s not a necessity. Leaders need to be precise. They need to be bold and to the point.

²⁰ Shizardi, R. (2020) *8 Leadership Myths and Their Corresponding Facts*. Available from: <https://aboutleaders.com/8-leadership-myths-facts/#gs.zgfun5> [Accessed April 24, 2021]

The clarity in their words is what sets them apart from everyone else” (Shizardi, 2020, <https://aboutleaders.com>).

1.7.5. “Failure is Not an Option. Leadership is all about risk-taking. Critical-thinkers will plan. They’ll analyze and implement what they think is the best course of action. More often than not, leaders will fail or struggle to find success” (Shizardi, 2020, <https://aboutleaders.com>).

1.7.6. “Leaders Are Perfect. Leaders are revered as a beacon for guidance. But they’re not perfect by any means. They are as human as any other person. The crucial difference between a leader and the rest of the world is that they’re introspective. They reflect on their weaknesses and work on overcoming them. The constant struggle to be a better version of yourself is what makes you a leader” (Shizardi, 2020, <https://aboutleaders.com>).

7. “Charisma and Being Extroverted Defines a Leader. Charisma and being extroverted are not qualifiers for people to become leaders. Leadership is about taking charge of situations and taking ownership. It’s perfectly acceptable for leaders to be less public or not overtly-confident. They don’t even have to be in a decision-making position. Leaders exist at each level of employment. They improve themselves, help others grow, and have a clear direction in mind, without necessarily preaching it on a loudspeaker”²¹ (Shizardi, 2020, <https://aboutleaders.com>).

The next section will cover the conclusion of this chapter.

1.8 Conclusion

The history of leadership dates back to the ancient times of mankind and it has continued to exist until today. Effective leadership is one of the most critical ingredients towards achieving organizational success. Organizations when they are underled or overled numerous inefficiencies emerge at every level of the organizational structure at a continuous accelerated rate. The essence of true leadership is the ability to motivate others to: be creative, innovative, ethical, honest, result-orientated, team-oriented, learn from mistakes, embrace change and mentor others to become great leaders. It can therefore be concluded that one of the qualities that leaders of

²¹ Shizardi, R. (2020) *8 Leadership Myths and Their Corresponding Facts*. Available from: <https://aboutleaders.com/8-leadership-myths-facts/#gs.zgfun5> [Accessed April 24, 2021]

today must possess is resilience especially during global crisis that affect their business operations.

1.9 Review questions

- 1) What is the definition of the following two terms 'leadership' and 'leader'?
- 2) Explain the history of leadership? Identify the objectives of leadership?
- 3) Describe the theories of leadership? List the advantages of effective leadership?
- 4) Discuss the disadvantages of leadership?
- 5) Identify the common myths and or misconceptions about leadership?

Chapter 2: Traits of an effective leader

After studying this chapter you should be able to:

- Define the meaning of the terms: ‘trait’ and ‘tip’.
- Describe the qualities of effective leadership. Outline the characteristics of an ethical leader.
- Explain the process of delegating tasks.
- Discuss how to lead by influencing others. Outline the key leadership competencies.
- Highlight the tips on how to become a great leader.

2.1 Introduction

One critical question that still puzzles some of the leadership experts in this 21st century is ‘*who is a great leader and what makes them a great leader*’? Leadership is generally both inside and outside an individual in two forms: it is in your mindset and your physical actions including the reactions of the people you lead therefore the issue of leadership is still being refined today. The importance of understanding the aspects that help to determine what makes one individual to become a great leader has become a key priority in organizations that are aiming to gain a competitive edge via effective leadership. Nowadays the new buzz word that is transforming the workplace for the better is ‘ethical leadership’ a completely new type of leadership that helps organizations to operate in an ethical and compliant manner. Every leader has followers and he/she cannot perform all their tasks at once therefore the need to delegate some of their job tasks becomes a necessity and this is a process that must be properly carried-out to produce the expected results. *The ability to influence people to perform well defined goals, objectives or tasks at the right time equals true leadership and intelligence.* Leadership is generally not immune to performance evaluations therefore leadership competency is one key factor that helps to differentiate effective leadership from poor leadership. The following section will cover the definition of terms.

2.2 Definition of terms

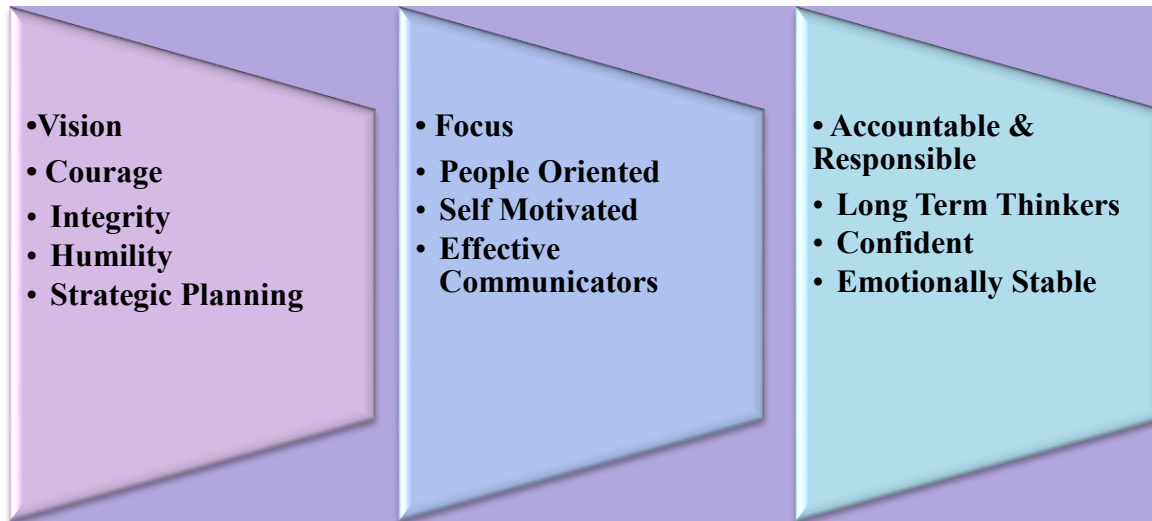
In general definitions help to simplify complex terms or words in order to enable the ordinary person to better understand vocabulary and the context in which words are used. The term ‘*trait*’

for the purposes of this book refers to the inherent characteristics and unique factors that are associated with a particular type of leader or individual. In addition the term *'tip'* is generally advice or a point of opinion that has been provided by one party to another party or individual in order to uplift their knowledge levels so that they can improve the way they usually do things. The following section will cover the qualities of effective leadership.

2.3 Qualities of effective leaders

Several traits are associated with great leaders today in organizations. Some of the common traits of great and effective leaders were highlighted in two articles authored by (1) Brian Tracy (2020) titled *'7 Leadership Qualities, Attributes & Characteristics Of Good Leaders'* published on www.briantracy.com/ - *"Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."* (2) Corporate Finance Institute Education Inc. (2021) titled *'What Are Leadership Traits'* published on <https://corporatefinanceinstitute.com>. The various traits of great and effective leaders will be highlighted in Figure 2.1 below.

Figure 2.1 Thirteen qualities of effective leaders



Source: Modified: Authors own diagram inspired by information from (Brian Tracy, 2020 & Corporate Finance Institute Education Inc, 2021)

2.3.1 “*Vision*. Great leaders have a vision... They can see into the future. They have a clear, exciting idea of where they are going and what they are trying to accomplish and are excellent at strategic planning. This quality separates them from managers. Having a clear vision turns the individual into a special type of person. This quality of vision changes a “*transactional manager*” into a “*transformational leader*.” While a manager gets the job done, great leaders tap into the emotions of their employees”²² (Brian Tracy, 2020, www.briantracy.com/). A typical good example of a leading global organization with iconic visionary leaders who are innovation centered is the Ford Motor Company which is based in Dearborn, Detroit (United States of America) founded by one of the world’s unquestionable greatest iconic entrepreneurs Henry Ford on June 16, 1903. “*For Henry Ford, the goal of this revolution was to “put the*

²² Brian Tracy (2020) *7 Leadership Qualities, Attributes & Characteristics Of Good Leaders*. Available from: <https://www.briantracy.com/blog/leadership-success/the-seven-leadership-qualities-of-great-leaders-strategic-planning/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

world on wheels,” and this vision has driven innovation at Ford Motor Company ever since”²³ (Ford Motor Corporation, 2018). ²⁴“One hundred years ago, my great-grandfather had a vision to build safe and efficient transportation for everyone,” said Ford Executive Chairman Bill Ford. “I am proud he was able to bring the freedom of mobility to millions by making cars affordable to families and that his vision of serving people still drives everything we do today.” (Ford Motor Corporation, 2019, <https://corporate.ford.com/articles/history/100-years-moving-assembly-line.html>). The current Executive Chairman of the Ford Motor Corporation is William Clay Ford Jr. (who is also a member of the board) while the current President and Chief Executive Officer is Jim Hackett (who is also a member of the board). ²⁵The other visionary good-to-great business leaders who are part of the board of directors of the Ford Motor Corporation include: William Clay Ford Jr., Stephen G. Butler; Kimberly. Casiano; Anthony F. Earley, Jr.; Edsel B. Ford II; William W. Helman IV; William E. Kennard; John C. Lechleiter, PH.D.; John L. Thornton and Beth Mooney (Ford Motor Corporation, 2020, <https://media.ford.com/content/fordmedia/fna/us/en/people.filter.members-of-the-board.0.10.html>). ²⁶“Ford has a long history of operating under sound corporate governance practices. Our corporate officers and board of directors are dedicated to serving the interests of our shareholders and creating long-term value” (Ford Motor Corporation, 2018). ²⁷““*Innovation that Changed the World*. One hundred years ago today, Henry Ford and his team at Highland Park assembly plant launched the world’s greatest contribution to manufacturing – the [first](#)

²³ Ford Motor Company (2018) *Our Story*. Available from: <https://corporate.ford.com/history.html> [Accessed June 17, 2019]

²⁴Ford Motor Corporation (2020) *100 Years Moving Assembly Line*. Available from: <https://corporate.ford.com/articles/history/100-years-moving-assembly-line.html?iframe=1¯osito=363> [Accessed June 17, 2020]

²⁵ Ford Motor Corporation (2020) *People: Our Leadership*. Available from: <https://media.ford.com/content/fordmedia/fna/us/en/people.filter.members-of-the-board.0.10.html> [Accessed June 17, 2020]

²⁶ Ford Motor Corporation (2018) *Corporate Governance: Executive Team*. Available from: <https://shareholder.ford.com/investors/corporate-governance/executive-team/default.aspx>

²⁷ Ford Motor Corporation (2019) *100 Years Moving Assembly Line*. Available from: <https://corporate.ford.com/articles/history/100-years-moving-assembly-line.html>

[moving assembly line](#). It simplified assembly of the Ford Model T's 3,000 parts by breaking it into 84 distinct steps performed by groups of workers as a rope pulled the vehicle chassis down the line. The new process revolutionized production and dropped the assembly time for a single vehicle from 12 hours to about 90 minutes. By reducing the money, time and manpower needed to build cars as he refined the assembly line over the years, Ford was able to drop the price of the Model T from \$850 to less than \$300. For the first time in history, quality vehicles were affordable to the masses. Eventually, Ford built a Model T every 24 seconds and sold more than 15 million worldwide by 1927, accounting for half of all automobiles then sold. *“Ford’s new approach spread rapidly, not only to other automakers but also to manufacturers of phonographs, vacuum cleaners, refrigerators and other consumer goods,”* said Bob Casey, former curator of transportation at The Henry Ford, and author of *The Model T: A Centennial History*. *“The assembly line became the characteristic American mode of production”* (Ford Motor Corporation, 2019, <https://corporate.ford.com/articles/history/100-years-moving-assembly-line.html>).

2.3.2 *““Courage*. One of the more important qualities of a good leader is courage. Having the quality of courage means that you are willing to take risks in the achievement of your goals with no assurance of success. Because there is no certainty in life or business, every commitment you make and every action you take entails a risk of some kind. Among the seven leadership qualities, courage is the most identifiable outward trait” (Brian Tracy, 2020, www.briantracy.com/). Another good example of a leading powerful global organization with outstanding courageous leaders who have successfully managed to consistently increase its innovativeness culture, market and brand value over the past years is Munich, Germany-headquartered the BMW Group.²⁸ *“Establishment of BMW*. BMW can trace its roots back to Karl Rapp and Gustav Otto. In 1916, the Flugmaschinenfabrik Gustav Otto company had merged into Bayerische Flugzeug-Werke AG (BFW) at government behest. Elsewhere, in 1917, the Rapp Motorenwerke company became Bayerische Motoren Werke GmbH, which was duly converted into an AG (public limited company) in 1918. BMW AG subsequently transferred its engine construction operations - including the company and brand names - to BFW in 1922. The

²⁸ BMW Group (2019) *Company Portrait*. *BMW Group Profile*. Available from:

<https://www.bmwgroup.com/en/company/company-portrait.html>

date of BFW's founding, 7 March 1916, has therefore gone down in history as the foundation date of Bayerische Motoren Werke AG” (BMW Group, 2019, <https://www.bmwgroup.com/en/company.html>). The BMW Group has two boards namely; the board of management and the supervisory board. Today the Chairman of the board of management of BMW AG is Mr. Oliver Zipse. The current Chairman of the supervisory board of BMW AG since 2015 is Dr E.H. Norbert Reithofer who has three deputies under his leadership namely: Mr. Manfred Schoch the current Deputy Chairman and member of the supervisory board since 1988, appointed until 2024, while Mr. Stefan Quandt is another Deputy Chairman of the supervisory board since 1999 (*also a member of the board of supervisory since 1997*) and Mr. Stefan Schmid is the other current Deputy Chairman of the board of supervisory since 2008 (*also a member of the supervisory board since 2007*) (BMW Group, 2019, <https://www.bmwgroup.com/en/company/company-portrait.html>). ²⁹“Throughout its 100-year history, the BMW Group has always reinvented itself. As a pioneer of new technologies, the company has shaped change, within both the industry and the world of mobility,” commented **Harald Krüger of BMW AG**, at the Annual Accounts Press Conference in Munich on Wednesday” (Harald Krüger, BMW AG cited in BMW Group, 2016, <https://www.press.bmwgroup.com/global/article/detail/T0258269EN/bmw-group-driving-the-transformation-of-individual-mobility-with-its-strategy-number-one-next?language=en>). In addition another outstanding and inspiring courageous leader (who is also a current member of the Supervisory Board since 1997 and shareholder) of the BMW Group who has outstandingly proven to be a courageous leader towards: (1) contributing to the economic development of the global economy via job creation and international trade, (2) achieving success in the world of business and (3) strongly promoting entrepreneurial innovation and education is Munich, Germany national Mrs. Susanne Klatten³⁰ (BMW Group, 2020, <https://www.bmwgroup.com/en/company/company-portrait.html>). Furthermore, Mrs. Susanne Klatten is one of the leading global entrepreneurs who has successfully managed to go the extra

²⁹ BMW Group (2016) *BMW Group Driving the Transformation of Individual Mobility with its Strategy NUMBER ONE > Next*. Available from: <https://www.press.bmwgroup.com/global/article/detail/T0258269EN/bmw-group-driving-the-transformation-of-individual-mobility-with-its-strategy-number-one-next?language=en>

³⁰ BMW Group (2020) *BMW Group Profile*. Available from: <https://www.bmwgroup.com/en/company/company-portrait.html> [Accessed June 17, 2020]

mile in uplifting and supporting other entrepreneurs in her home country of Germany by establishing the UnternehmerTUM (*Centre for Innovation and Business Creation at TUM*). “UnternehmerTUM was founded in 2002 by the entrepreneur Susanne Klatten. With more than 50 high-growth technology start-ups each year and its unique offering, it is the leading center for business creation in Germany. ‘*Through my commitment, I want to encourage entrepreneurship in Germany. As an entrepreneur I know that the work of UnternehmerTUM is an important step towards a new culture of entrepreneurship in our society*’³¹ (Susanne Klatten, Associate and Supervisory Board Chairwoman of UnternehmerTUM GmbH cited in UnternehmerTUM GmbH, 2018).

2.3.3 “*Integrity*. In every strategic planning session that I have conducted for large and small corporations, the first value that all the gathered executives agree upon for their company is integrity. They all agree on the importance of complete honesty in everything they do, both internally and externally. The core of integrity is truthfulness. Integrity requires that you always tell the truth, to all people, in every situation. Truthfulness is the foundation quality of the trust that is necessary for the success of any business” (Brian Tracy, 2020, www.briantracy.com/). A typical good example of a leading global employer and corporate brand that has remarkable visionary and high integrity leaders is Mumbai, India-headquartered Tata Sons Private Limited.³² According to Tata Sons Private Limited (2020) there is a difference between making money for oneself and creating wealth for others. This is the story of a business house that has created wealth for a nation. It is a story of struggle, anxiety, adventure and achievement. This is the story of our pioneers. *Jamsetji Nusserwanji Tata*. The Founder of the Tata group began with a textile mill in central India in the 1870s. His powerful vision inspired the steel and power industries in India, set the foundation for technical education, and helped the country leapfrog from backwardness to the ranks of industrialized nations (Tata Sons Private Limited, 2020, <https://www.tata.com/about-us/tata-group-our-heritage/tata-titans>).³³ The

³¹ UnternehmerTUM (2018) *About Us*. Available from: <https://www.unternehmertum.de/about-us.html?lang=en>

³² Tata Sons Private Limited (2020) *Tata Titans*. Available from: <https://www.tata.com/about-us/tata-group-our-heritage/tata-titans> [Accessed June 17, 2020]

³³ Tata group (2018) *Quotable Quotes: Thoughts and Views of Tata Chairmen Down the Years*. Available from: <http://www.tata.com/article/inside/quotes-tata-chairmen>

integrity of Tata Sons Private Limited leaders was clearly highlighted in a quote by one of the Tata Chairmen “*The man who sows never gathers the fruit. It is left to somebody else at some remote date to make the tree bear fruit. All that the man who sows ought to be content with is that the tree should remain alive so that at some future date another might give it the right treatment and make it bear fruit*” by Sir Dorab Tata (Tata group, 2018, <http://www.tata.com/article/inside/quotes-tata-chairmen>). The other two visionary iconic leaders of Tata Sons Private Limited are Mr. Ratan Tata, Chairman Emeritus of Tata Sons Private Limited and Mr. Natarajan Chandrasekaran the current Chairman of the board of Tata Sons Private Limited (Tata Sons Private Limited, 2019, [https://www.tata.com/management-team#//](https://www.tata.com/management-team#/)).

³⁴“*Ratan N Tata Chairman Emeritus*. Ratan N Tata was the Chairman of Tata Sons, one of the two promoter holding companies of the Tata group, from 1991 till his retirement on December 28, 2012. He was also chairman of the major Tata companies, including Tata Motors, Tata Steel, Tata Consultancy Services, Tata Power, Tata Global Beverages, Tata Chemicals, Indian Hotels and Tata Teleservices. During his tenure, the group’s revenues grew manifold, totalling over \$100 billion in 2011-12. Mr. Tata is also associated with various organisations in India and overseas. He is the chairman of two of the largest private-sector-promoted philanthropic trusts in India. He is a member of the Indian Prime Minister’s Council on Trade and Industry. He is the president of the Court of the Indian Institute of Science and chairman of the Council of Management of the Tata Institute of Fundamental Research. He also serves on the board of trustees of Cornell University and the University of Southern California. Mr. Tata serves on the board of directors of Alcoa, and is also on the international advisory boards of Mitsubishi Corporation, JP Morgan Chase, Rolls-Royce, Temasek Holdings and the Monetary Authority of Singapore. The Government of India honoured Mr. Tata with its second-highest civilian award, the Padma Vibhushan, in 2008. He has also received honorary doctorates from several universities in India and overseas” (Tata Sons Private Limited, 2019, <https://www.tata.com/management-team#//management-team/rnt>). “*N Chandrasekaran Executive Chairman*. Natarajan Chandrasekaran is Chairman of the board of Tata Sons, the holding company and promoter of more than 100 Tata operating companies with aggregate annual revenues of more than US\$100 billion. He joined the board of Tata Sons in October 2016

³⁴ Tata Sons Private Limited (2019) *Ratan N Tata Chairman Emeritus*. Available from: <https://www.tata.com/management-team#//management-team/rnt>

and was appointed Chairman in January 2017. Chandra also chairs the Boards of several group operating companies, including Tata Steel, Tata Motors, Tata Power, Tata Global Beverages Limited, Indian Hotels Company Limited and Tata Consultancy Services (TCS) – of which he was Chief Executive Officer from 2009-17. The Tata group companies include 29 publicly-listed corporations with a combined market capitalization that exceeded US\$120 billion at the start of 2017”³⁵ (Tata Sons Private Limited, 2019, <https://www.tata.com/management-team#/management-team/n-chandrasekaran>).

2.3.4 “*Humility*. Humility gets results. Humility doesn’t mean that you’re weak or unsure of yourself. It means that you have the self-confidence and self-awareness to recognize the value of others without feeling threatened. This is one of the rarer attributes – or traits – of good leaders because it requires containment of one’s ego. It means that you are willing to admit you could be wrong, that you recognize you may not have all the answers. And it means that you give credit where credit is due – – which many people struggle to do”³⁶ (Brian Tracy, 2020, www.briantracy.com/).

2.3.5 ““*Strategic Planning*. Great leaders are outstanding at [strategic planning](#). It’s another one of the more important leadership strengths. They have the ability to look ahead, to anticipate with some accuracy where the industry and the markets are going. Leaders have the ability to anticipate trends, well in advance of their competitors. They continually ask, “*Based on what is happening today, where is the market going? Where is it likely to be in three months, six months, one year, and two years?*” They do this through thoughtful strategic planning. Because of increasing competitiveness, only the leaders and organizations that can accurately anticipate future markets can possibly survive. Only leaders with foresight can gain the “*first mover advantage*.”” (Brian Tracy, 2020, www.briantracy.com/).

³⁵ Tata Sons Private Limited (2019) *N. Chandrasekaran: Executive Chairman*. Available from: <https://www.tata.com/management-team#/management-team/n-chandrasekaran>

³⁶ Brian Tracy (2020) *7 Leadership Qualities, Attributes & Characteristics Of Good Leaders*. Available from: <https://www.briantracy.com/blog/leadership-success/the-seven-leadership-qualities-of-great-leaders-strategic-planning/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

2.3.6 ““*Focus*. Leaders always focus on the needs of the company and the situation. Leaders focus on results, on what must be achieved by themselves, by others, and by the company. Great leaders focus on strengths, in themselves and in others. They focus on the strengths of the organization, on the things that the company does best in satisfying demanding customers in a competitive marketplace. Your ability as a leader to call the shots and make sure that everyone is focused and concentrated on the most valuable use of their time is essential to the excellent performance of the enterprise”” (Brian Tracy, 2020, www.briantracy.com/). For example, Manchester United Limited is a Manchester, United Kingdom-based leading corporate brand in the world of sports and it has leaders who are well-focused towards achieving success in an ethical and transparent manner.³⁷The current outstanding board of directors of Manchester United Limited includes the following: (1) *Avram Glazer* - Executive Co-Chairman of the Company, (2) *Joel Glazer* – Executive Co-Chairman and Director, (3) *Edward Woodward* – Executive Vice Chairman and Director, (4) *Richard Arnold* – Group Managing Director and Director, (5) *Cliff Baty* – Chief Financial Officer, (6) *Kevin Glazer* – Director, (7) *Bryan Glazer* – Director, (8) *Darcie Glazer Kassewitz* – Director, (9) *Edward Glazer* – Director, (10) *Robert Leitão* – Independent Director, (11) *Manu Sawhney* – Independent Director, (12) *John Hooks* – Independent Director (Manchester United Limited, 2020, <https://ir.manutd.com/>).³⁸According to Manchester United Limited (2020) **Business Strategy**. We aim to increase our revenue and profitability by expanding our high growth businesses that leverage our brand, global community and marketing infrastructure. The key elements of our strategy are: *Expand our portfolio of sponsors*. We are well-positioned to continue to secure sponsorships with leading brands. We have historically implemented a proactive approach to identifying, securing and supporting sponsors. During fiscal year 2019, we announced eight new regional and global sponsorship partnerships, the replacement of one global partnership, a conversion of one regional sponsorship to a global partnership. *Further develop our retail, merchandising, apparel & product licensing business*. Currently, we have a 10-year agreement with Adidas with respect to

³⁷ Manchester United Limited (2020) *Board of Directors*. Available from: <https://ir.manutd.com/corporate-governance/board-of-directors.aspx> [Accessed June 17, 2020]

³⁸ Manchester United Limited (2020) *Business Strategy*. Available from: <https://ir.manutd.com/company-information/business-strategy.aspx> [Accessed June 18, 2020]

our global technical sponsorship and dual-branded licensing rights, which began on 1 August 2015. In the future, we plan to invest to expand our portfolio of product licensees to enhance the range of product offerings available to our followers. *Exploit new media & content opportunities.* The rapid shift of media consumption towards internet, mobile and social media platforms presents us with multiple growth opportunities and new revenue streams. Our digital media platforms, applications and social media channels, are expected to become one of the primary methods by which we engage and transact with our followers around the world. *Enhance the reach and distribution of our broadcasting rights.* We are well-positioned to benefit from the increased value and the growth in distribution associated with the Premier League, the Champions League and other competitions. Furthermore, MUTV, our global broadcasting platform, delivers Manchester United programming to territories around the world. We plan to continue to expand the distribution of MUTV supported by improving the quality of its content and its production capabilities (Manchester United Limited, 2020, <https://ir.manutd.com/company-information/business-strategy.aspx>).

2.3.7 ““*Cooperation.* Your ability to get everyone working and pulling together is essential to your success. Leadership is the ability to get people to work for you because they want to. [The 80/20 rule](#) applies here: Twenty percent of your people contribute 80 percent of your results. Your ability to select these people and then to work well with them on a daily basis is essential to the smooth functioning of the organization. Gain the cooperation of others by making a commitment to get along well with each key person every single day. You always have a choice when it comes to a task: You can do it yourself, or you can get someone else to do it for you. Which is it going to be?””³⁹ (Brian Tracy, 2020, www.briantracy.com/ - "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined").

2.3.8 “*People-oriented.* Leaders are typically people-oriented and team players. They’re able to foster a team culture, involve others in decision-making, and show concern for each team member. By being people-oriented, leaders are able to energize and motivate others. By making

³⁹ Brian Tracy (2020) *7 Leadership Qualities, Attributes & Characteristics Of Good Leaders*. Available from: <https://www.briantracy.com/blog/leadership-success/the-seven-leadership-qualities-of-great-leaders-strategic-planning/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

each individual feel important and vital to the team's success, they secure the best efforts from each member of the team⁴⁰ (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>). A typical good example of a leading corporate and employer brand that has a highly enthusiastic leadership team with the ability to keep both employee morale and performance at high levels as a result of its innovation and corporate strategy implementation centered culture is publicly traded Bern, Switzerland-headquartered Swisscom Ltd. ⁴¹*Members of the Board of Directors*. Developing the company's strategy: the Swisscom Board of Directors is broadly based. The members are highly experienced and knowledgeable about the company's core business and growth areas (Swisscom Ltd, 2020, www.swisscom.ch). The current list of iconic remarkable and enthusiastic board of directors of Swisscom Ltd includes the following: (1) Hansueli Loosli (*Chairman of the Board of Directors*), (2) Alain Carrupt (*Member of the Board of Directors employee representative*), (3) Frank Esser (*Vice-Chairman of the Board of Directors*), (4) Barbara Frei (*Member of the Board of Directors, Doctorate in mechanical engineering*), (5) Sandra Lathion-Zweifel (*Member of the Board of Directors Lawyer, licentiate in law*), (6) Michael Rechsteiner (*Member of the Board of Directors, Master of Science in Mechanical Engineering*), (7) Renzo Simoni (*Member of the Board of Directors, Representative of the Swiss Confederation - representative of the Confederation, Doctor of Science, Civil Engineering ETH*), (8) Roland Abt (*Member of the Board of Directors, Dr. oec*), (9) Anna Mossberg (*Member of the Board of Directors, MA of Science, Industrial Engineering & Management*). "Listed company. Swisscom Ltd is a company governed by Swiss law and has its registered office in Ittigen (Canton of Berne, Switzerland). As at 31 December 2019, the stock market capitalization of Swisscom Ltd was CHF 26,553 million.

⁴⁰ Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

⁴¹ Swisscom Ltd (2020) *Board of Directors – Members of the Board of Directors*. Available from: <https://www.swisscom.ch/en/about/company/governance/boardofdirectors/members.html>

There are no other listed companies in the Swisscom Group”⁴² (Swisscom Ltd, 2019:69, www.swisscom.ch). ⁴³“*We are Swisscom*. Swisscom is the leading provider of communication, IT and entertainment in Switzerland. Outside of Switzerland, Swisscom operates Fastweb in Italy. Swisscom has more than 19,000 employees and is one of the most innovative and sustainable companies in Switzerland” (Swisscom, 2020, www.swisscom.ch). ⁴⁴According to Swisscom Ltd (2020) *The Board of Directors refines strategy and focuses on its implementation*. The Board of Directors met thirteen times in 2019. In response to the far-reaching developments in the market environment, Swisscom has refined its corporate strategy. This has resulted in the focused implementation of the strategy being delegated to the CEO of Swisscom Ltd (Swisscom Ltd, 2020, <https://www.swisscom.ch/en/about/company/governance/boardofdirectors.html>).

2.3.9 “*Self-motivated*. Leaders are self-motivated and are able to keep going and attain goals despite setbacks”⁴⁵ (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>). In addition, good leaders try their best to exceed, not just meet, expectations. For example, Bingley, United Kingdom-based leading global publishing organization the Emerald Group Publishing is one of the publishing organizations with iconic business leaders who practice exemplary and dedicated leadership. The iconic business leader and founder of Emerald Publishing Limited Dr. Keith Howard OBE is a highly dedicated and exemplary leader who has significantly contributed towards the societal development of the global community through promoting educational publications in various career fields. “*Founder and Group Board Member*. Dr Keith Howard OBE. *Emerald was founded in 1967 and for nearly*

⁴² Swisscom Ltd (2019) *Corporate Governance & Remuneration Report*. Available from: https://reports.swisscom.ch/download/2019/en/swisscom_geschaeftsbericht_corporate-governance-verguetungsbericht_2019_en.pdf [Accessed June 09, 2020]

⁴³ Swisscom (2020) *We are Swisscom*. Available from: <https://www.swisscom.ch/en/about.html> [Accessed June 09, 2020]

⁴⁴ Swisscom Ltd (2020) *Board of Directors*. Available from: <https://www.swisscom.ch/en/about/company/governance/boardofdirectors.html> [Accessed June 17, 2020]

⁴⁵ Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

*all the time since then I have been Chief Executive or Chairman of Emerald Group (Holdings) Limited. I stood down as Chairman at the end of 2017, but I remain actively involved with the company's strategy and direction as a member of the Group Board. Outside Emerald, I am particularly interested in the performing arts and sport. I have been a trustee of Life Education for over 20 years and I'm currently President of Opera North, a patron of Leeds Rugby Foundation and Chairman of the Emerald Foundation. I am also honoured to have been presented with one of HRH the Prince of Wales' five Medals for Arts Philanthropy in 2009, celebrating individuals who support the arts and recognising the contribution of the most inspiring cultural philanthropists in the UK, and being awarded an OBE by the Queen in 2011 for services to business, sport and to the arts in West Yorkshire” (Emerald Publishing Limited, 2020, www.emeraldgrouppublishing.com). In addition the other outstanding business leaders of the leading global corporate and employer brand the Emerald Publishing Limited in the publishing industry are: (1) John Waterhouse (*Non-Executive Chairman*), (2) Richard Bevan (*the current Chairman of the Emerald Group since 2018*) and (3) Vicky Williams (*is the CEO of the Emerald Group*). “*Non-Executive Chairman*. John Waterhouse. My business career has included chief executive positions with several small and medium enterprises in the IT, environmental and construction services sectors. I joined Emerald as a NED in 2018 and became non-executive chair in 2020” (Emerald Publishing Limited, 2020, www.emeraldgrouppublishing.com).⁴⁶According to the Emerald Publishing Limited (2020) *Vicky Williams*. I have held a variety of senior roles during my time at Emerald, including Head of Publishing Development, Director of Business Development, Group Director of People (HR) and CEO of Emerald's creative agency business, Research Media. I took over as CEO of Emerald Publishing at the start of 2018, as we enter a unique era in scholarly publishing – one which is full of challenges and opportunities for both Emerald and the sector at large. It's a time when we should be listening, learning and innovating, as well as connecting closely with the market – all things I love to do. Both in and out of work, I'm a keen advocate for gender diversity, having launched our workplace diversity programme, Stride, and appearing as a panellist on the issue at international academic conferences and events. I love the theatre and music, but you'll still find me at my happiest*

⁴⁶ Emerald Publishing Limited (2020) *Leadership Team*. Available from: <https://www.emeraldgrouppublishing.com/about/our-leadership-team> [Accessed June 18, 2020]

browsing for hours in a bookshop! (Emerald Publishing Limited, 2020, www.emeraldgrouppublishing.com). The full list of board members of the Emerald Group include: (1) Dr Keith Howard OBE, (2) Richard Bevan (*the current Chairman of the Emerald Group since 2018*), (3) John Waterhouse (*Non-Executive Chairman*), (4) Melissa Fojt, (5) Peter Meredith (Emerald Publishing Limited, 2020, www.emeraldgrouppublishing.com).

2.3.10 “*Effective Communicators*. Leaders are excellent communicators, able to clearly and concisely explain problems and solutions. Leaders know when to talk and when to listen. In addition, leaders are able to communicate on different levels: one-on-one, via phone, email, etc”⁴⁷ (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>).

2.3.11 “*Accountable and Responsible*. Leaders hold themselves accountable and take responsibility for any mistakes. Leaders support and encourage individuality while abiding by organizational structure, rules, and policies that need to be followed” (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>).

2.3.12 “*Long-term Thinkers*. Leaders are visionaries. This is evidenced by the leadership trait of being able to plan for the future through concrete and quantifiable goals. They understand the need for continuous change and are open to trying new approaches to solve problems or improve processes” (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>).

2.3.13 “*Confident*. Virtually all good leaders share the leadership trait of confidence. They are able to make tough decisions and lead with authority. By being confident, leaders are able to reassure and inspire others, establish open communications, and encourage teamwork” (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>).

2.3.14 “*Emotionally Stable*. Leaders exercise good control and regulation over their own behavior and are able to tolerate frustration and stress. Leaders are able to cope with changes in

⁴⁷ Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

an environment without having an intense emotional reaction”⁴⁸ (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>). The various characteristics associated with an ethical leader will be highlighted in the following section.

2.4 Characteristics of an ethical leader

“Good leaders display certain personality traits that are common across cultures and history; those of intelligence and imagination to create a compelling vision of the future, and bring those who can deliver it with them. A good leader must also be trustworthy and display unshakeable integrity, be action-oriented, resilient in the face of setbacks while treating people with respect, not as mere units of production. They have rid themselves of delusion and are brutally honest with themselves, know when to take risks and when to play it safe. Leaders are courageous, defy group-think and accept the backlash against their unorthodox practices” (Tuffley and Antonio, 2015, <http://theconversation.com>). The five traits of ethical leaders will be depicted in Figure 2.2 below.

⁴⁸ Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

Figure 2.2 Five traits of ethical leaders



Source: Modified: Authors own diagram inspired by information from (Tuffley and Antonio, 2015, <http://theconversation.com>).

⁴⁹According to Tuffley and Antonio (2015):

2.4.1 The ability to set a good example. The defining feature of the ethical leader is that in addition to the foundational qualities mentioned above, they are seen to act from their own well developed set of ethical principles, setting a consistently good example for others to follow. The steady force of their attitude over time trickles down and becomes embedded in the culture. They have created a moral matrix that people internalise and operate from day to day.

⁴⁹ Tuffley, D. and Antonio, A. (2015) *Five Traits of An Ethical Leader*. Available from: <http://theconversation.com/five-traits-of-an-ethical-leader-51181>

2.4.2 *Selflessness*. Ethical leaders are strong on selfless service in the interests of the greater good.

2.4.3 *Their door is always open*. The whole topic of ethics is open for discussion, and everyone is encouraged to become part of the ongoing conversation. The moral DNA of the organisation is a work in progress; a living entity that evolves, becomes stronger. It is not enshrined in a framed mission statement, then forgotten about.

2.4.4 *They're not afraid to be challenged*. Having one's subordinates call you out, disagree with you, challenge your judgement; all of this calls for great understanding and tolerance. Ethical leaders understand that it's part of a culture of continuous improvement. There can be no "*I'm the boss, don't you dare challenge my authority*". It is part of not taking oneself too seriously. Self-deprecating humour is used to good effect. Ethical leaders do not identify too closely with the position they occupy, such that they will be tempted to overstay their welcome. They cultivate successors and know when to step aside, leaving on a high rather than being pushed. New blood rejuvenates; it's often the best strategy for moving with the times.

2.4.5 *They take responsibility for everything*. The ethical leader accepts that they are either directly or indirectly responsible for everything that happens in the organisation. The ethical leader does not resort to the "plausible deniability" defence⁵⁰ (Tuffley and Antonio, 2015, <http://theconversation.com>). The next section will cover the traits of bad leaders in-depth.

2.5 Characteristics of bad leaders

"*Leadership* refers to the ability of an individual or an organization to guide individuals, teams, or organizations toward the fulfillment of goals and objectives. It plays an important function in management, as it helps maximize efficiency and achieve strategic and organizational goals. Leaders help motivate others, provide guidance, build morale, improve the work environment, and initiate action"⁵¹ (Corporate Finance Institute Education Inc., 2021,

⁵⁰ Tuffley, D. and Antonio, A. (2015) *Five Traits of An Ethical Leader*. Available from: <http://theconversation.com/five-traits-of-an-ethical-leader-51181>

⁵¹ Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

<https://corporatefinanceinstitute.com>). However, nowadays there are certain leaders that are classified as bad leaders due to the fact that they lack the basic competency skills that are required in order for them to become highly functional leaders. “[Traits of a Bad Leader](#). Listed below are the traits that bad leaders commonly exhibit:

- Too bossy
- Fearful of change
- Unwilling or unable to communicate effectively
- Dismissive of ideas other than their own
- Lacking empathy
- Inconsistent
- Prone to blame others rather than accept responsibility themselves
- Indecisive”⁵² (Corporate Finance Institute Education Inc., 2021, <https://corporatefinanceinstitute.com>). The next section will cover the delegation of tasks by business leaders.

2.6 Delegation of tasks by business leaders

⁵³According to Brian Tracy (2020) learning how to delegate effectively is the key to leveraging yourself and multiplying your value to your company. Delegation allows you to move from

⁵² Corporate Finance Institute Education Inc. (2021) *What Are Leadership Traits*. Available from: <https://corporatefinanceinstitute.com/resources/careers/soft-skills/leadership-traits-list/> [Accessed April 24, 2021]

⁵³ Brian Tracy (2020) *How To Delegate The Right Tasks To The Right People: Effective: Management Skills For Leadership Success*. Available from: <https://www.briantracy.com/blog/leadership-success/how-to-delegate-the-right-tasks-to-the-right-people-effective-management-skills-for-leadership-success/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian

what you can do personally to what you can manage. *What Does Delegate Mean?* The verb “to delegate” means to assign the responsibility for doing something, such as a task or project, to another individual. Delegating common time-consuming tasks to lower-level employees or contractors is a common practice among efficient entrepreneurs, business owners, and managers as it allows them to focus on more impactful tasks that require their full attention. *Why Is Delegating Tasks Important?* Delegation is one of the most important and effective management skills. Without the ability to delegate effectively, it is impossible for you to advance in management to higher positions of responsibility. The average person today is working at 50 percent of capacity. With effective management and delegation skills, you can tap into that unused 50-percent potential to increase your staff’s productivity. Your job as a manager is to develop people. Delegation is the means by which you bring out the very best in the people that you have. The first step in learning how to delegate is to think through the job. Decide exactly what is to be done. What result do you want? The second step in delegation is to set performance standards. How will you measure to determine whether the job has been done properly or not? The third step is to determine a schedule and a deadline for [getting the job done](#).

2.6.1 How To Delegate The Right Tasks To The Right People

There are seven essentials for effective management and delegation:

2.6.1.1 Pick the right person. Picking the wrong person for a key task is a major reason for failure.

2.6.1.2 Match the requirements of the job to the abilities of the person. Be sure that the person you delegate the task to is capable of doing the job.

2.6.1.3 Delegate effectively to the right person. This frees you to do more things of higher value. The more of your essential tasks that you can teach and delegate to others, the greater the time you will have to do the things that only you can do.

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Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

2.6.1.4 *Delegate smaller tasks to newer staff to build their confidence and competence.*

2.6.1.5 *Delegate the entire job.* One hundred percent responsibility for a task is a major performance motivator. The more often you assign responsibilities to the right people, the more competent they become.

2.6.1.6 *Delegate clear outcomes.* Make them measurable. If you can't measure it, you can't manage it. Explain what is to be done, how you think it should be done, and the reasons for doing this job in the first place.

2.6.1.7 *Delegate with participation and discussion.* Invite questions and be open to suggestions. There is a direct relationship between how much people are invited to talk about the job and how much they understand it, accept it, and become committed to it. You need to delegate in such a way that people walk away feeling, “*This is my job; I own it.*”

Delegate authority over the resources staff will need to fulfill the responsibility. Be clear about the time they have, the money they can spend, and the people they can call on to help them to do the job (Brian Tracy, 2020, www.briantracy.com/). The steps to effective delegation will be covered next.

2.6.2 ⁵⁴“**The 6 Steps To Effective Delegation.** To achieve everything you are capable of achieving, and to be able to concentrate on those few tasks that can make the greatest contribution to your life and work, you must become excellent at delegation. Whether you are a boss or an employee, it is a universal [key to success](#). You must be continually seeking ways to outsource, delegate and get other people to do things that pay you a lower hourly rate than you desire to earn. *Follow These Six Steps To Effectively Delegate Tasks.* To delegate effectively in your work with others, there are six steps that you can take. If you neglect any

⁵⁴ Brian Tracy (2020) *How To Delegate The Right Tasks To The Right People: Effective: Management Skills For Leadership Success*. Available from:

<https://www.briantracy.com/blog/leadership-success/how-to-delegate-the-right-tasks-to-the-right-people-effective-management-skills-for-leadership-success/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations.

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one of these steps, you run the risk of miscommunication, misunderstandings, demoralization and poor performance.

2.6.2.1 Match the Person to the Job

Match the person to the job. One of the great time wasters in the world of work is delegating the task to the wrong person. Often the task is delegated to a person who is not capable of doing it properly or getting it done on schedule. The only accurate predictor of future performance is past performance. The rule is that you never delegate an important task to a person who has not performed that task satisfactorily in the past. It is unfair to expect a person who has not done a job before to perform at a sufficient level of quality when they are given the job for the first time.

2.6.2.2 Agree on what is to be Done

Once you have selected the right person for the job, take the time discuss the job with that person and agree upon what must be done. The more time you take to discuss and agree upon the end result or objective, and achieve absolute clarity, the faster the job will be done once the person starts on it.

2.6.2.3 Explain How the Job Should Be Done

Explain to the person your preferred approach or method of working. Explain how you would like to see the job done, and how you or someone else has done it successfully in the past.

2.6.2.4 Have Him Feed It Back

⁵⁵Ask the person to feed your instructions back to you in his or her own words. Have him or her explain to you what you have just explained and agreed upon. This is the only way that you

⁵⁵ Brian Tracy (2020) *How To Delegate The Right Tasks To The Right People: Effective: Management Skills For Leadership Success*. Available from:

<https://www.briantracy.com/blog/leadership-success/how-to-delegate-the-right-tasks-to-the-right-people-effective-management-skills-for-leadership-success/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian

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can be sure that the other person actually understands the job or assignment that they have been delegated to accomplish.

2.6.2.5 Set a Deadline

Set a deadline and a schedule for completion of the task. At the same time, arrange for regular reporting and for periodic inspection. Invite feedback and questions if there are any delays or problems.

2.6.2.6 Manage By Exception

Manage by exception whenever possible. Managing by exception is a powerful time management tool that you can use to work more efficiently with other people” (Brian Tracy, 2020, www.briantracy.com/). "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian’s goal is to help people achieve their personal and business goals faster and easier than they ever imagined." The following section will discuss how leaders can lead via influencing others.

2.7 How to lead via influencing others

The ‘ability to influence’ is one quality every leader must possess nowadays since activities such as the delegation of tasks are based on influencing subordinates to carry-out the delegated tasks at any time necessary. ⁵⁶The aspects that are directly related to the essentials on how to influence via leadership skills were highlighted in a publication of the United States of America-based University of Florida Training & Organizational Development, Office of Human Resources (2020) titled ‘*Leading By influence*’ published via <http://training.hr.ufl.edu/>. According to the University of Florida Training & Organizational Development, Office of Human Resources (2020:1) the ability to influence is an essential leadership skill. To influence is to have an impact on the behaviors, attitudes, opinions and choices of others. Influence is not to be confused with power or control. It’s not about manipulating others to get your way. It’s about noticing what

⁵⁶ University of Florida Training & Organizational Development, Office of Human Resources (2020) *Leading by Influence*. Available from: http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/LeadingbyInfluence.pdf p1-2 [Accessed April 29, 2020]

motivates employee commitment and using that knowledge to leverage performance and positive results. A leader's ability to have influence with others is based on trust; in fact, our influence expands in proportion to the amount of trust that exists in a relationship. Let's take a look at how leaders effectively build trust and increase their influence with others⁵⁷.

2.7.1 Establish credibility

Leaders begin to build trust by establishing their credibility. ⁵⁸Stephen Covey, author of *The Speed of Trust*, described four foundational elements needed to establish one's credibility: integrity, intent, capabilities and results. Integrity is being honest; it's "walking your talk". Intent has to do with ensuring your motives are clearly understood. Capabilities are the skills and knowledge necessary to perform your job well. Results are what we accomplish, it's our track record—your ability to get done what you say you will do. Stephen Covey said that credibility "boils down to two simple questions: 1) Do I trust myself? and 2) Am I someone others can trust?" By establishing credibility we begin to establish trust, which is an essential step in gaining influence with others.

2.7.2 Engage others and build a connection

Leadership is not a solo act. If you want to influence others, they have to be involved. Seek input on important decisions that will affect them individually or the team as a whole. Involve employees early on when proposing or implementing changes. Another way leaders increase their influence is through building connections with others. Seek to understand the needs, motivations, and values of others. By showing a sincere commitment to what matters to someone else you'll begin to build greater influence with them as they realize your actions include a genuine concern for their interests.

⁵⁷ University of Florida Training & Organizational Development, Office of Human Resources (2020) *Leading by Influence*. Available from: http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/LeadingbyInfluence.pdf p1-2 [Accessed April 29, 2020]

⁵⁸ Covey, Stephen M. R. and Merrill Rebecca R. 2006. *The Speed of Trust: The One Thing That Changes Everything*. New York, NY: Free Press.

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2.7.4 Clarify expectations and practice accountability

To get great results, leaders must be able to enlist, persuade, and engage others. However, before expecting employee commitment, leaders must clearly delineate expectations. Define the results and clearly communicate them to others. Once the results have been defined practice accountability. Hold yourself and others accountable to the expectations. When leaders fail to clarify expectations and do not practice accountability they contribute to and unintentionally create a low-trust environment where mediocrity is the norm. This directly impacts your ability to positively influence others.

2.7.5 Share your passion

One of the reasons why passion is so important is that it produces energy; it ignites others. There is a contagious quality to passion. Passion is not something you can fake. It must be real and authentic.

2.7.6 Be open to influence

Influence should be reciprocal. One of the quickest ways to increase your influence with others is to be open to influence yourself. This means truly demonstrating openness. Be willing to listen to others' ideas, invite and consider alternative viewpoints. Make use of others' skills and expertise. By displaying openness you'll begin to build respect and trust with others and that will

⁵⁹ University of Florida Training & Organizational Development, Office of Human Resources (2020) *Leading by Influence*. Available from: http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/LeadingbyInfluence.pdf p1-2 [Accessed April 29, 2020]

increase your influence⁶⁰ (Covey, Stephen M. R. and Merrill Rebecca R. 2006 cited in University of Florida Training & Organizational Development, Office of Human Resources, 2020:2, http://training.hr.ufl.edu/resources/LeadershipToolkit/job_aids/LeadingbyInfluence.pdf p1-2).

The following section will cover key leadership competencies.

2.8 Key leadership competencies

In general a competent leader is an able and intelligent leader with the necessary tools needed to deliver positive results at the workplace. Leadership competencies are essential skills leaders must possess in the current modern-day business world which is highly characterized by fast paced change as a result of new technological developments. Numerous research studies have been done in the area of leadership competencies today. The various aspects of leadership competencies were clearly highlighted in an article authored by United States of America-based leading author and global academic Professor Ronald Riggio (2014) titled ‘*The Top 10 Leadership Competencies*’ published in www.psychologytoday.com.⁶¹ According to Riggio (2014) managers, aspiring managers, and top-level leaders are all concerned with developing the competencies they need to become more effective leaders. More than 100 years of [leadership](#) research has outlined the successful skills and abilities that are associated with leadership effectiveness. Here are my top 10, derived from our own research and the broader research literature.

2.8.1 Social Intelligence (SI). This is not only one of the best predictors of effective leadership, but it is poorly understood and under-researched. Social intelligence is quite broad, but can best be seen in terms of understanding of social situations and dynamics, and ability to operate

⁶⁰ Covey, Stephen M. R. and Merrill Rebecca R. 2006. *The Speed of Trust: The One Thing That Changes Everything*. New York, NY: Free Press.

⁶¹ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

effectively in a variety of social situations. Our research suggests that social intelligence, which we define as a constellation of social performance, sensitivity to social situations, and role-playing skill are critically important for effective leadership.

How to develop SI? Expose yourself to different people, different social situations, and work to develop your social perceptiveness and ability to engage others in conversation. [More on this here.](#)

2.8.2 Interpersonal Skills. Interpersonal skills could be seen as a subset of social intelligence, but these are the more relationship-oriented aspects of social effectiveness. We often talk about the “soft skills” of the leader, and these are best represented by interpersonal skills.

How to develop interpersonal skills? Become an active listener, work on conversational and speaking skills, (join toastmasters; networking groups), and work on your personal relationships with friends, relatives, and your significant other. These skills will generalize to workplace relationships. [More on soft skills here.](#)

2.8.3 Emotional Skills/Intelligence (EI). A complement to social intelligence, [emotional intelligence](#) is our ability to communicate at the emotional level, understand emotions and emotional situations, and be in tune with our own emotions. These are particularly related to leadership “[charisma](#).”⁶²

How to develop EI? Practice “reading” others’ nonverbal cues, particularly cues of emotion. Learn to regulate and control your emotions and your emotional outbursts. Practice expressing feelings and become an effective emotional “actor” – learning how to express emotions appropriately. [More on emotional communication here.](#)

⁶² Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

2.8.4 Prudence. Prudence is one of Aristotle’s cardinal virtues. A synonym is “[wisdom](#),” but it comes from being able to see others’ perspectives and through being open to and considering others’ points of view.

How to develop prudence? Listen to others. Work to be more open and more broad-minded. Learn to ask for others’ opinions and consider them as you choose a course of action.

2.8.5 Courage. A second cardinal virtue is “Fortitude,” or courage. This is having the courage to take calculated risks and the courage to: (a) stand up for what you believe; (b) do the right thing.

How to develop courage? This takes some effort but is rooted in developing and holding onto strong personal values. If you truly value something or someone you will have the courage to stand by your principles (and your people). [More on leader virtues here.](#)

2.8.6 Conflict Management. This is a “higher order” interpersonal skill that involves helping colleagues to avoid or resolve interpersonal conflicts. Leaders are often called upon to adjudicate when members are in conflict, but it also involves having the ability to either avoid or resolve your own conflict situations.

How to develop conflict management skills: There are courses and workshops available to help you understand and learn conflict management strategies. A big part of conflict management is helping conflicting parties to collaborate (a win-win outcome) or to compromise (each party needs to be flexible and give up something)⁶³.

2.8.7 Decision-Making. One of the core competencies for leaders is the ability to make good decisions or lead a good decision-making process. There are better and worse ways to make decisions, and a good leader understands when to make a decision, when to consult subordinates

⁶³ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

or peers and bring them into the decision-making process, and when it's time to step back and let others decide.

How to develop decision-making skills: Experience and studying when decisions have gone wrong and gone right is the best way to hone these skills. We often learn more from our mistakes than from our successes.

2.8.8 Political Skills. Let's face it. Every group or organization is, at its core, full of politicking. People will try to bend rules, gain allies, push their personal agenda, etc., in order to try to get ahead. An effective leader is a good political player, who knows how the game is played but can also manage political behavior so that it does not lead to group or organizational dysfunction.

How to develop political skills: Similar to many of the more highly-developed leadership competencies, political skills are learned through experience and learning about people and social dynamics.

2.8.9 Influence Skills. At its core, leadership is about influencing others, so a great leader is a master of social influence, and able to wield power effectively and fairly. Calling on your interpersonal ("soft") skills can make you much more influential in a leadership role⁶⁴.

How to develop influence skills: Training in debate helps with making reasoned, well-thought-out arguments. Seeing things from another's perspective can help you understand what they want from a negotiation, and allows you to focus on win-win situations.

2.8.10 Area Expertise/Competence. Many people might list this first, but in today's world, knowledge of all aspects of the job is not as important as it used to be. In high-tech industries, or creative firms, team members may have more relevant knowledge and expertise than leaders.

⁶⁴ Riggio, R. (2014) *The Top 10 Leadership Competencies*. Available from:

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies>

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Still, it is important that leaders develop their expertise in the particular situation, organization, or industry in which they lead.

How to develop area expertise: Like all of these competencies, development is a lifelong process. Effective leaders gain expertise and competence and try to learn as much as they can about their product, their organization, and their team members. Study the organization. Study competitors. Continue your [education](#) (Riggio, 2014, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201404/the-top-10-leadership-competencies>). The following section will cover some of the tips related to the process of becoming a great leader.

2.9 Tips on how to become a great leader

The various aspects that are involved when an individual is aspiring to become a great leader were clearly highlighted in an article authored by Difranza, A. cited in Northeastern University Graduate Programs (2019) titled ‘*How to Become a More Effective Leader*’ published on www.northeastern.edu. The various tips that can be used by individuals in order to become better leaders are as follows:

2.9.1 ⁶⁵“Welcome Failure. Failure is a crucial stepping-stone toward success. Not every decision you make will result in a positive outcome; it’s important that, as a leader, you can both acknowledge and accept this early on. The key to growing from a good leader into a great one is learning how to appreciate that failure can also often lead to bigger achievements when it’s embraced rather than hidden from. In a situation of failure, it’s important that you take responsibility for the problem and be honest about what went wrong” (Difranza, A. cited in Northeastern University Graduate Programs, 2019, <http://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/>).

⁶⁵ Difranza, A. cited in Northeastern University Graduate Programs (2019) *How to Become a More Effective Leader*. Available from: <https://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/> [Accessed April 24, 2021]

2.9.2 “Put Your People First. Most effective leaders know the benefit of approaching their work from a [people-centric perspective](#). By taking the time to know your team and understand their individual work styles, goals, and personalities, you will not only develop better strategies for management, but will also create an environment in which your team feels heard, respected, and cared for” (Difranza, A. cited in Northeastern University Graduate Programs, 2019, <http://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/>).

2.9.3 “Be Decisive. Being decisive means having the capacity to make decisions in an efficient manner in order to achieve a result” (Difranza, A. cited in Northeastern University Graduate Programs, 2019, <http://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/>).

2.9.4 “Practice Effective Communication. As mentioned in many of these tips, communication is a key aspect of effective leadership. It can not only help you stay abreast of your team’s needs but can also promote effective partnerships between employees themselves” (Difranza, A. cited in Northeastern University Graduate Programs, 2019, <http://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/>).

2.9.5 “Explore Further Leadership Development Opportunities. Those looking to embrace these strategies and become an effective leader should also consider continuing their education with an advanced degree”⁶⁶ (Difranza, A. cited in Northeastern University Graduate Programs, 2019, <http://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/>). The conclusion of this chapter will be covered next.

2.10 Conclusion

Leadership is the fuel that drives the organizational system at every level of the organizational structure. It is inevitable for organizations to survive without leaders who can steer them towards achieving their mission and vision statements. A leader is defined by the qualities he/she possesses and continuous learning is one critical aspect of true leadership. Organizations nowadays are now placing more value on the quality of leadership in their top management and

⁶⁶ Difranza, A. cited in Northeastern University Graduate Programs (2019) *How to Become a More Effective Leader*. Available from: <https://www.northeastern.edu/graduate/blog/how-to-become-effective-leader/> [Accessed April 24, 2021]

boards in order to gain a competitive advantage based on effective leadership. The business world has regularly experienced numerous scandals hence as a result this has put more pressure on the need for ethical leadership in the modern day organizations. It can be concluded that ethics alone cannot deliver great leaders but certain essential leadership competencies must be present in an individual in order for him/her to successfully perform at the workplace.

2.11 Review questions

- 1) Using relevant examples define the meaning of the following terms: 'trait' and 'tip'?
- 2) Explain the qualities of effective leadership? Describe the characteristics of an ethical leader?
- 3) Discuss the process of delegating tasks? Describe how to lead by influencing others?
- 4) Identify the key leadership competencies?
- 5) Explain the tips on how to become a great leader?

Chapter 3: Leadership styles

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘style’ and ‘performance’.
- Describe the five leadership styles in management. Identify the various tips on how an individual can improve their leadership style. Discuss the essence of frontline leadership.
- Explain the importance of inspirational leadership towards achieving productivity in the organization. Describe how to lead to attain performance levels that are beyond expectation.
- Identify the approach of leading growing businesses.
- Outline the consequences of nepotism by leaders at the workplace.

3.1 Introduction

‘In life each and every human being has a unique way of doing things be it at school, university, the workplace or their own business and this is what distinguishes us as humans in terms of our personality identities’ (Rudolph. Patrick. T. Muteswa, 2020). Similarly, at the workplace business leaders have their own preferred styles of leadership. Traditionally there are few popular leadership styles often adopted by management in organizations and these vary based on the type, size and sector of the organization including the personality of the leader in question. Notably each and every situation requires a certain type of leadership style for instance during a time period of a global health pandemic crisis some leadership styles are more effective than others. Generally the underlying goal of a leadership style is to motivate and inspire followers to be better in their future endeavors whilst abiding to the basic principles of ethical leadership at the workplace since great leaders often learn to follow their mentors plus they possess high levels of intelligence. Nowadays the question of ethics is now being applied at every level of the organization and one of the key topics is centered around ‘nepotism’ when it is practiced by business leaders at the workplace. In general nepotism has been traditionally used as a way of grooming loyal followers which helps to build high levels of trust in the department or the entire organization but this only works if ethical principles are applied and also it depends on the context in which the issue of nepotism is used. For example a family owned business CEO can

favor his/her spouse or child to take over their CEO and Chairman position upon retiring since that is the way their 120 year old business empire has managed its CEO and Chairman succession planning. Leaders nowadays are required to exhibit exemplary behaviour at the workplace to inspire their followers to follow suit in a highly productive manner. The next section will cover the definition of terms.

3.2 Definition of terms

Today there are many definitions that aim to refine vocabulary to help clarify facts. The term ‘*style*’ refers to the manner in which a leader carries-out their leadership duties of managing, delegating, communicating and inspiring their followers or subordinates on a day-to-day basis. “*Performance* can apply to the way the job is done that is the work process and or the outputs” (Hunter, 2002:137). The next section will cover information about the meaning of leadership styles.

3.3 What is a ‘leadership style’ and the reasons why it is important

⁶⁷“*Leadership styles in the workplace*. Many professionals participate in leadership roles at least once in their careers. Whether you’re in charge of a meeting or you’re leading a team of employees through the completion of a project, understanding the different styles of leadership and the type you most identify with can help strengthen your leadership abilities. *What is a leadership style and why is it important?* A *leadership style* is a way a person approaches giving direction, implementing goals, and inspiring and motivating individuals to take action towards those goals. Styles of leadership can vary between individuals and are largely based on each person's unique personality, behaviors, preferences, and character. How someone leads greatly impacts their overall success as a leader as well as the success of those they are overseeing. Leadership styles were first introduced by psychologist [Kurt Lewin](#) in 1939. Since then, these styles have been used to identify the leadership types of those in authoritative positions and help leaders recognize and hone their unique styles of leadership. There are several advantages of knowing and understanding your [leadership style](#), including that it:

⁶⁷ Glassdoor Inc. (2021) *Common Leadership Styles and How to Improve Yours*. Available from: <https://www.glassdoor.com/blog/guide/leadership-style/> [Accessed April 24, 2021]

- Gives you a better understanding of your strengths and weaknesses in a leadership position.
- Allows you to strategically use your strengths in your leadership role.
- Provides you with a better comprehension of your perspective and values in the workplace.
- Enables you to more effectively communicate with your team.
- Offers you insight into the best work environment for your unique leadership style so you can better choose your place of employment.
- Allows you to more efficiently handle challenges by offering solutions that best correlate with your unique leadership style” (Glassdoor Inc., 2021, www.glassdoor.com). In the following section the five leadership styles in management will be covered in-depth.

3.4 Five leadership styles in management

Numerous leaderships styles exist today and being implemented by business leaders in organizations. Some of the common leaderships styles were properly highlighted in an article authored by Brian Tracy (2020) titled ‘5 Leadership Styles to Inspire Peak Performance’ published in www.briantracy.com - *"Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."* Generally there are various leadership styles that lead to successful improved performance and these were clearly highlighted by Figure 3.1 below.

Figure 3.1 Five leadership styles that help to boost performance



Source: Modified: Authors own diagram inspired by information from (Brian Tracy, 2020, <https://www.briantracy.com>). "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

As depicted by Figure 3.1 according to Brian Tracy (2020) the job of the leader is to get things done by leading others to success. It is important to develop leadership styles that suit different situations. The style used depends on the needs of the team. Great leaders choose leadership styles based on the circumstances and the end goal. ⁶⁸Here are the 5 leadership styles you should develop to inspire your team to deliver their peak performance.

⁶⁸ Brian Tracy (2020) *5 Leadership Styles to Inspire Peak Performance*. Available from: <https://www.briantracy.com/blog/leadership-success/5-leadership-styles-to-inspire-peak-performance/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

Leadership Style 1: The Structural Leader

The first leadership style is Structural. Everyone knows exactly what needs to be done, why it needs to be done, and to what standard. You accept complete responsibility for your staff. You choose them, you assign them, and you manage them with the expectation of excellence. This style allows you to make quick decisions without the input or challenge of others. The structural leadership style can allow for more transactional activities to occur. For example, rewarding or punishing team members based on their performance of your goals. Use this style when your team is already motivated and are experts who need little direction. However, using this style does not leave much room for flexibility. Using it too much or on a team that isn't already motivated can lead to them to feeling overwhelmed or stifle innovation.

Leadership Style 2: The Participative Leader

The next leadership style is Participative. You make your team feel that you really care about them by putting them first. You practice the "Friendship Factor" with them, which is made up of three components: time, care, and respect. You treat them with the same respect, patience, and understanding. The same way you would treat a family member or friend. You express care and concern for them and their problems. This fosters a feeling of bonding, belonging, and ownership to the organization. This style boosts your team's morale by allowing them to take part in reaching a consensus on decisions and goals. Their opinions and voices feel heard, which will help them buy into changes easier. It also works best when you need fresh ideas or new perspectives. Use this style during stressful times or when trust needs to be built. Excessive reliance on praise can cause mediocre performance and a lack of clear, strong direction for the company⁶⁹.

⁶⁹ Brian Tracy (2020) *5 Leadership Styles to Inspire Peak Performance*. Available from: <https://www.briantracy.com/blog/leadership-success/5-leadership-styles-to-inspire-peak-performance/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

Leadership Style 3: The Servant-Leader

The third leadership style is Servant. This makes the Participative style more one-sided, where you see your job as a means to serve your team just as they are there to serve you and the company. You practice the Golden Rule — you manage other people the way you would like to be managed. You ensure everyone understands their job fully and has all the tools they need. If they don't, you offer plenty of learning, training, and improvement opportunities. This style elicits peak performance because your employees are learning vital skills that will both improve their performance and character. Their participation, ideas, and feedback truly feel like they matter. Use this style with a diverse team, where personalization in management is required for each member. Servant leadership is a great style to start off with to gain a great deal of respect, trust, and loyalty. The style also builds a strong culture since it tailors to the team's needs. But if you don't balance this style very well, this could lead to your team fully running the show. It could create a lack of authority and limit direction and vision.

Leadership Style 4: The Freedom-Thinking Leader

⁷⁰The next leadership style is Freedom. You give your people the freedom to perform. Once you assign a task, you try to stay out of the way only to comment and help when needed. You take on more of an authoritative role by pointing the team towards a vision or goal. However, similar to the Servant style, you leave the means up to each member. This style inspires an entrepreneurial spirit with a clear goal in your team members. Especially if they need a new vision due to changes within the company. Use this style when you have tremendous expertise and have a team of highly experienced employees who don't require a lot of supervision. The freedom style won't work best when your team members are better experts than you or need more supervision. This can lead to poor production, lack of regular feedback, and lack of control.

⁷⁰ Brian Tracy (2020) *5 Leadership Styles to Inspire Peak Performance*. Available from: <https://www.briantracy.com/blog/leadership-success/5-leadership-styles-to-inspire-peak-performance/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

Leadership Style 5: The Transformational Leader

⁷¹The last leadership style is Transformational. This one is my personal favorite. Transformational leaders affect people's emotions by painting a big, exciting picture of the future. You transform people by tapping into their hopes, dreams, and ideals. You motivate employees by motivating yourself. You enhance productivity through high transparency and communication. This style uses vision and the future to get your team excited and committed to a project. It doesn't only require the ownership of your team to accomplish goals, it also requires your involvement as a leader. You lead by example by being excited and committing yourself to everything you say and do. Use this style to focus on building lasting personal strengths. These strengths make your teammates more successful and confident in you, themselves, and the company. Unless you lack proficiency or your team is defiant and unwilling to change or learn, this style will inspire work, alleviate fears, and help you to overcome obstacles together (Brian Tracy, 2020, <https://www.briantracy.com/blog/leadership-success/5-leadership-styles-to-inspire-peak-performance/>). "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined." The following section will cover the various tips for improving an individual's leadership style.

3.5 "Tips for improving your leadership style

⁷²There are several things you can do to improve upon your unique leadership style, including:

- **Identify your leadership type.** Before you can improve your leadership style, you first need to know what it is. There are several online assessments that offer insight into your unique leadership type that can help you better understand your management and leadership skills.

⁷¹ Brian Tracy (2020) *5 Leadership Styles to Inspire Peak Performance*. Available from: <https://www.briantracy.com/blog/leadership-success/5-leadership-styles-to-inspire-peak-performance/> [Accessed April 29, 2020] "Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. Brian's goal is to help people achieve their personal and business goals faster and easier than they ever imagined."

⁷² Glassdoor Inc. (2021) *Common Leadership Styles and How to Improve Yours*. Available from: <https://www.glassdoor.com/blog/guide/leadership-style/> [Accessed April 24, 2021]

- **Assess your strengths and weaknesses.** Your unique strengths and weaknesses will play a major role in how you lead. Take time to identify these and focus on your strengths when leading while also taking time to improve upon your weaknesses.
- **Establish goals for your leadership development.** Just as you'd set goals for your team, you should also establish goals for yourself when it comes to improving as a leader. For example, if you want to improve your ability to delegate tasks, make it a point to spend more time when doing so and get feedback from your team as to how your delegation has impacted their work.
- **Work with a mentor.** Working with a mentor is a great way to gain valuable insight and learn by example” (Glassdoor Inc., 2021, www.glassdoor.com). In the next section the essence of frontline leadership will be discussed in-depth.

3.6 Essence of frontline leadership

Frontline leadership is one of the most simplified way a business leader can show courage amongst their followers. Generally courage is one of the key competency qualities a leader must possess and they must consistently be bold enough to take the first steps especially in situations where others fear doing so. It is important to point-out the fact that a great leader takes calculated risks and in general true leadership is signified by intelligence that is the ability to quickly calculate the next step of action to take in order to move the organization in the desired channel or direction of achieving its set vision. How to lead from the front was clearly highlighted in an article authored by Gibbings, M. (2020) titled ‘*Are You Leading From the Front?*’ published via www.iidmglobal.com. The different aspects on how to lead from the front are clearly highlighted in Figure 3.2.

Figure 3.2 Three aspects on how to lead from the front



Source: Modified: Authors own diagram inspired by information from Gibbings, M. (2020) *Are You Leading From the Front?* Available from: <https://www.iidmglobal.com/>.

⁷³According to Gibbings (2020):

3.6.1 Leading from the front. Henry V, one of Shakespeare's most well-known plays, centres around the time before and after the famous Battle of Agincourt in 1415. The English troops were vastly out-numbered by the French soldiers, and so victory looked uncertain. The night before the battle the King wandered around the English camp at night, in disguise, to comfort the soldiers but also to understand how they are feeling. The next morning, Henry leads his troops into battle and ultimate victory. His leadership wasn't at the back of the line, but at the front participating in the battle. It's in stark contrast to many leaders today, where leading isn't done at the front line or down in the trenches. Instead, it's done remotely - from a comfortable office and

⁷³ Gibbings, M. (2020) *Are You Leading From the Front?* Available from: https://www.iidmglobal.com/expert_talk/expert-talk-categories/leadership/leader_styles_qualities/id113865-are-you-leading-from-the-front.html [Accessed April 29, 2020]

via emails, SMS or social media. Likewise, many corporate leaders can remain one step removed from decisions and expect employees to do things they wouldn't like to do⁷⁴.

3.6.2 Get involved. The best leaders are willing to get amongst it and to understand what it is like to be on the front line serving customers or working on the shop-floor. They are eager to experience the challenges that staff confront so they are better informed and therefore able to make wiser decisions. Leading from the front can't be done from the comfort of the corner office (or even the open-plan desk), it involves:

- Being willing to roll your sleeves up and get actively engaged with employees at all levels of the organisation so you understand the challenges and opportunities they face
- Actively leading the change you are seeking to make by being the first to immerse yourself in the new ways of working
- Not expecting one rule for you and other leaders, and one rule for other employees
- Not asking your team members to do things you wouldn't want to do
- Being approachable and with that, being willing to listen to ideas from people across the organisation
- Seeking ways to better understand the environment in which your team members are working so you can find ways to best support and develop their contribution
- Being conscious of the privileged position you are in, because with your position comes the power to make decisions that can impact people around you - for good and not so good outcomes

3.6.3 ⁷⁵Make each day count. Being a leader is challenging and there is often not enough time in the day. Prioritisation, focus and being willing to take risks becomes crucial so that each day

⁷⁴ Gibbings, M. (2020) *Are You Leading From the Front?* Available from:

https://www.iidmglobal.com/expert_talk/expert-talk-categories/leadership/leader_styles_qualities/id113865-are-you-leading-from-the-front.html [Accessed April 29, 2020]

counts as progress towards long-term goals. Doing that requires courage. It takes courage to step out in front. It can feel much safer and less risky to stay cocooned away from the action. Progress, however, is much harder to make when you play it safe (Gibbings, 2020, https://www.iidmglobal.com/expert_talk/expert-talk-categories/leadership/leader_styles_qualities/id113865-are-you-leading-from-the-front.html). The following section will cover the benefits of inspirational leadership towards attaining productivity.

3.7 Importance of inspirational leadership towards achieving productivity in the organization

Organizations strive to boost productivity on a daily basis and there is no specific formula they can use to achieve this goal but only strategies exist. One of the many strategies an organization can use to boost its productivity levels is inspirational leadership. Aspects on how inspirational leadership is key to a productive workplace were clearly highlighted in an article authored by Stamatis, A. (2019) titled '*Inspirational Leadership is the Key to a Productive Workplace*' published via www.raconteur.net.⁷⁶ According to Fourfront Group & The United Workplace and Worktech Academy (2018) cited in Stamatis (2019) in these uncertain times, inspirational, trusted and consistent leadership is critical – whether in politics or business. The pressure is truly on to find ways of improving performance in our workplaces, and we believe leadership holds the key.⁷⁷⁷⁸ *The Puzzle of Productivity: What enhances workplace performance?*, a report published in November 2018 by Area and our partners, The United Workplace and Worktech

⁷⁵ Gibbings, M. (2020) *Are You Leading From the Front?* Available from:

https://www.iidmglobal.com/expert_talk/expert-talk-categories/leadership/leader_styles_qualities/id113865-are-you-leading-from-the-front.html [Accessed April 29, 2020]

⁷⁶ Stamatis, A. (2019) *Inspirational Leadership is the Key to a Productive Workplace*. Available from:

<https://www.raconteur.net/hr/inspirational-leadership-is-the-key-to-a-productive-workplace> [Accessed April 30, 2020]

⁷⁷ Fourfront Group (2020) *Home*. Available from: <https://www.fourfrontgroup.co.uk/> [Accessed April 30, 2020]

⁷⁸ The Workplace and WorkTech Academy (2018) *The Puzzle of Productivity: Companies Say Leadership Matters Most*. Available from:

<https://www.worktechacademy.com/puzzle-of-productivity-performance/> [Accessed April 30, 2020]

Academy, reveals the quality of leadership overwhelmingly affects the level of productivity in a company. Indeed, over half (53 per cent) of the 120 major organisations surveyed around the world named leadership as the most important factor in boosting performance. Fewer than a fifth of respondents named environment (18 per cent), wellness (14 per cent), and technology (13 per cent) as being the most important factor. What's clear from our research and interviews is that while leadership is conclusively regarded as a dominant factor in raising performance, not enough attention is paid to it by those of us involved in creating workplaces.

⁷⁹If people feel supported and handed the chance to shape the organisation's culture, they are immediately more motivated and productive. Today's leaders need a greater appreciation of the impact of an effective workplace, and its fusion of physical environment with technology and people. Leaders have the power to make or break a company's culture, and their commitment to the wellbeing of employees is key to unlocking greater workplace productivity. Following their lead, today's workspaces are inspirational, encourage collaboration, increase productivity and spark innovation. Today's workplace must be experiential, desirable, and authentic, aligned with brand and culture to both attract and retain staff. Good leaders will be aware of the increasing trends of agile and remote working, recognizing that being attentive to employees' individual needs and giving them flexibility is crucial to motivating them.

The rise of smartphones, laptops, tablets and other connected devices in the last ten years has revolutionised the way we work. That trend has led to the departure from the classic nine to five office environment. Now there is a demand for all kinds of zones at work – some vibrant and convivial, others quiet, with social connectivity as a vital component. The lines between work and home are becoming increasingly blurred, creating a comfortable, almost leisure environment that fosters much more interaction than ever before. Eating and drinking together is excellent for encouraging collaboration and innovation. It creates a kind of social glue. Knowing what your

⁷⁹ Stamatis, A. (2019) *Inspirational Leadership is the Key to a Productive Workplace*. Available from: <https://www.raconteur.net/hr/inspirational-leadership-is-the-key-to-a-productive-workplace> [Accessed April 30, 2020]

colleagues' kids are called, or what their hobbies are, only humanises the atmosphere at work and strengthens the bonds between people.

To achieve a successful workplace environment, it is paramount for business leaders to set the tone and display a commitment to change. Relocating to a new workplace represents a great opportunity for change and, as with digital transformation (which might happen at the same time), it can become a fantastic motivator for staff, especially if their needs and desires are taken into account. It is important for there to be true connections all the way through the organisation, with design seen as an inclusive process. If there is a disconnect and people are not at the heart of the change, the results will almost certainly be less successful.

⁸⁰The relationship between leaders and staff is changing, particularly in today's multi-generational workplace. Employees increasingly need to be thought of as adults. How can employees' lives be made easier, so they are more at home while at work? Would a bike rack, or showers, or access to a dry-cleaning service, help them? Or opportunities to create connections through clubs, sports classes or charity committees etc.? This is where creating versatility plays an important part – by creating spaces that can serve different purposes, from townhall meetings to yoga classes through to client entertainment spaces etc., it helps support an organisation's culture. If people feel supported and handed the chance to shape the organisation's culture, they are immediately more motivated and productive.

Like any good workplace seeking to improve itself, asking its consumers – in this case employees – what would make their work life better is an invaluable exercise. Regular staff workshops, forums and surveys, plus reviewing all the data available to HR and IT departments can make the constant improvement of workplace performance achievable. Today's leaders need a greater appreciation of the impact of an effective workplace, and its fusion of physical environment with technology and people. Technology has a growing part to play here with

⁸⁰ Stamatis, A. (2019) *Inspirational Leadership is the Key to a Productive Workplace*. Available from: <https://www.raconteur.net/hr/inspirational-leadership-is-the-key-to-a-productive-workplace> [Accessed April 30, 2020]

sensors able to provide accurate data of how that workplace may be functioning. As ever it is the sensitive interpretation of that data that is the key. To achieve a successful workplace environment, it is paramount for business leaders to set the tone and display a commitment to change. If they, as role models, don't buy into it – literally and figuratively – then the culture will struggle which could have wide-reaching consequences on productivity and performance. Matching words with deeds will foster that all-important authenticity. The puzzle of low productivity remains a difficult one to solve. Change is never straightforward, but we believe that the answers lie in our leaders better understanding the importance of their role in creating better working environments, healthy cultures, and in the relevant technology that enables both (Fourfront Group & The United Workplace and Worktech Academy, 2018 cited in Stamatis, 2019, <https://www.raconteur.net/hr/inspirational-leadership-is-the-key-to-a-productive-workplace>). **For example**, one of the world's most globally recognized publishing brand is Axel Springer SE a Berlin, Germany-headquartered organization that has an inspirational and highly effective leadership team that is guided by highly distinctive principles and values the organization adopted. ⁸¹“Principles and Values. *Media companies have societal responsibility in a democracy, because they shape the way their readers, listeners, viewers, and users form their opinions.* This is why Axel Springer is the only independent publishing house to have had a corporate constitution through the Essentials since 1967, to ensure it takes account of this responsibility in a transparent manner. It was Axel Springer himself, who fixed in writing freedom as the most important value and the safeguarding thereof as the objective of his company: The Essentials derived from this commitment have been part of the articles association as well as the contracts with journalists in Germany, and have characterized Axel Springer ever since. In conjunction with the German version, an international version of the Essentials, introduced in March 2016, also unites all employees in all the companies belonging to Axel Springer in standing up for freedom” (Axel Springer SE, 2020, <https://www.axelspringer.com/en/company/principles-and-values>). ⁸²According to Axel Springer SE (2020) since June 1, 2020, the Executive Board consists of four members: Dr. Mathias

⁸¹ Axel Springer SE (2020) *Principles and Values*. Available from:

<https://www.axelspringer.com/en/company/principles-and-values> [Accessed June 19, 2020]

⁸² Axel Springer (2020) *Executive Board*. Available from: <https://www.axelspringer.com/en/company/executive-board> [Accessed June 19, 2020]

Döpfner, CEO Axel Springer SE; Jan Bayer, President News Media International; Dr. Stephanie Caspar, President News Media National & Technology and Dr. Julian Deutz, CFO (Axel Springer, 2020, <https://www.axelspringer.com/en/company/executive-board>). “The Supervisory Board of Axel Springer SE is composed of nine members, who are elected by the shareholders present and represented at the annual shareholders’ meeting. The term of office of Supervisory Board members is five years. At the end of their terms, they are eligible for reelection. The Chairman of the Supervisory Board is elected by its members. Members of the Supervisory Board are: Ralph Büchi (Chairman of the Supervisory Board); Dr. h. c. Friede Springer (*Vice Chairwoman*); Philipp Freise (*Partner and Co-Head of EMEA Private Equity at KKR*); Oliver Heine (*Attorney at law and partner of the law firm Heine & Partner*); Johannes P. Huth (*Partner and Head of KKR EMEA*); Franziska Kayser (*Director Private Equity KKR*); Ulrich Plett (*Accountant*); Prof. Dr.-Ing. Wolfgang Reitzle (*Entrepreneur*); Martin Varsavsky (*Entrepreneur*)”⁸³ (Axel Springer, 2020, <https://www.axelspringer.com/en/company/supervisory-board>). In the following section the ways used to lead in a manner that achieves performance levels that are beyond expectations will be covered in-depth.

3.8 How to lead to attain performance levels beyond expectations

The word ‘*performance*’ in the field of human resources management refers to the level that an individual or group of employees can attain job standards (Hunter, 2002:137). In terms of an organization the term ‘*performance*’ can relate to attaining set goals, objectives, work targets, profitability, high talent retention rates, enhanced brand value, enhanced customer satisfaction, high innovation rates and so on. ⁸⁴In general performance is the dream each and every organization aims to make it come true and one easy way of doing so is effective leadership. Aiming to become superior in the market helps to set the organization apart from its competitors

⁸³ Axel Springer (2020) *Supervisory Board*. Available from: <https://www.axelspringer.com/en/company/supervisory-board> [Accessed June 18, 2020]

⁸⁴ Bailey, J. (2018) *Leading Toward Superior Performance*. Available from: <https://www.psychologytoday.com/us/blog/the-helm/201801/leading-toward-superior-performance> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

and performance is one element that helps organizations to gain a competitive edge. The way leaders can now lead towards superior performance was clearly highlighted in an article authored by Bailey, J. (2018) titled '*Leading Toward Superior Performance*' published in www.psychologytoday.com. According to Bailey (2018) leaders seeking to motivate superior performance from their followers have long wondered what was the best path to reach that goal, and there has been notable analysis by researchers to identify how [leadership](#) behaviors can determine and improve follower performance. Over the years, the research has turned up varying connections between leaders and followers, and the theories have been far ranging, from servant leadership to [emotional intelligence](#) to top-down leadership. But none of them have seemed to be sufficient enough or a unifying theory that could garner wide support. Imagine the transformative power, however, of finding a definitive connection between leadership behavior and outstanding employee performance. It could alter the leader-follower paradigm for good. Leadership practitioners could train, develop, and advance a single theory to uplift the purposes of organizations and society (Bailey, 2018, <https://www.psychologytoday.com/us/blog/the-helm/201801/leading-toward-superior-performance>). In the following section the approach of leading a growing business will be highlighted in-depth.

3.9 Approach of leading a growing business

Growth is part of every organization's life cycle and in general an organization's success is indicated by growth accompanied by good financial health. The patterns of growth vary according to the industry the organization is operating (*high-tech industry is a fast growing industry*) including the type of organization as well (*nonprofit or profit making*). Aspects related to leading a high growth organization were clearly highlighted in an article authored by Everett, C. (2019) titled '*How to Lead a High-Growth Business*' published in www.raconteur.net.⁸⁵ According to Everett, C. (2019) while there may be no one charted course to business success, few small to medium companies are likely to make it to a higher level without a growth leader at the helm. In fact, effective leadership skills are widely considered to be one of the most important contributors to an organisation achieving its goals. While there is not necessarily a

⁸⁵ Everett, C. (2019) *How to Lead a High-Growth Business*. Available from: <https://www.raconteur.net/business-innovation/high-growth-leader> [Accessed April 29, 2020]

single type of individual destined to push their business inexorably to the top, there are nonetheless certain common characteristics that such growth leaders tend to exhibit. On the one hand, points out Elke Edwards, founder and creative director of leadership development consultancy Ivy House, they are often “creative enthusiasts” or, put another way, ideas people with lots of curiosity and passion for what they do. Growth leaders are also flexible and adaptable and “don’t throw their toys out of the pram if something goes wrong”, she says. Instead they learn from experience, thrive in uncertainty and adapt to changing circumstances. They take responsibility for their own actions, remain willing to take a risk and are not held back by fear of failure. Such traits are important because the path to high growth is never a linear process, according to Simon Paine, co-founder and chief executive of the PopUp Business School, which is aimed at people wanting to start their own company. He explains: “I’ve rarely met someone with a great business idea that the market is crying out for, who gets it right first time. Most people learn by their mistakes and making mistakes in business is no bad thing as it’s part of the process.” Another common trait of growth leaders, on the other hand, is they are often natural salespeople. This means they are not only commercially astute, but also persuasive and able to pitch and sell their dream to others in a convincing way, whether they are potential customers, investors or new hires.

⁸⁶*Growth leader traits.* But such individuals do not necessarily have to be outgoing and gregarious. As Professor Jane Turner, pro vice chancellor for enterprise and business engagement at Teesside University, indicates: “With the sales piece, it’s generally presumed you need to be an extrovert, but if you have authenticity combined with humility, honesty and passion, it’s just as persuasive.” Also important, meanwhile, is having a clear vision and goals. These will be unique based on who you are as a leader, what your core strengths are, your values, belief systems, skills, experience and motivators. While true growth leaders are usually individuals who know themselves well, Ms Edwards cautions: “One of the downsides of many entrepreneurs is they’re not clear about their leadership blueprint. If they were, they’d realise they had gaps in certain areas that need to be filled with the right people. Alongside courage and

⁸⁶ Everett, C. (2019) *How to Lead a High-Growth Business*. Available from: <https://www.raconteur.net/business-innovation/high-growth-leader> [Accessed April 29, 2020]

belief, success is based on having enough humility to do just that.” Mr. Paine agrees. “Most people see entrepreneurs as visionaries, but the reality is that the real success stories talk about the incredible people they surround themselves with,” he says. “So you have to be able to engage people at different levels to ensure you get things over the line together, rather than just being an individual with a cracking idea and loads of drive.” In other words, having strong communication skills, an ability to build relationships with others and a desire to learn are all vital when creating and building a high-growth business. But these people skills need to manifest themselves in terms of management style too. For example, in Mr. Paine’s view, old-fashioned command-and-control behaviours are “very damaging to creating an engaged company culture”. Instead the focus should be on facilitating dialogue and collaboration to help establish trust and encourage accountability. “Creating an environment of ownership and encouraging a teamwork approach are the only way to get high growth, so it’s about an inclusive form of leadership,” he says. “This means role modelling to show people they don’t need to be afraid of getting things wrong, allowing others to take the lead and ensuring everyone has a voice.”

⁸⁷*The power of self-knowledge.* But enabling such a situation, without feeling threatened yourself, requires self-awareness and a comprehension of your own strengths, limitations and self-limiting beliefs. Professor Turner explains: “As a leader, the starting point is understanding yourself and what drives you as your belief systems and core values will pervade the whole company culture. So to be authentic, you need to understand your life story, what experiences, both positive and negative, have shaped you and, as a result, what your values are, so you can live by them.” Unsurprisingly then, growth leaders are much more focused on self-development activity and learning than their peers. This learning ranges from reading business books and listening to podcasts to attending courses and conferences, which also helps with networking. Benefiting from the experience of both formal and informal mentors can prove invaluable, as long as new ideas are not simply consumed, but are also applied and tested to see if they work in the specific business context. Ms Edwards says: “The number-one skill of a successful leader is

⁸⁷ Everett, C. (2019) *How to Lead a High-Growth Business*. Available from: <https://www.raconteur.net/business-innovation/high-growth-leader> [Accessed April 29, 2020]

being open to learning and behavioural feedback. If you're not asking what you could do better, you don't deserve success, but it tends to be here that egos get in the way." Nonetheless, even though there may be certain common characteristics between growth leaders, the fact that each is a unique individual means there can never be a single, unequivocal blueprint for success, not least as both the business and the team they build around them will be unique too. As Ms Edwards concludes: "There are definitely common traits, but they're not common to everyone. What generally stops a business growing though is that one individual can't do it all. They'll be great at some things, but not at others, so it's about building a great team, based on trust and accountability." (Everett, 2019, <https://www.raconteur.net/business-innovation/high-growth-leader>). The next section will cover the consequences of nepotism by leaders at the workplace.

3.10 Consequences of nepotism by leaders at the workplace

People naturally favour certain things they like or feel comfortable to be around them and furthermore this mindset is also naturally transferred to the workplace. Leaders are human beings and very much susceptible to human weaknesses as well for instance favouritism. Modern workplaces have since evolved from the old production-oriented workplace environment to become more of a techno-savvy plus diversity & inclusion orientated environment set-up where equity prevails in order to produce a 'great place to work'. Valuable literature related to the topic of favouritism was clearly highlighted in an article authored by Everett, C. (2019) titled '*Favouritism at Work: What Leaders Must Watch Out For*' published in www.raconteur.net.⁸⁸ According to Everett, C. (2019) managerial favouritism at work tends to be one of those things that is rarely recognised, acknowledged or talked about, unless you happen to be an employee who experiences it. One of the reasons why the issue is so seldom proactively addressed at the leadership level is that such behaviour is often unconscious and so managers either defend or deflect it. Neuroscience shows that if people feel excluded, the same area of the brain is affected as when they experience physical pain. Managers are, of course, only human, which means it is inevitable they will personally like some employees more than others and place more trust in

⁸⁸ Everett, C. (2019) *Favouritism at Work: What Leaders Must Watch Out For*. Available from: <https://www.raconteur.net/business-innovation/favouritism-work-leaders> [Accessed April 30, 2020]

those they perceive to be high performers. But because their behaviour is bound to be scrutinised, analysed and magnified in the minds of staff, it is vital they are seen to be as even-handed as possible. Otherwise activities that are often construed as favouritism at work, such as regularly going to lunch with a select few, or consistently giving the same person the choicest jobs or that coveted promotion, will quickly be picked up on by others, particularly if it is not seen as justified. A key issue is that people outside of the inner circle feel unappreciated and excluded, which leads to feelings of disillusionment and disengagement. This situation, in turn, has a negative impact on productivity and ultimately means they are more likely to leave (Everett, 2019, <https://www.raconteur.net/business-innovation/favouritism-work-leaders>).

3.10.1 ⁸⁹“*The pain of feeling excluded.* Harriet Heneghan, director and executive coach, Europe, Middle East and Africa, at leadership development and training consultancy Black Isle Group, explains the rationale: “It goes back to ‘in’ or ‘out’ group-thinking, with people wanting to be part of a group as it makes them feel safe. “Neuroscience shows that if people feel excluded, the same area of the brain is affected as when they experience physical pain, but they also feel unfairly treated and angry, which is toxic if it builds up over a length of time.” Another challenge is that, as individuals become increasingly demotivated and inevitably start to underperform, a negative spiral results in which their managers become even less inclined to give them interesting and challenging work due to a fear they can no longer be relied upon. But Sir Cary Cooper, professor of organisational psychology and health at Manchester Business School, University of Manchester, warns that showing this kind of favouritism in the workplace, which is only one element of an “entire complex of behaviours of the socially unskilled manager”, is very destructive. “They use favouritism at work in a punitive way because, while they may not verbalise it, the implication of their actions is that ‘you’re not as good as Fred and you have to be like him to succeed’,” he says. “But this kind of management style not only damages team spirit, it’s also damaging to the team’s mental health as it leads to stress and depression.” The art of getting it right, on the other hand, is about ensuring everyone feels appreciated, valued and trusted equally, no matter what their strengths and weaknesses or their manager’s personal feelings towards them. “The critical thing is people want to be recognised for

⁸⁹ Everett, C. (2019) *Favouritism at Work: What Leaders Must Watch Out For*. Available from: <https://www.raconteur.net/business-innovation/favouritism-work-leaders> [Accessed April 30, 2020]

what they do,” says Professor Sir Cary. “So it’s about managing by praise, reward and recognition, rather than fault-finding. It’s also about giving constructive feedback on how to do something when people make mistakes.”⁹⁰ (Everett, 2019, <https://www.raconteur.net/business-innovation/favouritism-work-leaders>).

3.10.2 “‘*Praise where it is due*. But such activities must be timely and, just as importantly, genuine. Ultimately though, it is important to ensure every leader is held accountable for developing their people and that they have the skills and know-how to do so. ‘I’d estimate that between 20 and 25 per cent of managers have natural people skills, about 50 per cent would benefit from social-skills training, and 10 to 15 per cent are untrainable personality-wise and should never be let near a management role,’ Professor Sir Cary concludes. ‘The issue is that managers, who are socially unskilled, are harming their team’s mental health and favouritism is one of those behaviours.’” (Everett, 2019, <https://www.raconteur.net/business-innovation/favouritism-work-leaders>). The conclusion of this chapter will be covered in the following section.

3.11 Conclusion

Leaders tend to have their own unique set of skills, style and performance patterns. The common leadership styles that are being adopted by most of the organizations nowadays are democratic, autocratic, coaching, pacesetter and so on. Frontline leadership is now a good indicator of true leadership that is fuelled by courage. Productivity at the workplace is cemented by leadership competency and one element of competency is the ability to inspire people by leaders. It can therefore be concluded that business growth is strongly interrelated to effective leadership and vice versa.

3.12 Review questions

1) Using relevant examples define the meaning of the following terms: ‘style’ and ‘performance’?

⁹⁰ Everett, C. (2019) *Favouritism at Work: What Leaders Must Watch Out For*. Available from: <https://www.raconteur.net/business-innovation/favouritism-work-leaders> [Accessed April 30, 2020]

- 2) Discuss the five leadership styles in management? Explain the various tips a leader can use to improve their leadership style? Describe the essence of frontline leadership using examples?
- 3) Identify the importance of inspirational leadership towards achieving productivity in the organization? Explain how to lead to attain performance levels that are beyond expectation?
- 4) Describe the strategies used to lead growing businesses? Identify the consequences of nepotism by leaders at the workplace?
- 5) Discuss the challenge of absent leaders at the workplace?

Chapter 4: Importance of a leadership brand

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘brand’ and ‘image’.
- Describe what is the ‘value of a leadership brand’.
- Identify the additional benefits of a leadership brand.
- Discuss the steps of building a leadership brand.
- Explain what is ‘leadership sustainability’.

4.1 Introduction

Leadership is all about branding as well similar to the marketing field. In general every leader strives to leave a legacy or something extra ordinary or positive they want to be recognized for accomplishing in their lifetime especially during the course of their career. The way in which a leader presents himself/herself to their followers must be in direct alignment with ethical principles of society. A leader must have a good reputation and be able to inspire others to follow their exemplary behaviour, perform their work tasks whole heartedly and produce excellent results on a regular basis. It is important to point-out the fact that an image is like weather it can change anytime for instance a negative image is an end result of recklessness by a leader or failure to re-strategize in order to improve on their areas of weaknesses in order to achieve excellent results. Organizations that aim to maintain their leadership competitive advantage must design and adopt effective conflict management policies since poor conflict management ultimately leads to the tarnishing of the organization’s leaders’ image. ⁹¹“Product brands are pervasive; in fact, we buy certain products in part because their brand reflects our self-identity. Today it is less a specific product that entices the customer and more the reputation of the firm—and the firm’s brand is sustained and enhanced by the firm’s leadership brand. A leadership brand represents the identity and reputation of leaders in the company. Leaders demonstrate a brand when they think and act in ways congruent with the desired product or firm brand. A

⁹¹ Ulrich, D. and Smallwood, N. (2012) *Leadership As a Brand*. Available from; <https://www.rbl.net/insights/articles/leadership-as-a-brand> [Accessed April 29, 2020]

leadership brand exists when leaders at all levels demonstrate a consistent reputation for both attributes and results” (Ulrich and Smallwood, 2012, <https://www.rbl.net/insights/articles/leadership-as-a-brand>). Naturally when there is conflict in an organizational setting bad publicity erupts. An image can be maintained through creating leadership branding. Today most of the greatest leaders in the world have adopted leadership branding to boost and protect their image. Leadership must be sustainable since it is a continuous process that helps to guide people to move towards achieving a well defined vision and mission. The definition of terms will be covered next in-depth.

4.2 Definition of terms

Generally a word or a term must first be properly defined to highlight its intended communication in a simple way and generally several words in the field of leadership now have academically acceptable or refined definitions. ⁹²““*What is a “Brand”?* Everyone’s idea of [branding](#) is different. Some people think it’s simply the [fonts](#) and [colors](#) a company decides to use. But if you’ve got a real understanding of what a *brand* is, you know that it includes at least some of the following:

- *Design Style* (eg. logo, colors, typography, and packaging)
- *Website and Marketing*
- *Storefront*
- *Social Media Presence*
- *Customer Service*
- *Environment and Company Culture*
- *Taglines and Slogans*
- *Product Quality and Pricing*
- *Philosophy and Overall “Personality”*

Developing a strong brand doesn’t always take millions of dollars, but it does take a lot of [creativity](#) and research. Basically everything they **think** and **feel**, which is why branding is so important. *What Makes a Strong Brand?* There are many things that make brands strong.

⁹² Cass, J. (2018) *8 Benefits of Branding: Why You Need a Strong Brand*. Available from: <https://justcreative.com/2018/09/27/benefits-of-branding/> [Accessed April 21, 2020]

Uniqueness, quality, a clear message, a solid philosophy, targeted marketing, and audience awareness are just a few. Typically, what makes a brand great isn't just one amazing thing—it's a combination of several"" (Cass, 2018, <https://justcreative.com/2018/09/27/benefits-of-branding/>). In addition the term 'image' refers to the negative and positive: (1) perceptions, (2) views, (3) appeal and (4) the overall outlook of something by society, people, stakeholders and the media. The next section will cover the value of a leadership brand.

4.3 What is the value of a 'leadership brand'

A leader who is considered to be powerful nowadays has somehow managed to build a leadership brand. Interestingly, business leaders in their endeavors to create their leadership brands the organization's image is also simultaneously improved in the process since the corporate identity of an organization is strongly associated with its leaders' reputation. Aspects about leadership branding were clearly highlighted in a (2019) article titled '*The Value of a Leadership Brand*' published in www.rbl.net authored by Professor Dave Ulrich and Mr. Norm Smallwood co-founders of leading United States of America-based consulting firm the RBL Group. ⁹³According to Ulrich, D. and Smallwood, N. (2019) in our research, we've found that companies who are known for their leadership all have one obvious connection: they build leadership brand. Think about a company you admire for their leadership. What do all these firms have in common? How did they get to be known for their leadership? In our research, we've found that companies who are known for their leadership all have one obvious connection: they build leadership brand. Leadership brand is a reputation for developing exceptional managers with a distinct set of talents that are uniquely geared to fulfill customer and investor expectations. A company with favorable leadership brand inspires faith that employees and managers will consistently make good on their [brand promises](#) to customers. It also embeds those promises into the company's culture and integrates them into its policies and expectations of employees. To possess a leadership brand, leaders must think and act consistently with customer promises made by the firm's brand. When a firm has an identity in the mind of

⁹³ Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

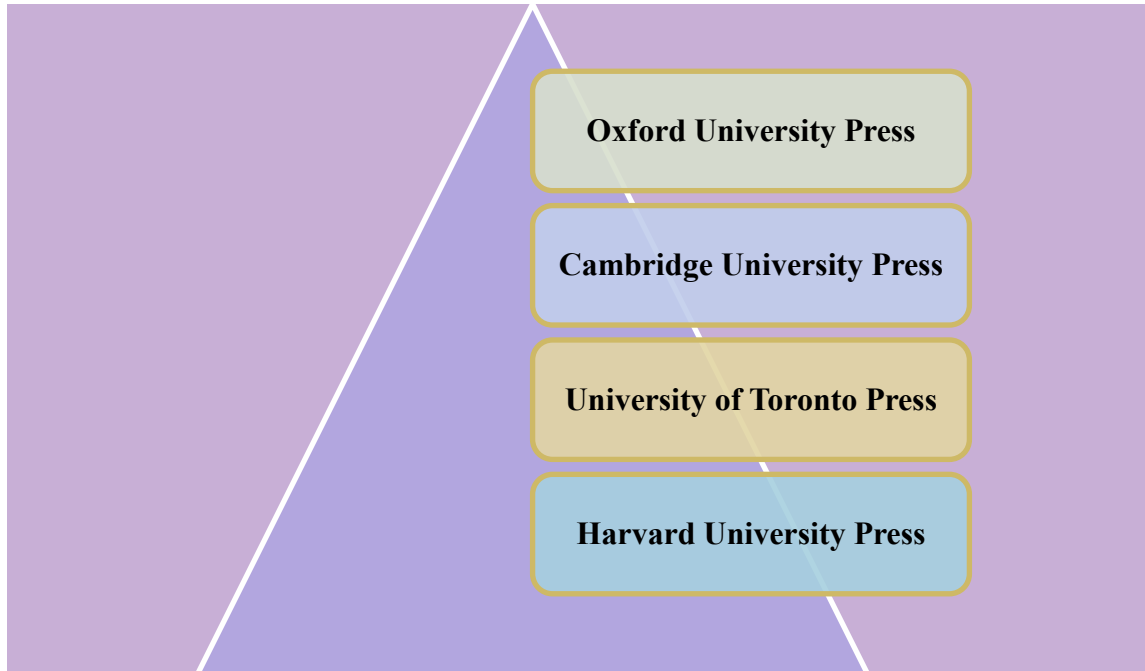
customers, the expectations that flow from that identity need to be made real to employees through the firm's policies and [culture](#). Leaders at all levels of an organization can transfer customer hopes and expectations into leadership actions.

⁹⁴The benefits to building leadership brand are significant. Companies with a strong leadership brand produce generation after generation of excellent leaders. They're not as affected by changes in management as firms with weaker leadership brands. In fact, change of leadership often turns out to be positive. Because they've secured the ongoing confidence of their stakeholders whose expectations are consistently met, they also tend to enjoy fairly steady profits year after year. What's more, leadership brand also wins with investors—we've found that companies with strong leadership brands tend to have above average P/E ratios with corresponding higher market value. It's clear that leadership brand matters. So why do so few companies succeed in establishing one that generates confidence and results? One reason is a misguided focus on leaders versus leadership. Many companies tend to focus on building individuals as leaders instead of building leadership as an organizational capability for the firm. Being a leader focuses on the person; building leadership focuses on the organization that creates leaders. Investing too much time developing an individual leader often creates the kind of celebrity leadership that can end up hurting a firm once that leader moves on or fails to live up to expectations. Another issue that hinders leadership brand are development programs that are too generic or too internally focused. Leadership can and should focus on the things that go on outside the company as much or more than what happens inside the company. It's smart to develop strong individual leaders. But given the short tenure of most CEOs and the shifting fortunes of the corporation in a rapidly changing marketplace, we think it's smarter to create bench strength with an outside-in leadership brand that's tailored to a firm's unique requirements. A focus on leadership brand emphasizes the methods that secure the ongoing good of the firm and also builds future leaders (Ulrich and Smallwood, 2019, <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand>). **For example**, some of the leading four global publishing organizations that have successfully managed to produce

⁹⁴ Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

outstanding individual leaders whilst simultaneously developing their own capabilities of practicing effective leadership and publishing positive life changing publications are clearly highlighted in Figure 4.1.

Figure 4.1 Leading four global publishing organizations that have successfully managed to produce outstanding individual leaders



Source: Modified: Authors own diagram inspired by information from (Oxford University Press, 2020, <https://global.oup.com>; Cambridge University Press, 2020, www.cambridge.org; University of Toronto Press, 2020, <https://utorontopress.com> & Harvard University Press, 2020, <https://www.hup.harvard.edu/>).

As previously depicted in Figure 4.1 the leading four global publishing organizations are further discussed as follows:

4.3.1 Oxford University Press is based in Oxford, England.⁹⁵“*A Short History of Oxford University Press*. Oxford University Press has a rich history which can be traced back to the earliest days of printing. The first book was printed in Oxford in 1478, just two years after Caxton set up the first printing press in England. The University was involved with several printers in Oxford over the

⁹⁵ Oxford University Press (2020) *About*. Available from: https://global.oup.com/about/oup_history/?cc=zw [Accessed June 16, 2020] © 2020 Oxford University Press. All rights reserved.

next century, although there was no formal university press. In 1586 the University of Oxford's right to print books was recognized in a decree from the Star Chamber. This was enhanced in the Great Charter secured by Archbishop Laud from King Charles I, which entitled the University to print 'all manner of books'. Delegates were first appointed by the University to oversee this process in 1633. Minutes of their deliberations are recorded dating back to 1668. The [structure of Oxford University Press](#) (OUP) as it exists today began to develop in a recognizable form from that time. The University also established its right to print the King James Authorized Version of the Bible in the seventeenth century. This Bible Privilege formed the basis of OUP's publishing activities throughout the next two centuries. From the late 1800s OUP began to expand significantly, opening the first overseas OUP office in New York in 1896. Other international branches followed, including Canada (1904), Australia (1908), India (1912), Southern Africa (1914). Today OUP has offices in 50 countries, and is the largest university press in the world” (Oxford University Press, 2020, <https://global.oup.com>).

4.3.2 Cambridge University Press is based in Cambridge, England. ⁹⁶“The Press Syndicate. *“There shall be in the University a University Press which shall be devoted to printing and publishing in the furtherance of the acquisition, advancement, conservation, and dissemination of knowledge in all subjects; to the advancement of education, religion, learning, and research; and to the advancement of literature and good letters”* *University of Cambridge Statutes and Ordinances, Statute J*. We have since 1698 been governed by the Press 'Syndics' (originally known as the Curators), 18 senior members of the University of Cambridge who, along with various co-optees, bring a range of subject and business expertise to the governance of the Press. Committees of the Syndicate meet regularly to look at publishing proposals, ensuring that the content being published meets rigorous academic standards, and to oversee the strategic and financial operations of the Press. The Syndicate has a Press & Assessment Board, Audit Committee, Remuneration Committee and Nominations Committee (all shared with Cambridge Assessment); and an Academic Publishing Committee, an English Language Teaching & Education Publishing Committee. The Publishing Committees provide quality assurance and formal approval for the titles published, meeting regularly to review editorial and publishing

⁹⁶ Cambridge University Press (2020) *Press Syndicate*. Available from; <https://www.cambridge.org/about-us/who-we-are/press-syndicate> [Accessed June 13, 2020]

strategy matters. The Press & Assessment Board is concerned with overall governance and meets on a monthly basis. Meetings take place in the Pitt Building, which is the formal headquarters of the Press located in Cambridge city centre, or in Shaftesbury Road where University Printing House and Cambridge Assessment are located. Responsibility for the day-to-day management of the Press is delegated by the Syndicate to the Press's Chief Executive Officer and the Press Board, which includes a Chief Financial Officer”” (Cambridge University Press, 2020, www.cambridge.org).⁹⁷ According to the Cambridge University Press (2020) *The Press Board*. Chief Executive Peter Phillips is responsible to the Press Syndicate for the running of the entire Press worldwide. Our Board is made up of the heads of the principal areas of our business: Cathy Armor, Director for People; Andrew Chandler, Chief Financial Officer; Paul Colbert, Managing Director, English Language Teaching; Mandy Hill, Managing Director, Academic ; Mark Maddocks, Chief Information Officer; Peter Phillips, Chief Executive; Catie Sheret, General Counsel and Company Secretary; Rod Smith, Managing Director, Education; Kevin Taylor, Director of Syndicate Affairs; Mark Whitehouse, Global Operations Director (Cambridge University Press, 2020, www.cambridge.org).

4.3.3 University of Toronto Press is based in Toronto, Canada. According to the University of Toronto Press (2020) *About the Press*. Founded in 1901, University of Toronto Press (UTP) is Canada’s leading academic publisher and one of the largest university press in North America. UTP has published over 6,500 books, with well over 3,500 of these still in print. Each year, UTP publishes approximately 200 new scholarly, course, reference, and general interest books. With the publication of influential authors and outstanding research, as well as a continuing dedication to ground-breaking new scholarship, UTP has firmly established its reputation for excellence. In 2008, University of Toronto Press acquired the publishing lists in anthropology, history, politics, and sociology from Broadview Press. In partnership with the University of Toronto’s Rotman School of Management, University of Toronto Press launched Rotman-UTP Publishing in 2008. Books from Rotman-UTP Publishing target a broad audience of business people, opinion makers, and general readers with an interest in business, management, and economic issues

⁹⁷ Cambridge University Press (2020) *Press Board*. Available from: <https://www.cambridge.org/us/about-us/who-we-are/press-board>

university of Toronto (University of Toronto Press, 2020, <https://utorontopress.com/us/about-utp>).⁹⁸The current list of the board of directors of the University of Toronto Press includes the following: (1) Larry P. Alford (*Chief Librarian the University of Toronto*), (2) Ann Clavelle (*Senior Vice President, Human Resources Oxford Properties Group*), (3) Bob Davidson (*Professor of Spanish and Catalan*), (4) Jake Gilbert (*is an M&A partner at Blake, Cassels & Graydon LLP*), (5) Stephen Knight, (6) Elizabeth Lea, (7) Scott Mabury (*Professor who holds a PhD in Agricultural & Environmental Chemistry*), (8) Anne Macdonald (*Director of Ancillary Services at the University of Toronto*), (9) Jim Muzyka (*Chief Operating Officer of Bridgeable*), (10) Martha Tory (*is a Board Member and a Member of the Audit Committee at the University of Toronto*), (11) Carolyn Hughes Tuohy (*Professor Emeritus of Political Science and distinguished fellow at the University of Toronto's Munk School of Global Affairs and Public Policy*), (12) Julia Woods (*Julia is Vice President with LHH Knightsbridge, a human capital consulting firm where she partners with organizations across sectors leading change and enabling talent management results*), (13) John Yates (*President, Publisher & CEO of the University of Toronto Press*) (University of Toronto Press, 2020, <https://utorontopress.com/us/about-utp>).

4.3.4 Harvard University Press is based in Boston, United States of America.⁹⁹“Although Harvard may be said to have been a home to printing since 1643 when Henry Dunster, first president of Harvard College, inherited his wife’s printing press, plates, and paper, it was not until January 13, 1913, that the Harvard Corporation established the entity known as Harvard University Press. The Press’s first Director was C. C. Lane, who had been the university’s publishing agent. On January 1, 1920, Lane was succeeded by Harold Murdock, a Boston banker. Murdock’s tenure saw the Press greatly expand the number of series it published and undertake the strategy of publishing books of general interest emanating from lectures given at Harvard” (Harvard University Press, 2020, <https://www.hup.harvard.edu/about/history.html>).

⁹⁸ University of Toronto Press (2020) *About*. Available from: <https://utorontopress.com/us/about-utp> [Accessed June 21, 2020]

⁹⁹ Harvard University Press (2020) *History*. Available from: <https://www.hup.harvard.edu/about/history.html> [Accessed June 20, 2020]

¹⁰⁰According to Harvard University Press (2020) The Board of Directors of Harvard University Press is responsible for the review and control of the business affairs of the Press. The board is composed of university administrators and faculty, along with publishing executives who are neither faculty nor employees of Harvard University. The current board includes: George Andreou, Director, Harvard University Press; Sara Bershtel, Vice President and Publisher, Metropolitan Books/Henry Holt; Ann Blair, Carl H. Pforzheimer University Professor and Director of Undergraduate Studies, Harvard University; John E. Dowling, Gordon and Llura Gund Research Professor of Neurosciences, Harvard University; Noah Feldman, Felix Frankfurter Professor of Law, Harvard Law School; Alan M. Garber, Provost, Harvard University; William C. Kirby*, Spangler Family Professor of Business Administration and T. M. Chang Professor of China Studies, Harvard University; John Makinson, Chairman and Chief Executive (ret.), Penguin Group; Parimal G. Patil, Professor of Religion and Indian Philosophy, Harvard University; Michael J. Sandel, Anne T. and Robert M. Bass Professor of Government, Harvard University; Martha Whitehead, Vice President for the Harvard Library and the Roy E. Larsen Librarian of the Faculty of Arts and Sciences (Harvard University Press, 2020, <https://www.hup.harvard.edu/about/>). The additional benefits of leadership branding will be covered in the following section.

4.4 Additional benefits of leadership branding

There are many benefits of leadership branding and some of them were highlighted in a (2012) article titled '*Leadership As a Brand*' published in www.rbl.net authored by global academic Professor Dave Ulrich and Mr. Norm Smallwood co-founders of the leading United States of America-based consulting firm the RBL Group. ¹⁰¹According to Ulrich and Smallwood (2012) firms with a leadership brand win with investors because investors grant higher market value for similar earnings, often called intangibles. Quality of management or leadership gives investors confidence in the future, leading to a higher share price. Of course, if the perceived brand value

¹⁰⁰ Harvard University Press (2020) *About*. Available from: <https://www.hup.harvard.edu/about/> [Accessed June 21, 2020]

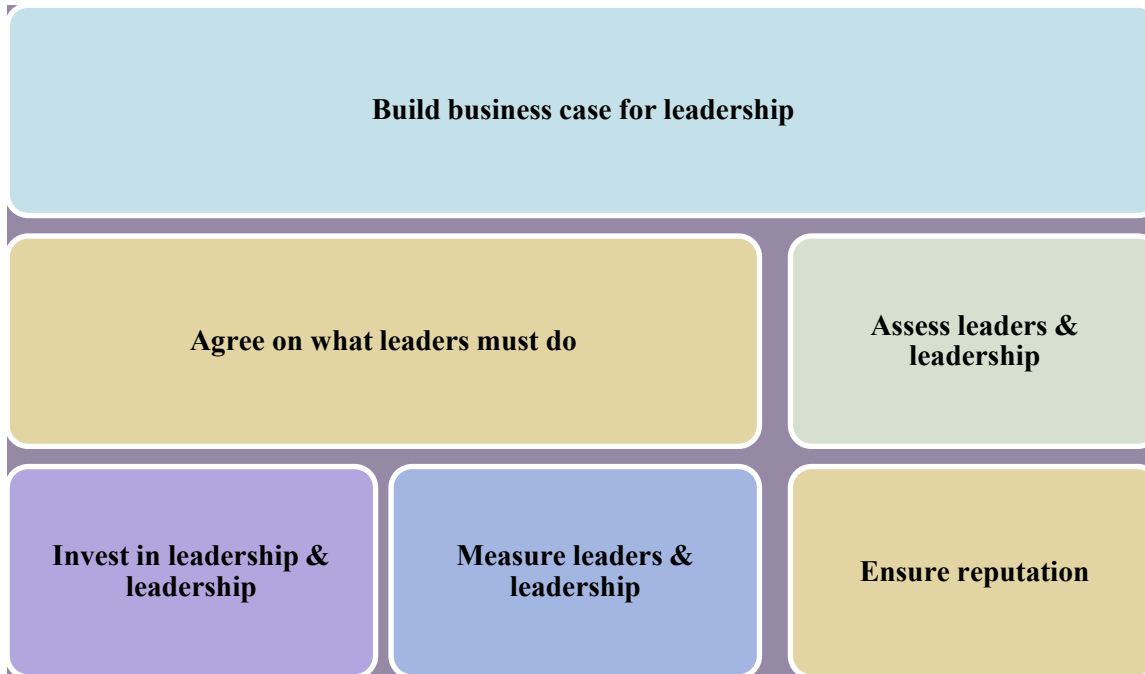
¹⁰¹ Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

is not rooted in reality, or if the brand does not transfer to the demands of the new consumers, the brand image fades. But branded leaders are often in firms that have a higher price-to-earnings ratio. Firms with branded leadership win with customers because customers have confidence that the leaders will respond to their needs in a consistent and appropriate way. They don't have to ask for permission to serve customers; they do it as a part of who they are. And customers respond with high customer share. And, firms with branded leadership win with employees. When a consistent leadership brand exists, employees know what to expect and the engagement-draining dissonance is eliminated. One leader told us that he treated his best customers as if they were his best employees and his best employees as if they were his best customers. If a firm makes a customer brand promise of timely and responsive behavior, the same brand should be reflected in employee relations. Branded leadership helps turn the desire for leadership into the actions required to make it happen in a way that is aligned with the strategy. For those who want to become more effective leaders, branded leadership provides a clear roadmap of what they should know, do, and be (Ulrich and Smallwood, 2012, <https://www.rbl.net/insights/articles/leadership-as-a-brand>). The steps involved in building a leadership brand are covered in the next section.

4.5 Steps of building leadership branding

Building a leadership brand is not a quick fix activity but it is rather a process. The six steps that are involved in leadership branding are clearly highlighted in Figure 4.2 below identified by Ulrich, D. and Smallwood, N. (2019).

Figure 4.2 Six steps that are involved in leadership branding



Source: Modified: Authors own diagram inspired by information from (Ulrich and Smallwood, 2019, <https://www.rbl.net/>).

As previously ¹⁰²“If strong leadership is a source of value, how can such a brand be built? *We propose six steps in the RBL Leadership Brand® Architecture.*

4.5.1 Build business case for leadership

We believe that developing leadership should be a top business priority. A case for leadership brand shows how leadership investments contribute to organization goals or critical challenges.

4.5.2 Agree on what leaders must do

Identify expectations for leaders at your company- a leadership profile. Consider what you want to be known for by your best customers and what attributes and results are needed to contribute to that reputation. Create a statement of leadership that articulates the leadership reputation in terms of attributes the leader must have and results the leader must deliver.

¹⁰² Ulrich, D. and Smallwood, N. (2019) *The Value of a Leadership Brand*. Available from: <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand> [Accessed April 29, 2020]

4.5.3 Assess leaders & leadership

Once the leadership profile is defined, leaders can be assessed by how well they behave the brand as they deliver results and by how they're developing the requisite skills and attributes. Use a 360 (or 720) assessment to collect objective data from multiple stakeholders and use the assessment to detect patterns.

4.5.4 Invest in leadership & leadership

Leading companies invest in specific practices that instill the leadership brand such as formal training, on-the-job experience, and off-the-job experiences. Let the perspective of customers and investors influence the teaching.

4.5.5 Measure leaders & leadership

Two key measures are important in evaluating leadership. One is tracking the leadership development investments and the outcome of those investments (such as behavior change). The other is referring back to the business case for leadership: is the focus on leadership yielding the promised business results?

4.5.6 Ensure reputation

The ultimate goal is for leadership brand to build stakeholder confidence. CEOs should lead the charge to build awareness of the brand by ensuring that interested stakeholders understand the brand, what's being done to build the brand, and the results that have been achieved. By following these six steps, companies can create a leadership brand capability that differentiates the organization to employees inside and customers and investors outside. When an organization has a leadership brand, customers have positive images of the firm, investors perceive the firm as possessing intangible value, employees feel more committed, and leaders create enormous value”” (Ulrich and Smallwood, 2019, <https://www.rbl.net/insights/articles/the-value-of-a-leadership-brand>). The following section will cover leadership sustainability.

4.6 Explain what is ‘leadership sustainability’

Leadership can easily be sustained if continuous learning is embraced, applied and entrenched as part of the organizational culture in an organization. The benefits of leadership sustainability were clearly highlighted in a (2013) article titled ‘Leadership Sustainability’ authored by global

academic Professor Dave Ulrich and Mr. Norm Smallwood co-founders of the leading United States of America-based consulting firm the RBL Group. ¹⁰³According to Ulrich and Smallwood (2013) every day, thousands of people put great effort--and money--into becoming more effective leaders, through seminars, personal coaching, and employee development plans. These undertakings can do wonders to help leaders of all stripes improve their effectiveness. But not every leader finishes what he or she starts--and many revert back to less effective habits, often without even realizing it. Leadership Sustainability is key to ensuring you stick with all the positive changes you've made. Dave Ulrich teams up with leadership expert Norm Smallwood to go where no leadership guide has gone. This dream team provides sophisticated, proven leadership sustainability ideas and tools that you can put to use immediately.

Leadership Sustainability helps you turn good intentions into effective actions by mastering seven critical disciplines:

- *Simplicity*: Focus on the few key behaviors that will have the most impact.
- *Time*: Allocate your time so your calendar matches your intentions.
- *Accountability*: Take personal responsibility for doing what you say you will do.
- *Resources*: Support your leadership with effective, ongoing coaching and HR systems.
- *Tracking*: Develop metrics for measuring your leadership improvement.
- *Melioration*: Learn from your mistakes and demonstrate resilience.
- *Emotion*: Draw on deep personal values to keep yourself motivated.

¹⁰³ Ulrich, D. and Smallwood, N. (2013) *Leadership Sustainability*. Available from: <https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make> [Accessed April 29, 2020]

¹⁰⁴The journey to great leadership doesn't end with learning and implementing effective new skills. Great leadership is about consistency, and the drive for consistency is a never-ending process. Use *Leadership Sustainability* to ensure leadership greatness today, tomorrow, and for the rest of your life (Ulrich and Smallwood 2013, <https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make>).

The conclusion of this chapter will be covered next.

4.7 Conclusion

The market value of organizations nowadays is now linked to the value of its leadership brand. A leader's image now influences their level of success in terms of moving their organization's net value and plans forward. It can therefore be concluded that branding helps to protect the value of a leader's image whilst simultaneously marketing it as well. Leadership involves a continuous learning process and the development of leaders in an organization helps to boost leadership sustainability.

4.8 Review questions

- 1) Using relevant examples define the meaning of the following terms: a 'brand' and 'image'?
- 2) Discuss what is the 'value of a leadership brand'?
- 3) Explain the additional benefits of a leadership brand?
- 4) Describe the steps of building a leadership brand?
- 5) Describe what is 'leadership sustainability'?

¹⁰⁴ Ulrich, D. and Smallwood, N. (2013) *Leadership Sustainability*. Available from: <https://www.rbl.net/insights/books/leadership-sustainability-seven-disciplines-to-achieve-the-changes-great-leaders-know-they-must-make> [Accessed April 29, 2020]

Chapter 5: Leadership coaching

After studying this chapter you should be able to:

- Define the meaning of the following terms ‘culture’ and ‘coaching’.
- Discuss what is a ‘coaching culture’.
- Explain the steps involved in developing a coaching culture.
- Describe what is ‘leadership coaching’.
- Highlight the reasons behind the accelerated growth of leadership coaching today.

5.1 Introduction

Learning is generally entrenched by the culture already existing in an organization. An organization with a culture of learning reaches greater heights in terms of people development, innovation rates, knowledge management and so on. A coaching culture helps to strengthen the future development of one of the organization’s most strategic asset that is its workforce including its leaders. Relationship building is a key skill all the leaders in an organization must possess in order to successfully maximize on leadership coaching a process that significantly relies on relationship management. Similar to any program in the organization leadership coaching requires a lot of financial support and commitment from the leaders in order for it to be successful. In the following section the definition of terms will be covered next.

5.2 Definition of terms

There are various definitions that have been highlighted in this book. The term ‘*culture*’ refers to either an individual’s, society’s or organization’s tradition, values, norms, preferences, custom and identity whilst simultaneously making them unique from others when carrying-out various tasks or responsibilities on a day-to-day basis (Rudolph. Patrick. T. Muteswa, 2019). According to the Human Resources Institute of New Zealand (2018) coaching and mentoring may use the same skills and approach. ‘Coaching’ will be contracted to a specific term – which can be extended. ‘Mentoring’ is often a longer term relationship. A *Mentor* will most likely be in the same profession, sometimes in the same organization, and usually an experienced practitioner who has already walked the path the Mentee is now walking. *Coaching* does not include providing advice - rather the focus is on the coachee’s own thinking. *Mentoring* will include

telling - or offering advice, at times. Coaching - relationships are contracted for specific periods of time, sessions can be more structured in nature and meetings can be scheduled on a regular basis, focused on developing strengths and making sought after changes – useful in talent development, change management and seeking specific solutions to professional challenges, coaching does not require the coach to have direct experience of their client’s formal occupational role - although it is expected that they will have a sufficient understanding of the business or organizational sphere they are operating in¹⁰⁵ (Human Resources Institute of New Zealand, 2018). The following section covers the meaning of a coaching culture.

5.3 What is a ‘coaching culture’

¹⁰⁶“Companies must adopt a growth mindset and build a coaching culture in order to thrive in today’s highly competitive and evolving markets. In a coaching culture, everyone is encouraged to question their assumptions and seek out new ways of thinking and leading. There is a big difference between teaching a few leadership coaching skills and building a genuine coaching culture. *Learning to Build a Coaching Culture*. How can you tell whether your company has a strong culture of coaching? It’s not enough to run leadership training or to tweak the performance management process. Instead, a great business will weave the philosophy into the fabric of the entire business” (Jerry Connor, 2019, <https://www.bts.com/blog-article/business-insight/leadership-coaching-culture>). ¹⁰⁷“An organisation with a *coaching culture* can be described as one which adopts coaching practices as an integral way of managing and developing people. It recognises the value of using a coaching approach to grow and develop its people in order to grow and develop the organisation itself. In a true coaching organisation managers will recognise when a coaching approach is appropriate in managing their staff and apply these skills in their own role as a manager. They won’t see coaching as ‘an additional responsibility which

¹⁰⁵ Human Resources Institute of New Zealand (2018) *Coaching*. Available from: https://www.hrinz.org.nz/Site/My_HR_Career/Coaching/What_is_Coaching.aspx

¹⁰⁶ Jerry Connor (2019) *How to Create a Leadership Coaching Culture That Helps Your Business Blossom*. Available from: <https://www.bts.com/blog-article/business-insight/leadership-coaching-culture> [Accessed April 29, 2020]

¹⁰⁷ Personal Coaching Information.com (2020) *A Guide to Coaching & Being Coached*. Available from: <https://www.personal-coaching-information.com/coaching-culture.html> [Accessed April 30, 2020]

takes up additional time’, instead they will see it as an effective and efficient way of managing staff performance and improving business performance” (Personal Coaching Information.com, 2020, <https://www.personal-coaching-information.com/coaching-culture.html>). According to Personal Coaching Information.com (2020) *some typical behaviours witnessed within a coaching organisation:*

- Less of employees being told what and how to do their job, instead being given room to come up with their own solutions, ideas and ways of achieving their goals.
- Because employees have been part of the decision-making process they will feel more empowered and committed to action.
- Problems and issues are more likely to be explored openly and non-judgmentally and satisfactory solutions found
- Less blame by managers and staff
- Employees allowed to grow and develop to their full potential
- Employees will recognise their own responsibility in their personal development (Personal Coaching Information.com, 2020, <https://www.personal-coaching-information.com/coaching-culture.html>). A typical good example of an organization that highly values its human resources’ learning and development in all its key businesses is London, United Kingdom-headquartered the RELX Group Plc. ¹⁰⁸According to the RELX Group Plc (2020) we serve customers in 180+ countries worldwide with over 33,000 employees and we have a market capitalisation of £37bn, €40.9bn, \$45.9bn (RELX Group Plc, 2020, <https://www.relx.com/>). ¹⁰⁹“Our People. Our people are our strength. Our workforce of over 33,000 people has an average length of service of 9 years. Our people team is responsible for recruiting talented individuals and helping them

¹⁰⁸ RELX Group Plc (2020) *Our Company Overview*. Available from: <https://www.relx.com/our-business/our-business-overview> [Accessed June 17, 2020]

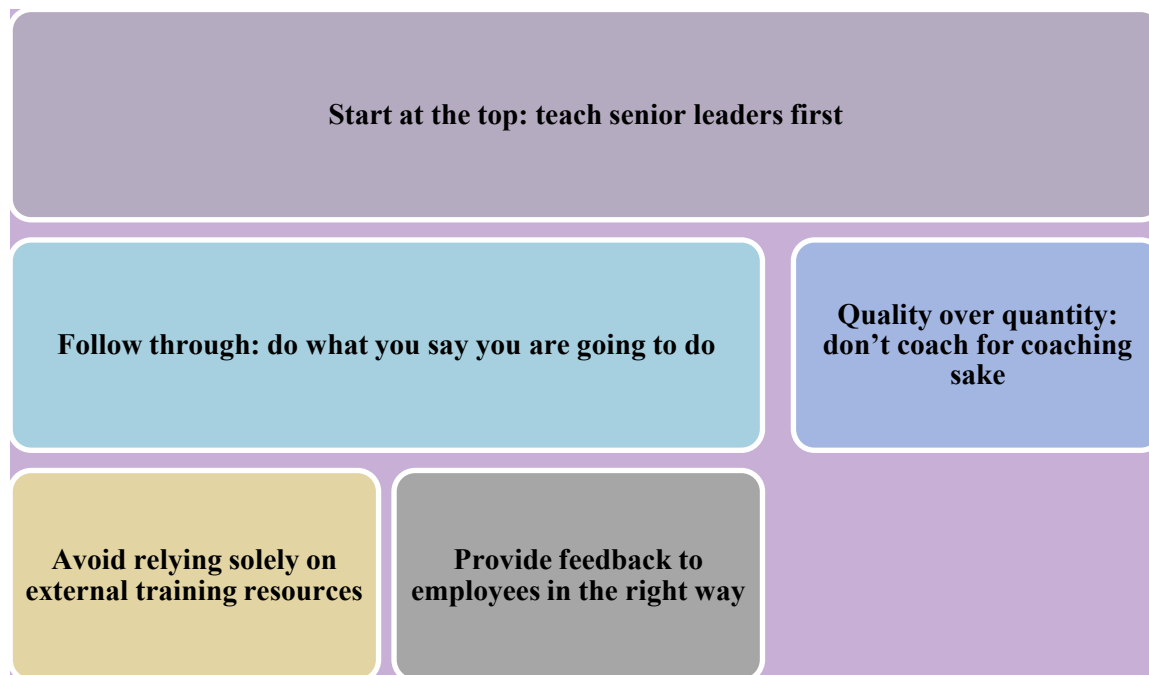
¹⁰⁹ RELX Group Plc (2020) *People*. Available from: <https://www.relx.com/corporate-responsibility/being-a-responsible-business/people> [Accessed June 17, 2020]

develop in their role. We provide innovative learning and development opportunities for our employees and work with them to create an inclusive culture that enables a high-performing and engaged workforce. *Gender Diversity*. • RELX is once again listed in the Bloomberg Gender Equality Index as of January 2020; • A broader roll-out of our Women In Technology mentoring programme across RELX; • 80% of managers across RELX took part in unconscious bias training” (RELX Group Plc, 2020, <https://www.relx.com/corporate-responsibility/being-a-responsible-business/people>). The next section will cover the steps to follow in creating a coaching culture.

5.3.1 Steps involved in building a coaching culture

Some of the steps involved in building a coaching culture were clearly highlighted in Figure 5.1 below identified by Bishop, P (2018).

Figure 5.1 Five Ways to Create a Coaching Culture at Work by Bishop, P (2018)



Source: Modified: Authors own diagram inspired by information from (Bishop, P., 2018, *5 Ways to Create a Coaching Culture at Work*, <https://wethrive.net/blog>).

As previously highlighted by Figure 5.1 the *Five Ways to Create a Coaching Culture at Work* identified by Bishop, P (2018).¹¹⁰ According to Bishop, P. (2018) Now let's dive in and look at ways you can create a vibrant coaching culture at work.

5.3.1.1 Start at the top: teach senior leaders first

Even senior leaders need guidance from time to time and it is only by learning themselves that they will be actively engaged in delivering what's needed; both for themselves and the wider business. Most importantly, engaging senior leaders will help employees follow suit, because no-one will take any real notice of leaders whose behaviour is inconsistent with their professed attitudes. And nor should they. Respect is earned.

¹¹⁰ Bishop, P. (2018) *5 Ways to Create a Coaching Culture at Work*. Available from: <https://wethrive.net/blog/5-ways-to-create-coaching-culture-at-work/>

5.3.1.2 Follow through: do what you say you are going to do

I am sure we can all remember that boss or manager who professed to have an ‘open door policy’ but often closed it when they were having a bad day or under pressure. Good intentions are great, but following through with action is the only way to nurture culture. If you are telling employees that you encourage feedback and honesty then provide them with the channels they need to do that. Allowing them to help shape the coaching culture alongside you, rather than feeling dictated too and losing interest.

5.3.1.3 Quality over quantity: don’t coach for coaching sake

More coaching does not mean better coaching – neither the number of sessions nor the length of the programme significantly affects the outcomes. A little coaching can go a long way if it is targeted to the particular needs of the employees concerned. Use your employee survey to help focus your coaching culture strategy. Prioritising the areas that need to change the most and setting objectives on those areas before moving on. For example, if top challenges for employees are a lack of access to resources and feeling undervalued. Make reviewing your training resources and setting up 121 learning and development reviews with those employees a top priority. It’s also important to make coaching a relatable and regular experience. Try to weave coaching elements into a normal working day so it becomes part of the culture, not a one-off attempt to make a point. This could be done with weekly or daily feedback sessions, a free flowing ideas board or a buddy or mirroring system across departments and teams. It’s about creating coaching techniques that will continually help your team learn and grow, because we don’t just learn to do something and then stop. The world changes all the time, and the moment we stop listening, thinking, learning and changing – we slowly start to be left behind and become irrelevant. That’s bad for productivity and it’s bad for us.

5.3.1.4 Avoid relying solely on external training resources

¹¹¹It is almost a reflex for many organisations to get in external support when problems arise. Probably because there are so many third party training providers offering to swoop in and save

¹¹¹ Bishop, P. (2018) *5 Ways to Create a Coaching Culture at Work*. Available from: <https://wethrive.net/blog/5-ways-to-create-coaching-culture-at-work/>

the day. However, while there is short-term value in external training resources, it's actually counter-productive to creating a coaching culture long-term. Like a once-off knowledge makeover employees will get a boost of feeling good, but like the make-up the magic will soon fade. Having said that external learning and development consultants can offer a lot of value long-term if you enroll them to help you implement a coaching culture strategy and build a coaching culture. Ultimately, the point is not to rely solely on once-off visiting external training resources and instead to find and develop the right people to be your internal coaches. Not only are they more effective, it's also good for their own personal and professional growth. In particular, creating a mentorship programme in the business between senior and lower level employees can really help boost engagement and improve retention.

5.3.1.5 Provide feedback to employees in the right way

We've never understood the popularity of 360-degree feedback. Feedback has to be given in the right way and at the right time to have a useful effect, and involving more people in the feedback process is going to make that harder. The evidence is clear time and time again when we run our employee surveys: 'NOT providing 360 degree feedback has a large positive effect on coaching outcomes'.

To provide effective feedback to employees there are a few rules of thumb that have proved successful in our experience and for many of our clients making progress with building a coaching culture, they are:

- Make feedback timely so people can remember the event and incorporate the feedback into their learning
- Start with something positive, to generate a positive mood and make people more receptive
- Frame advice positively so it is more likely to be heard and followed
- Choose only ideas that are actually achievable for employees (Bishop, 2018, <https://wethrive.net/blog/5-ways-to-create-coaching-culture-at-work/>). The meaning of leadership coaching will be discussed next.

5.4 What is ‘leadership coaching’

Relationship management has always been a key topic related to marketing in most cases and nowadays the concept is now applicable to leadership coaching where relationship building is a critical ingredient in order for the coaching process to occur whilst achieving the expected results. The concept of leadership coaching was clearly highlighted in an article authored by Dr. Darryl Cross (2020) titled ‘*What is Leadership Coaching*’ published in <https://leadershipcoaching.com.au>.¹¹² According to Dr. Darryl Cross (2020) *Leadership Coaching*, however, is a collaborative, individualised relationship between a leader and the coach — the leader could well be an executive, manager, supervisor, team leader or business owner for example — anyone in charge or responsible for a group of people. *Coaching is a partnership*. Regardless, it’s *a partnership* — one in which both sides work to reach an agreed-upon destination. The aim of the partnership is to bring about sustained behavioural change and transform the quality of the leader’s working and personal life. It could involve working with individuals or teams in executive or management positions. But first, let’s understand what *leadership coaching is NOT*:

- It isn’t *technical guidance* although it’s true to say that some coaches have a strong technical background.
- It isn’t *career counselling* although many coaches certainly assist in helping leaders find the right fit and match for their talents and strengths.
- It isn’t *consulting* (although the boundaries between coaching and consulting can often be blurred) where the consultant is really seen as the expert who comes in to solve a problem and give advice. Coaches on the other hand, prefer to ask questions and assist the leader to find their own solution.
- It isn’t *mentoring* who is someone who has trod the journey before. In this way, mentors are often informal supports either within or outside the organisation, but they have done the journey and typically have the wisdom of experience on their side. However, they can often be compromised with the company on the one hand and the needs of the ‘mentee’ on the other.

¹¹² Dr. Darryl Cross (2020) *What is Leadership Coaching*. Available from: <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/> [Accessed April 29, 2020]

Further, mentees are somewhat loath to bring up issues with them that might be considered ‘career limiting.’ Coaches instead, are generally hired from outside the team or organisation, have a broad range of experience and are skilled at managing discussions that might be deemed sensitive or ‘off limits.’

•It isn’t *training*. Training usually doesn’t involve reflection and introspection, it’s usually not tailored to the individual and trainers are often not aware of the intricacies of human nature that undermine or sabotage behaviour (including success) or that bring about an individual’s downfall (Dr. Darryl Cross, 2020, <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/>).

5.4.1 “Flow on Effect. Coaching is a one-to-one or perhaps group service for leaders or executives designed to bring about more effective, healthier organisations. Hence, *when leaders improve their performance, such benefits spread throughout the organisation.* In a sense, exposing senior leaders to the coaching experience has a flow-on effect of precipitating a coaching culture within the organisation itself.

5.4.2 ¹¹³Individually Tailored. Coaching has become a viable option for businesses and organisations looking to operate at peak performance. Where training and workshops are usually general in nature when everyone learns the same set of material, coaching is individualised *and specifically tailored* to the person. In most leadership coaching situations, the real objective is to help successful people become even more effective. For instance, *the areas that senior personnel have sought my coaching for have included:*

Coaching can cover any number of issues

- develop a more effective leadership style or manner
- engage in succession planning & management
- improve interpersonal or communication skills
- speed up personal development
- develop “superstar” workers

¹¹³ Dr. Darryl Cross (2020) *What is Leadership Coaching*. Available from: <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/> [Accessed AApril 29, 2020]

- manage “difficult” people
- find that elusive work / life balance
- expedite priority setting and time management
- enhance presentation and networking skills
- engage in career development & planning
- learn how to have crucial conversations
- deal with conflict and learn conflict-management skills
- learn how to manage upwards
- recognise and implement effective staff development
- strengthen self-confidence, assertiveness and well-being” (Dr. Darryl Cross, 2020, <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/>).

5.4.3 “*Two Main Forms of Coaching*. Coaching for leaders however, tends to fall into two main categories: (1) Developmental Coaching (2) Coaching to resolve Problems or Risks. Let’s take each in turn.

5.4.3.1 ¹¹⁴*Developmental coaching* is about improving skills and knowledge, providing frameworks for effective work-life balance as well as developing sound emotional intelligences which area all oriented towards good leadership. At an *interpersonal level*, the coach can support a leader in a new role and help teams set the bar for excellence in behaviour. At an *organisational level*, coaches can support the succession planning process by helping people realise their potential as well as help fast-track the “rising stars” or those leading transformational change.

5.4.3.2 *Coaching to resolve problems or risks* is about helping to prevent career derailment or helping to reduce stress or other emotional factors that might get in the way of effective performance. It might also involve reducing conflict between team members or helping to resolve issues with company politics”” (Dr. Darryl Cross, 2020, <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/>). In the following

¹¹⁴ Dr. Darryl Cross (2020) *What is Leadership Coaching*. Available from: <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/> [Accessed April 29, 2020]

section the reasons behind the accelerated growth of leadership coaching will be covered in-depth.

5.5 Reasons behind the accelerated growth of leadership coaching today

Many organizations are now investing a lot of their financial resources towards developing their leaders through leadership coaching. The several reasons why there is a growth in leadership coaching were identified in an article authored by Dr. Darryl Cross (2020) titled '*Why the Growth in Leadership Coaching?*' published in <https://leadershipcoaching.com.au/>. According to Dr. Darryl Cross (2020):

- ¹¹⁵*The pace of change in our world is not just fast, it's frenetic.* Once upon a time we used to do strategic plans for a 5-year period, then we reduced it down to 3-years, now it's a 12 month plan with a review each quarter and certainly at the 6-month mark. So, there's pressure on execs to keep transforming their thinking to keep on top of present-day realities in order to be effective and keep the bottom line buoyant.
- *Previously we used to have more hierarchical organisations based on command and control, but now we have leaner, flatter structures which require more networking, have less boundaries, and are virtual organisations requiring greater emotional intelligence and interpersonal skills of leaders all of which now need coaching and support.*
- *The game has changed from rewarding seniority and longevity to understanding how to not only retain human capital, but to inspire and develop talented people to bring about high-performing teams.* Leadership coaching is a new tool for understanding how to keep and grow talented staff.
- *Individuals are being promoted rapidly to senior roles instead of the traditional way of slowly moving up the chain and acquiring experience under the watchful eye of numerous mentors and senior staff.* Rising to the top quickly means that leaders need support and guidance on this rapid journey.

¹¹⁵ Dr. Darryl Cross (2020) *Why the Growth in Leadership Coaching?* Available from: <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/> [Accessed April 30, 2020]

- *Being at the top is a lonely job.* It's difficult sometimes too to know who to trust in the organisation and although leaders often use friends informally to run ideas past, the use of a leadership coach to talk to and confide in is an important asset.
- *The business world has also become more legalistic* where corporate governance responsibilities seem to increase daily meaning that stress also increases requiring new strategies for dealing with it all (Dr. Darryl Cross, 2020, <https://leadershipcoaching.com.au/why-the-growth-in-leadership-coaching/>). Furthermore, another globally recognized publishing organization that greatly values a culture of training & development of its people resources is New York, United States of America-based LexisNexis a subsidiary business of the RELX Group Plc. ¹¹⁶The iconic leaders and inspirational leaders in the LexisNexis board of directors who have enormously contributed towards the creation of a learning and development culture in the leading globally recognized publishing brand include the following: Floyd L. Clarke; Stacia Hylton; Lee Rivas; Howard Safir; Brian L. Stafford; Haywood “Wood” Tacove; Henry A. Udow and Alan Wade (LexisNexis, 2020, <http://lexisnexisspecialservices.com/who-we-are/board-of-directors-3/>). ¹¹⁷In addition the current good-to-great leaders of LexisNexis publishing company include the following: Mike Walsh (*CEO*); Eric Bonnet-Maes (*Managing Director, Asia*); Jamie Buckley (*Chief Product Officer*); Philippe Carillon (*President, Continental Europe, Middle East and Africa*) (LexisNexis, 2020, <https://www.lexisnexis.com>). ¹¹⁸“LexisNexis Legal & Professional is a leading global provider of information and analytics that enable professionals in legal, corporate, government and non-profit organizations to improve decision-making and achieve better business outcomes. We’re a part of RELX Group, serving customers in more than 130 countries with 10,000 employees worldwide. Our information network contains 3 petabytes of legal and news data with 65 billion documents. That’s 150 times the size of Wikipedia and doubling every three years. Across the globe, we combine content, technology and analytics to

¹¹⁶ LexisNexis (2020) *Board of Directors*. Available from; <http://lexisnexisspecialservices.com/who-we-are/board-of-directors-3/> [Accessed June 19, 2020]

¹¹⁷ LexisNexis (2020) *Global Leadership*. Available from: <https://www.lexisnexis.com/en-us/about-us/leadership/global-leadership/global-leadership.page> [Accessed June 18, 2020]

¹¹⁸ LexisNexis (2020) *Company Snapshot*. Available from: <https://www.lexisnexis.com/en-us/about-us/company-snapshot.page> [Accessed June 18, 2020]

advance the rule of law and shape a more just world where all are equal under the law” (LexisNexis, 2020, <https://www.lexisnexis.com/en-us/about-us/company-snapshot.page>).

¹¹⁹According to LexisNexis (2020) Our Core Values. *Valuing our people*. We put the highest priority on recruiting, developing and retaining outstanding people. Our managers are directly responsible for the development of their people. We recognize and reward achievement. We enjoy what we do and we celebrate success. We empower our people to maximize their potential and contribution. We respect our people and believe in open and honest communication. We behave in an ethical and principled manner (LexisNexis, 2020, www.lexisnexis.com).The conclusion of this chapter will be covered in the following section.

5.7 Conclusion

When coaching is implemented in an organization the development of people’s skills and knowledge occurs. Leadership coaching is now the new impactful executive coaching tool being used in organizations nowadays. A coaching culture is the starting point to creating a learning oriented leadership in an organization. The performance of an organization is enhanced when its leaders are consistently learning on a regular basis as this helps to boost their creativity levels, technical knowhow and other skills needed to drive the organization towards achieving its set objectives. It can therefore be concluded that leadership coaching is one effective way leaders can use to identify their weaknesses and acquire the necessary knowledge to address them so that they perform beyond expectations at the workplace.

5.8 Review questions

- 1) Using relevant examples define the meaning of the following terms ‘culture’ and ‘coaching’?
- 2) Describe what is a ‘coaching culture’?
- 3) Discuss what is ‘leadership coaching’?
- 4) Explain the steps to follow to create a leadership coaching culture?

¹¹⁹ LexisNexis (2020) *Company Snapshot*. Available from: <https://www.lexisnexis.com/en-us/about-us/company-snapshot.page> [Accessed June 19, 2020]

5) Outline the reasons behind the accelerated growth of leadership coaching today?

Chapter 6: Innovative & transformative leadership

After studying this chapter you should be able to:

- Define the meaning of the following terms ‘innovation’ and ‘technology’.
- Identify the reasons why modern day leaders must be digital leaders. Describe the challenges associated with modern day digital age leaders.
- Discuss why leaders must embrace learning and the various issues associated with learning amongst leaders nowadays.
- Identify the process to follow to become a transformational leader.
- Explain the reasons behind the accelerated profitability of organizations led by transformational leaders.

6.1 Introduction

Nowadays almost ‘everywhere, anywhere and anytime’ technology exists and it is being used to simplify the lives of people on a daily basis. Transformative innovation has become the new strategy being used by organizations in order to produce innovative processes that help to transform the entire organization at each and every level. The key question around the topic of transformative innovation is *‘how can organizations effectively transform without leaders who are transformative and techno-savvy in general’*. A critical element of innovation success in an organization is technology. The arrival of the Internet has practically digitized global commerce and it has become the norm for leaders to embrace the digital age in order to achieve a competitive edge and increase the market value of their brands. Innovation keeps evolving and it is now inevitable for leaders to avoid adopting a learning culture about the new ways to enhance innovation in their organization. The definition of terms will be covered in the next section.

6.2 Definition of terms

The term *‘innovation’* is generally perceived to be a process that is adopted to achieve a certain goal or result in a manner that helps the organization to move forward from the position it was earlier. In addition the term *‘technology’* in this book refers to the modern day electronic devices, information communication networks, computer software or systems, processes, engineering

components or parts and the world wide web (Internet). The following section will cover the reasons why the modern day leaders must be digital leaders.

6.3 Reasons why modern day leaders must be digital leaders

Change is here and gone are the days of doing business via the traditional brick and mortar business model only without trading online. When a business designs a website it has practically become both a (1) *click & mortar* (2) a *brick & mortar* type of business as it will be conducting its business online and in the physical world as well. By doing so this puts enormous pressure on leaders to embrace technology and become digital leaders. The reason why leaders must be digital leaders today was properly highlighted in an article by Scott A. Snyder and Yulia Barnakova (2020) titled ‘*Being a Digital Leader Has Never Been More Urgent*’ published in <https://knowledge.wharton.upenn.edu/>.¹²⁰ “**Being a Digital Leader Has Never Been More Urgent.** *While the COVID-19 pandemic may be a health crisis and shock to the system, it is driving the rapid adoption of digital technologies and ways of working needed for companies to stay relevant, according to Scott A. Snyder and Yulia Barnakova, co-authors of this opinion piece.* When the Mosaic browser, with its consumer-friendly interface, was released to the world in 1993, most had no idea how radically this first foray into the internet era would transform our lives – both personally and professionally. As humans, we are generally poor at detecting and acting on early signals of change. And as business leaders, we do not fare much better. Most companies were late to the party on PCs, eCommerce, Smartphones, digital payments, the sharing economy, Gig work, AI, and now virtual ways of working. And it’s not for lack of trying. Yet, even with our head start with virtual interactions as consumers, many leaders are still finding wide gaps in their own capabilities, realizing they must rapidly raise their digital skills to be effective in this fast-changing environment. So how can leaders shift behaviors, mindsets, and ways of working in such a short period of time – both for themselves and their teams? **The Headwinds to Rapid Transformation.** To understand the pathways to rapid transformation, we first need to know what stands in the way. **Thinking “digital” is someone else’s job.** The first barrier is thinking anything “digital” is owned by others – like IT, those with “digital” in the title,

¹²⁰ Scott A. Snyder and Yulia Barnakova (2020) *Being a Digital Leader Has Never Been More Urgent*. Available from: <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/> [Accessed April 24, 2021]

or even a new executive formally tasked with “digital transformation.” The reality is that every part of an enterprise is impacted, and every leader can be an amplifier or blocker of digital adoption. If leaders do not see how digital technology and ways of working translate to their role, there is little hope for sustained impact from transformation efforts – and for their ability to drive success in the future. The table below shows how **every functional leader has a role to play in shaping digital adoption** for their organization. **Waiting for everything to be perfect to act.** If this current health crisis has taught us anything, it is that inaction has a price. The same goes for organizations that fail to move ahead to deploy digital tools and operating models as minimal viable solutions with room for employees to dive in and evolve how they use these solutions over time. **Thinking digital is only about efficiency versus enabling innovation.** Organizations need to foster the right culture and mindset to encourage experimentation, failure, and learning around new digital operating models and experiences along with the process, tools, and coaching on how to innovate. Otherwise, great ideas from your employees will get crushed under the weight of corporate machinery, especially a company in short-term crisis mode. As a result, you may only focus on using digital to reduce cost during the crisis and miss the opportunity to generate novel thinking and opportunities that could deliver advantages for your company as the market rebounds. **Critical Skills of Digital Leaders.** To overcome these headwinds and thrive in today’s extremely dynamic, uncertain environment, leaders must turbocharge their skills for the future. They must become what we call digital “triathletes,” playing a unique three-part role of digital *strategist, innovator, and driver* – to be able to navigate and thrive in fast changing digital world. While all triathletes are better at some events than others, they must train and develop proficiency in all three to stay in the race. Similarly, digital triathletes will naturally have unique capability spikes, but a solid level in all **three elements** as described below¹²¹.

- **Digital Strategist:** Stays ahead of emerging trends and technologies, experiments with them personally where possible, and finds ways to apply them to drive transformative change for customers and/or business operations. The Strategist role is critical for envisioning the future and developing a path to winning by creatively leveraging technology.

¹²¹ Scott A. Snyder and Yulia Barnakova (2020) *Being a Digital Leader Has Never Been More Urgent*. Available from: <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/> [Accessed April 24, 2021]

- **Digital Innovator:** The Innovator role is central to disrupting the status quo and moving the organization toward the vision for winning in the future. This role helps their teams overcome legacy mindsets and ways of working, as well as finds ways to harness the company’s legacy assets like data to build a long-term digital advantage.

- **Digital Driver:** Builds trust and collaborates across the organization with diverse stakeholders to enable rapid action. The Driver role ensures that once the vision is set, and the status quo disrupted, that innovation initiatives are executed quickly. This role is also responsible for building talent to enable execution for the future and broadly across the organization. At the core of the digital triathlete is *agility* – the ability to rapidly pivot as the market changes, shed old mindsets, and voraciously keep learning about new technology and ways of working for the future”” (Scott A. Snyder and Yulia Barnakova, 2020, <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/>).

¹²²““**Becoming a Digital Leader.** Like typical heart patients who fall back to their old habits after going through by-pass surgery, many leaders will revert to their old ways of working after the COVID-19 crisis subsides and businesses begin to ramp up again. But leaders who see this as an opportunity for lasting change will seize the window to train harder and build their own digital dexterity. [Below are some key strategies](#) to accelerate this set of skills amid today’s period of extreme stress and volatility.

- **Use scenario planning to anticipate both short and long-term shifts** — Amidst the crisis, every business will be presented with unique challenges – but also opportunities – to leverage technology to unlock new opportunities around customer experiences, products, and operations. Using a scenario lens can help companies make more balanced bets vs. overweighting on the near term, as well as embed more optionality into their strategies to pivot quickly with market changes.

- **Leverage data and predictive analytics to help monitor and see early signals of change**

- **Launch organizational experiments with emerging technology**

¹²² Scott A. Snyder and Yulia Barnakova (2020) *Being a Digital Leader Has Never Been More Urgent*. Available from: <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/> [Accessed April 24, 2021]

- **Raise your own digital game**
- **Get creative with serving your customers virtually**
- **Focus on shifting the mindset and culture** to clear the path — Without changing the hearts and minds of the organization and helping all employees see themselves in the new digital version of the company, it will be hard to drive lasting change, even on the back of such as monumental crisis like COVID-19.

This is an opportunity for leaders to set the example by embracing the current situation as an opportunity to reinvent themselves as digitally aware leaders and help their teams see the opportunity amidst the chaos. This will help every leader, no matter where they sit, realize that being a triathlete and building digital dexterity is more than just physical training. It's the mindset to win under any conditions. Even this one"¹²³ (Scott A. Snyder and Yulia Barnakova, 2020, <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/>) The following section will cover the challenges associated with the modern day digital age leaders.

6.4 Challenges associated with modern day digital age leaders

There are several challenges that are faced by leaders in the Digital Age. Some of the various challenges associated with leaders in the Digital Age was clearly highlighted in article authored by Van Vugt, M. (2015) '*Challenges for Leaders in the Digital Age*' published in www.psychologytoday.com.¹²⁴ According to Van Vugt, M. (2015) [International leadership surveys](#)¹²⁵ show that 74 percent of managers view effective communication as very important to

¹²³ Scott A. Snyder and Yulia Barnakova (2020) *Being a Digital Leader Has Never Been More Urgent*. Available from: <https://knowledge.wharton.upenn.edu/article/theres-never-important-time-digital-leader/> [Accessed April 24, 2021]

¹²⁴ Van Vugt, M. (2015) *Challenges for Leaders in the Digital Age*. Available from: <https://www.psychologytoday.com/us/blog/naturally-selected/201506/challenges-leaders-in-the-digital-age> [Accessed April 30, 2020] "Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC."

¹²⁵ Ketchum Inc (2014) *Leadership Communication Monitor 2014*. Available from: <https://www.ketchum.com/tl/leadership-communication-monitor-2014> [Accessed June 24, 2020]

their [leadership](#). Yet only 29 percent of leaders feel that they communicate effectively. This is not surprising as more and more leadership is done remotely. Taking an *evolutionary perspective* this seems not so smart as the human mind has evolved to respond to face-to-face interactions. So how do remote leaders overcome these challenges to be more effective and persuasive in the modern digital age?¹²⁶ Every manager has had the experience of sending an e-mail to a staff member that was taken completely the wrong way. A long series of emails followed in which a non-existing problem suddenly became real. Such misunderstandings are exacerbated when leaders and followers do no longer work share the same work place – *remote leadership* – and communicate almost exclusively through digital means -- *digital leadership*. Remote leadership is increasingly common in the workplace today. In almost all large companies, managers and their staff operate from different locations. As an evolutionary-minded psychologist I am puzzled by the popularity of remote leadership arrangements. In the world of our ancestors leadership was a face-to-face affair. There was no physical distance between leaders and followers, and leaders and followers developed an intimate, personal relationship in which they could see, hear, and even smell one another. Leading by example was the norm and the personalized influence of a leader, which was often based on competence and [charisma](#), played an important role in the effectiveness of leadership.

Psychological research shows that the nonverbal behaviors of leaders - a nod of the head or a smiling face – are indeed key predictors of leadership influence. Some psychologists argue that more than 70% of a leader’s impact depends on factors that have nothing to do with verbal communication. Viewing remote leadership from an [evolutionary psychology](#) perspective, this [innovation](#) has few long term prospects. The human mind is constrained by the physical presence of leaders. In a recent survey from the VU University Amsterdam we asked the employees from various organizations in the Netherlands how satisfied they were with communications of their immediate supervisor. Guess what? Face-to-face leadership was most appreciated, followed by

¹²⁶ Van Vugt, M. (2015) *Challenges for Leaders in the Digital Age*. Available from:

<https://www.psychologytoday.com/us/blog/naturally-selected/201506/challenges-leaders-in-the-digital-age>

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videoconferencing (Skype) and - at some distance – telephone communications. Emails, SMS, were the least appreciated ways of interactions with bosses.

There seem to be at least four factors that limit effective leadership in remote settings, according to research by Elizabeth Kelley and Kevin Kelloway of Canada's Dalhousie University. First, both leaders and employees experience a lack of control in remote settings. Manager and worker have a hard time figuring out what to expect of each other. As a result, trust is often fragile and this increases the risk of a misunderstanding after an email exchange. Another issue is the absence of unscheduled communications and meetings. Such encounters strengthen the bonds between managers and subordinates as they can chat about other things than work. Finally, the X-factor of leadership, charisma, is lacking in remote settings and it is exceedingly difficult to motivate and inspire employees from a distance.

So how can we make remote leadership work given the constraints of our ancient social brain? First, we should appreciate that remote leadership relies on other skills than face-to-face leadership. It may well be that the personalities of effective remote leaders differ importantly. One might expect that *extraverted managers may do less well in remote settings, whereas conscientious managers may do better.*¹²⁷ Leadership development programs should consider training managers in remote leadership. More emphasis could be given on how to conduct video conferencing, how to write a decent, persuasive email and use emotions in text messages. Managers could be trained specifically on how to deliver an inspirational message through digital means. Finally, organizations should be made aware of the costs as well as the opportunities of different means of communication. They must realize that a telephone call is often better than e-mail, and video-conferencing is better than a phone call. Yet a personal meeting is still best as it is ultimately more aligned with how the mind appreciates leadership (Van Vugt, 2015, <https://www.psychologytoday.com/us/blog/naturally-selected/201506/challenges-leaders-in-the-digital-age>). Skype (*the Skype software provides*

¹²⁷ Van Vugt, M. (2015) *Challenges for Leaders in the Digital Age*. Available from:

<https://www.psychologytoday.com/us/blog/naturally-selected/201506/challenges-leaders-in-the-digital-age>

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Internet communications products).¹²⁸ “Used with permission from Microsoft.” [*Leadership: A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation. The next section will cover aspects related to learning by leaders in-depth.

6.5 Why leaders must embrace learning and the various issues associated with learning amongst leaders nowadays

Failure is something every leader strives to avoid by any means necessary and organizations invest a lot of resources in trying to develop their people in order for them to enhance their knowledge so that they become more productive. The various innovative ways that can help to enable leaders to acquire new concepts and knowledge from failure were clearly highlighted in an article authored by Bryant, B. (2021) titled ‘*Learning from Success and Failure*’ published via www.imd.org.¹²⁹“*Learning from Success and Failure*. In the early stages of their careers, people often try to learn from the experience of others because they lack experience themselves. They observe role models or study well-known leaders. They seek advice from experienced leaders or read case studies and biographies about how they achieved success. Role models and their successful experiences provide invaluable guidance on how to replicate their success. As their responsibilities increase, most senior executives realize that case studies about the achievements of others lack relevance to their own context and that their own experience is not only unique but also one of the richest.

6.5.1 Are executives willing to learn? When we ask senior executives if they like to learn, most respond with an unhesitating “yes.” When asked **what** they would like to learn, they often list the latest developments in strategy, technology, digitization, social media and so on, something they have heard of or read about but have not had time to catch up on. Some raise their most salient

¹²⁸ Microsoft (2018) *Facts About Microsoft*. Available from: <https://news.microsoft.com/facts-about-microsoft/> “Used with permission from Microsoft”. [*Entrepreneurship & Business Innovation :A North America, Europe, Africa, Oceania & Asia 21st Century Perspective 1st Edition*] is an independent [publication] and is neither affiliated with, nor authorized, sponsored, or approved by, Microsoft Corporation.

¹²⁹ Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org.

leadership issues: How can I better align my top team? How do I shift the culture and mindset of my organization to be more cost/innovation/quality/safety focused? They ask about the latest “toolboxes” for fixing teams or cultures. But when asked, “And what about yourself, what are you learning about being a more effective leader?” they quickly point to the rich and complex experiences of their role. And when pressed for an example of something they have learned from their leadership experience in the past year, they look puzzled and may share a trivial example of saying the wrong thing in public. The meaning of learning has shifted over recent decades. Today, knowledge is freely available to anyone. Learning to search the internet allows anyone to learn anything they want. Over the past 50 years, the pedagogical methods of all educational institutions have begun to place more emphasis on exploration and discovery as well as learning how to learn. This has also led to a shift in attitudes toward lifelong learning. So, it is now well understood that learning only stops if we choose to let it stop”¹³⁰ (Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org).

6.5.2 ““What can executives learn from success and failure? It is well documented in the development literature that new roles and experiences offer perfect learning opportunities. From teenagers taking a gap year to executives taking on a new assignment in a different culture, the learning philosophy is that such experiences help anyone who undertakes them to grow. Assignments in different cultures constantly test one’s assumptions. The mantra here is to question and explore whatever brought success in the past, which implies remaining open to learning. As executives acquire more responsibilities, the tolerance for learning and growth diminishes. We expect CEOs and senior executives to have completed most of their learning and growth – they should have most of the answers. The first few months are their chance to establish their authority as they take up their new role, so they are also given a period of grace to learn about the new context. Once they are established, however, is there any need to continue learning? Is it harder to learn after being in a role for some time? There are two fundamental barriers to learning from experiences in a senior executive role. The first is that as executives

¹³⁰ Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org

acquire greater responsibilities, their learning moves from universal truths to being context specific. They can too easily believe that experiences can generate learning in the form of simple formulae or rules of thumb such as “build a good team around you.” But learning is likely to be far more complex than a simple explanation can convey. The same can be said about failure. Learning from failure might seem an obvious source of learning, but the same problems arise. What was the real cause of the failure? Did they hire the wrong person? Did they fail to manage upward? Or was the failure specific to the context? Most executives already know that hiring the right person or managing upward is essential to success. So, what did they really learn from the experience? The potential learning will be related to the context at the time. Why, in this context, did they fail to hire the right person or fail to manage upward? What else was going on?

Most learning at senior executive levels is context specific. In other words, what works in one situation will not necessarily work in another. Simple rules of thumb are useful in the initial stages of a career and are easy to pass on, but their utility diminishes in senior executive roles. In fact, an over-reliance on rules of thumb learned in other contexts can lead to failure. The second problem of learning from experience is emotional contamination.¹³¹ Successful experiences make us feel great. Failure makes us feel sad or angry. These emotional responses make it difficult to learn. Success will likely create a positive sensation and a desire for recognition and self-congratulation, but such emotions only help to confirm the person’s assumptions and delude them into thinking they have what it takes. Who would want to spoil that feeling? The learning here tends to simply confirm that the person did the right thing. Thus, whatever action was taken prior to the successful outcome is believed to have contributed to – or even caused – the success. Learning from a success will be limited by the desire to maintain one’s carefully developed positive self-esteem. People love to accept responsibility for their successes and replicate them to ensure they generate more of that great feeling. We might thus avoid learning to avoid unpleasant feelings or to sustain pleasant ones”” (Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org).

¹³¹ Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org

6.5.3 ““The learning disabilities of executive roles. Although most executives say they want to learn, most are unaware of the learning disabilities – the unconscious protective mechanisms that reinforce their self-esteem and sense of self-worth. Defensive behaviors are frequently used by people, regardless of their role, to protect their self-esteem. Everyone exhibits defensiveness from time to time and in varying degrees depending on their role, but some people act defensively more often than others, closing off opportunities for learning. However, when senior executives take up the enormous responsibilities attached to their role, research evidence suggests that their executive behaviors become more defensive. This defensiveness becomes more apparent as they protect themselves from the mounting threats to their competence and their person. If executives say they have not experienced these mounting threats in their role, it might mean that the unconscious protection mechanisms are working very well. What is underpinning such defensive behaviors is a desire by senior executives to protect their self-esteem at the expense of learning. The inner drivers of defensive behaviors are an unrealistic view of themselves. People who act defensively either grossly overestimate or underestimate themselves and constantly devalue their own worth. This self-delusion flows over into relations with others. Those who overestimate themselves usually deny their need for others and become “loners.” Those who overestimate their need for others seek to bolster themselves by becoming emotionally over-dependent on others and have a constant need for the approval of others. Both strategies are self-defeating. Loners become increasingly alienated, lonely, empty and unfulfilled and all they can do is reassert their false superiority more strongly. Those who over-depend on others reinforce their low self-esteem through their dependence, which prevents them from feeling worthy.¹³²Self-evaluations result from life experiences categorized as successes or failures. People avoid activities if their self-concept predicts that they will perform so badly as to humiliate themselves. If someone tells themselves, “I am hopeless with technology,” they will probably avoid technology and miss out on the opportunity to improve their ability to use technology. A negative self-image limits learning and results in too much importance being given to occasional critical remarks from others and in overlooking or discounting praise by others of one’s abilities or characteristics. Even worse, a negative self-image can be

¹³² Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org

communicated to new acquaintances even before they have had a chance to form their own impression. One example is when someone typically starts expressing their opinion with “I may be wrong, but...” or “I don’t know whether it’s worth mentioning, but...” Others usually learn not to place much weight on their remarks and quickly stop listening and often talk over them, and the person trying to get their point across increasingly fails to get beyond the apology and reach their idea. Thus, low self-evaluation becomes a reality and shuts off any chance of further learning with comments such as “Well, that’s just the way I am.” This is not self-acceptance, it is self-stereotyping. ¹³³These observable defensive behaviors affect a person’s ability to communicate with others. Their input is reduced and distorted because they seek to maintain their personal delusions rather than look for valid data. They censor their output to maintain an unrealistic image of themselves and others. They are locked into one or two interpersonal dimensions or operate only on one end of a dimension so that they can only ever be submissive, never powerful. They act compulsively instead of choosing between several options. Powerful senior executives, for example, might see all situations in terms of their possibilities for staying in control of the situation. They cannot relax and enjoy following the lead of others or simply enjoy being among equals. Achievement-oriented scientists see situations only in terms of work and goal achievement and, in fact, they may fail in their achievement because they are unable to see or handle power relations. Hostile people distrust others and see only cues to release their anger; they may be unable to respond when others express their affection for them. Yet organizational culture colludes with such defensive behavior in that people respect the powerful and despise the submissive. They also value affection but fear the expression of anger. Finally, they praise achievement and are suspicious of self-expression and self-indulgence”” (Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org). A typical good example of a leading employer and corporate brand in the global publishing industry with a highly effective innovation-centered culture is New York, United States of America-based LexisNexis a subsidiary business of the

¹³³ Source: Bryant, B., 2021, “Learning from Success and Failure”, IMD - International Institute for Management Development, www.imd.org

RELX Group Plc. ¹³⁴According to LexisNexis (2020) Our Core Values. *Innovation*. We welcome and push change; we challenge the status quo. We encourage our people to be entrepreneurial, take some risks and learn from mistakes. We are ready to make bold moves and decisions. We constantly look for new ideas, and value 'out-of-the-box' thinking. We keep things simple and minimize bureaucracy. You can learn more about our approach to innovation in the Innovation Station (LexisNexis, 2020, www.lexisnexis.com). The following section will cover the process to follow in order for an individual to become a transformational leader.

6.6 Becoming a transformational leader

There are many types of leaders in the business world today. Information about how to become a transformation leader in this modern day business world was clearly highlighted in an article authored by Cassidy, F. (2019) '*How to be a Transformational Leader*' published in www.raconteur.net. ¹³⁵According to Cassidy, F. (2019) the nature of business is changing as new generations enter the workplace and emerging technologies continue their meteoric rise. Organisations must now contend with [machine-learning](#), [cloud computing](#), the [internet of things](#) and an increasingly multi-generational workforce. Businesses must transform. And for this they need a transformational leader.

6.6.1 What makes a transformational leader? Many of the characteristics of a [transformational leader reflect the new times we live in](#): they should be nurturing when it comes to their staff, open about the decisions they make and willing not to be the smartest person in the room. However, driving transformation still requires leaders to be the bold visionaries we have seen in the past. Charisma can be the difference between transformation success and failure. The process requires buy-in from everyone, from junior staff to the board of directors, and securing this is

¹³⁴ LexisNexis (2020) *Company Snapshot*. Available from: <https://www.lexisnexis.com/en-us/about-us/company-snapshot.page> [Accessed June 19, 2020]

¹³⁵ Cassidy, F. (2019) *How to be a Transformational Leader*. Available from: <https://www.raconteur.net/businessinnovation/transformational-leader> [Accessed April 30, 2020]

considerably easier if the leader can articulate the “why” of transformation. Transformational leaders must be storytellers, able to communicate their own enthusiasm, inspiring staff to want change. “Leaders need to be adventurous,” says Rita Trehan, chief executive of global transformation consultancy Dare. “They should have the ability to look beyond what is known and cherish not having the full picture because this necessitates experimentation.” It is this drive for something new and better that can bring energy to a change programme.

6.6.2 Do you need a chief transformation officer? So critical is business transformation that many companies have created a dedicated role to oversee it: [the chief transformation officer \(CTO\)](#). This role sits above both the chief technology officer and the chief operations officer, and is responsible for running interference between technology and people. Think of culture as your circulatory system; if you can’t keep the blood flowing, you die “A transformational leader needs to own the end-to-end outcomes,” says Nagaraja Srivatsan, chief growth officer at operations management company EXL, “and they need to be ambidextrous when it comes to understanding both the human and the technological. A [CTO can help to integrate the operations and the technology teams more closely](#), allowing for constant experimentation.” Transformation happens when technologies and people interact, but this is also where anxiety arises. Much of employees’ resistance to transformation comes from the fear they will be automated out of a job. Transformational leaders must present a different picture, one where mundane tasks are automated leaving employees free to do more exciting work (Cassidy, 2019, <https://www.raconteur.net/businessinnovation/transformational-leader>).¹³⁶ Furthermore, according to Cassidy, F. (2019):

6.6.3 How to lead a transformation initiative. People make organisations, so weeding out those who will be detrimental to a project’s success is just as crucial as identifying those with the capability and desire for change. One school of thought says you do not “lead” transformation projects in the traditional way. You identify the right people, set goals, ask pertinent questions and then leave your team to roll the project out. You are there to add momentum and vision, not to hand hold. “We can see this with Jeff Bezos at Amazon; what he has done really well is build a strong leadership capability,” says Ms Trehan. “The business side of Amazon is growing exponentially, and Bezos has made sure to have capable leaders in place. This is the sign of a

¹³⁶ Cassidy, F. (2019) *How to be a Transformational Leader*. Available from: <https://www.raconteur.net/businessinnovation/transformational-leader> [Accessed April 30, 2020]

true transformational leader; they ensure that not all of the responsibility sits with them. If it relies on one person, it's impossible for a company to grow."

6.6.4 Protecting company culture during transformation. The people element of transformation is not simply limited to your allocated transformation team, it also requires you to get the whole company behind your initiative. "[Think of culture as your circulatory system](#); if you can't keep the blood flowing, you die," says Ms Trehan. This means the plan for change should be communicated clearly from the earliest possible moment and feedback must be welcomed. "The most effective thing," says Mr Srivatsan, "is to identify people with a learning mindset and turn them into 'change agents', evangelists who can show people how the change will make things better."

6.6.5 How digital transformation is shattering hierarchies. Transformation involves turning traditional workplace hierarchies on their heads and creating opportunities for new leaders to step up. [Particularly in terms of digital transformations](#), positions of responsibility are increasingly going to digital natives, who tend to be younger than the traditional senior management team. "Companies are [turning to the next generation of leadership](#)," says Alex Shootman, president and chief executive of work management platform Workfront. "It's no longer the vice president of an organisation being given problems to solve, but someone who has a technological solution and, if it works, they get promoted. If you were to put ages next to these new leaders, they are all in their early-30s; it's exciting." Ultimately, a transformational leader is one who can future-proof their organisation and make it more efficient.

6.6.6 A transformational leader must understand patience and pacing. Creating a strong leadership team, however, does not mean bowing out entirely. A transformational leader is responsible for keeping the project on course and [turning to the next generation of leadership](#). Ultimately, a transformational leader is one who can future-proof their organisation and make it more efficient, while preserving the culture and maintaining employee engagement. Their ability to do this rests on a combination of qualities and skills, but fundamentally comes down to mindset. "The leaders who are really effective understand that human dignity can be fulfilled by work," says Mr. Shootman, "so they take time to manage it like it matters. Frame the transformation, make sure people know why they're doing what they're doing. Treat work like

it's worth doing"¹³⁷ (Cassidy, 2019, <https://www.raconteur.net/businessinnovation/transformational-leader>). Nowadays the global publishing industry is now greatly influenced by innovation and or creativity to the extent that both 'innovation and creativity' have become the norm for almost all the organizations. This is due to the consistent technological developments in the publishing industry that ultimately puts more pressure on business leaders to become transformational leaders who can adopt, shape and effectively implement change in the highly growing industry. For example, Cengage Learning Holdings II Inc. a Boston, Massachusetts, United States of America-headquartered leading global publishing company that is globally recognized for its highly transformational leadership that has high levels of innovativeness, sustainability, change management skills and strategic thinking. The current list of good-to-great executive leaders at the powerful corporate brand Cengage Learning Holdings II Inc. include the following: (1) Michael E. Hansen (*Chief Executive Officer*); (2) Fernando Bleichmar (*General Manager, Higher Education & Skills*); (3) Alexander Broich (*President of Cengage Global Businesses*); (4) George Moore (*Chief Technology Officer*); (5) Bob Munro (*Chief Financial Officer*); (6) Laura Stevens (*Chief Legal Officer*)¹³⁸ (Cengage Learning Holdings II Inc., 2020, <https://www.cengage.com/about/leadership/>).¹³⁹"*About Cengage*. Cengage is the education and technology company built for learners. The company serves the higher education, K-12, professional, library and workforce training markets worldwide. Cengage creates learning experiences that build confidence and momentum toward the future students want. The company is headquartered in Boston, MA. Employees reside in nearly 40 countries with sales in approximately 165 countries and territories around the world. Welcome to a world where every student is propelled by the power of education. A world where students get smarter with every question, sharper with every lesson and stronger with every

¹³⁷ Cassidy, F. (2019) *How to be a Transformational Leader*. Available from: <https://www.raconteur.net/businessinnovation/transformational-leader> [Accessed April 30, 2020]

¹³⁸ Cengage Learning Holdings II Inc. (2020) *Leadership*. Available from: <https://www.cengage.com/about/leadership/> [Accessed June 19, 2020]

¹³⁹ Cengage Learning Holdings II Inc. (2020) *About*. Available from: <https://www.cengage.com/about/> [Accessed June 19, 2020]

challenge. A world of acceleration, advancement and ambition. Where learners have the opportunity to reach their goals and dreams. *Cengage is Committed to Positive Change.* • *Employees:* We're a culture of doers that is accountable to and for each other. We challenge the status quo to create new ways of learning. Together, we touch the lives of millions of people globally every day – one student at a time (Cengage Learning Holdings II Inc., 2020, <https://www.cengage.com/about/>). The following section will cover the reason why organizations led by transformative leaders are profitable.

6.7 Reasons behind the accelerated profitability of organizations led by transformational leaders

In general there are many reasons why transformative leadership enormously boosts profitability in an organization and these were identified in an article authored by Holmwood, T. (2020) titled ‘*Why Transformative Leadership Supercharges Profitability*’ published in www.iidmglobal.com.¹⁴⁰ According to Holmwood, T. (2020) there would be very few leaders in today's fast-paced world who would not want to give their organisation the gains or lift that they instinctively know is possible, through creating a positive or proactive strengths-based, solutions-enabled environment. But to work more effectively as a team, leaders need to first develop themselves. In an era when we are too often promised new-found ways to success with this or that fad, leaders have reason to be somewhat sceptical. Significant fact-based research, together with actual experiential practice, tested in the day-to-day cauldrons of real experiences lies at the heart and application of transformative leadership behavioural styles.

6.7.1 Transformational leaders are doers and enablers

Socially driven transformational leaders, are trusted and respected for their strength of character, resilience, strategic awareness, empowerment of others, creative contributions and a strong sense of purpose. Imaginative and open-minded, they are more charismatic and capable of inspiring

¹⁴⁰ Holmwood, T. (2020) *Why Transformative Leadership Supercharges Profitability*. Available from: https://www.iidmglobal.com/expert_talk/expert-talkcategories/leadership/leader_styles_qualities/id126142-why-transformative-leadership-supercharges-profitability.html [Accessed April 30, 2020]

others to grow and fulfil their dreams, to make a difference, while promoting improved wellbeing, connection, and longevity. Employing meaningful visionary strategy, transformational leaders influence more secure workplace environments where employees have greater clarity about their development objectives and are inspired to grow, especially when the organisation's goals positively influence future security and their community. Coaching and providing clarity around what the vision is, what the main strategic platforms are, and therefore what each tribe's mission is, is more than commanding. Employees are inspired to grow when respected and are willing to engage where trust is present and are included as sounding boards alongside their transformational leaders. Too often administrative or compliance functionaries manages financial outcomes, often to the detriment of growth. Their greater environmental awareness, critical reasoning and emotional intelligence (Ei) capability help transformational leaders build the right skills and mindsets to implement new initiatives and systems, and even products and services to achieve superior profits. Employees in open, agile, safe cultures, are more likely to experiment, grow and innovate solutions for strategic success, setting transformational leaders apart from transactional leaders who tend to focus more on short term outcomes and shareholder returns. Additional to logic and good judgement, transformational leaders are masters of their right brained futurist attributes of Ei and cultural (environmental) awareness (Ci)¹⁴¹.

6.7.2 Transformational leaders express optimism in the search for opportunity

Environments not constrained by limitations and problems, become more about opportunity to better focus on delivering solutions, switching from protectionist endeavours to manage our esteem to shared objectives for the betterment of the collective. Self-assurance and collaboration are essential for constructing effective strategy. At this level of leadership ability, the whole is worth substantially more than the sum of its parts. Secure, collaborative leadership styles that can express optimism, visions and strategy are a requirement for transformational change and will enable a proactive culture. The major factors inhibiting employee change and growth is the

¹⁴¹ Holmwood, T. (2020) *Why Transformative Leadership Supercharges Profitability*. Available from: https://www.iidmglobal.com/expert_talk/expert-talkcategories/leadership/leader_styles_qualities/id126142-why-transformative-leadership-supercharges-profitability.html [Accessed April 30, 2020]

failure of leaders and managers to exhibit trust, inspiration and purposeful objectives. Ei in leaders positively transforms people's lives by motivating employees to change and grow accordingly, to supercharge business performance.

6.7.3 Emotional intelligence sets effective leaders apart

Ei deepens our coaching, reasoning and relationship skills where personal one-to-one attention is preferred, such as:

- Learning and development
- Realising innovation
- Planning
- Aligning roles to capability
- Ei and social engagement, and
- Change (for growth)

Ei is a learnt quality and can be coached. Appreciation of a big-picture future awareness is fully dependent on how much we empathise and engage with all aspects of life. What broadens our awareness is a future focussed doing and application mindset rather than relying on our reflective logical learning and knowing ability. Our environment dictates our success or failure. On a personal level, behaviours influence our thoughts, our emotions, which in turn influence our behaviours. Behaviours are how we learn. Being respected, accepted and challenged to grow enables high-performing workplaces. Leaders who understand behaviour are transforming businesses and changing the way employees interact. Values-based organisations inspired by social purpose help employees to embrace change. With inclusive, respectful organisations, employees appreciate how and why their contributions enhance their organisation's success (Holmwood, 2020, https://www.iidmglobal.com/expert_talk/expert-talkcategories/leadership/leader_styles_qualities/id126142-why-transformative-leadership-supercharges-profitability.html). In the following section the conclusion of this chapter will be discussed.

6.8 Conclusion

Transformational leaders are more creative and are highly flexible whilst simultaneously successfully inspiring their followers to achieve their assigned work, set goals and commitment. In addition transformational leaders are generally more open to finding business opportunities for the organization. Technology has led to the creation of the World Wide Web which has led to the digital age ultimately resulting in most of the business leaders embracing the digital age. It can be concluded that failure in an organization can present a learning curve for leaders to find more new effective strategies to use to boost the innovation levels of an organization.

6.9 Review questions

- 1) Using relevant examples define the meaning of the following terms ‘innovation’ and ‘technology’?
- 2) Outline the reasons why the modern day leaders must be digital leaders? Discuss the challenges associated with modern day digital age leaders?
- 3) Explain why leaders must embrace learning and the various issues associated with learning amongst leaders nowadays?
- 4) Identify the process to follow in order to become a transformational leader?
- 5) Describe the reasons behind the accelerated profitability of organizations led by transformational leaders?

Chapter 7: Female leaders & resilient leadership

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘celebrate’ and ‘resilient’.
- Identify the importance of women leaders today. Explain whether women have their own unique leadership style. Discuss whether women have their own unique leadership paths.
- Describe examples of top female business leaders in the world.
- Outline some of the institutions and associations that represent issues related to women in the world.
- Describe what is ‘resilient leadership’. Discuss the ways a leader can use to re-gain high performance levels after making a bad decision.

7.1 Introduction

Women representation keeps increasing in both organizations and government despite the fact that the pace may be too slow or quick to some of the stakeholders. Nowadays some of the world’s most powerful organizations are led by women CEOs, Chairpersons, COOs and board of directors. In addition some of these global organizations that are led by women CEOs, Chairpersons, COOs and board of directors have been nominated several times for being ‘great places to work’. Thus this is a good indicator that women are doing a very good job in terms of business leadership. Furthermore, nowadays women are performing beyond expectations even in government leadership positions and interestingly some of the world’s most successfully governed economies often have women in influential positions of leadership. Generally when leaders fail to perform their duty of decision-making and it negatively affects the organization they must ensure that they re-strategize in such a manner that addresses all their past mistakes while simultaneously strengthening their areas of weaknesses.

For example, one of the world’s iconic female leaders who has successfully distinguished herself as an effective leader in the business world and above all she has also significantly contributed towards the promotion of global education, research, innovation and job creation is Sara Miller McCune (*the founder & Executive Chairman*) of New York, United States of America-

headquartered SAGE Publishing.¹⁴² Some of the other outstanding female leaders in the board of SAGE Publishing include: (1) Susan Gibbons (*Director, University librarian & Deputy Provost for Libraries & Scholarly Communication Yale University*); (2) Peggy O'Brien (*Director, Director of Education, Folger Shakespeare Library*); (3) Kit Van Tulleken (*Advisor to the Board The Van Tulleken Company*) (SAGE Publishing, 2020, <https://us.sagepub.com/en-us/nam/our-people>).¹⁴³ “*Company Information*. Founded in 1965, SAGE is a leading independent, academic and professional publisher of innovative, high-quality content. Known for our commitment to quality and innovation, SAGE has helped inform and educate a global community of scholars, practitioners, researchers, and students across a broad range of subject areas. With over 1,500 employees globally from principal offices in Los Angeles, London, New Delhi, Singapore, and Washington, D.C., we publish more than 1,000 journals and over 800 books, reference works and databases a year in business, humanities, social sciences, science, technology and medicine. Believing passionately that engaged scholarship lies at the heart of any healthy society and that education is intrinsically valuable, SAGE aims to be the world’s leading independent academic and professional publisher. This means playing a creative role in society by disseminating teaching and research on a global scale, the cornerstones of which are good, long-term relationships, a focus on our markets, and an ability to combine quality and innovation. Leading authors, editors and societies should feel that SAGE is their natural home: we believe in meeting the range of their needs, and in publishing the best of their work. We are a growing company, and our financial success comes from thinking creatively about our markets and actively responding to the needs of our customers” (SAGE Publishing, 2020, <https://us.sagepub.com/en-us/nam/company-information>). The definition of terms will be covered in the following section.

7.2 Definition of terms

The definition of terms helps simplify facts presented by words or certain terms. In this book the term ‘*celebrate*’ refers to a joyful and fulfilling moment in time that is aimed at appreciating a

¹⁴² SAGE Publishing (2020) *Our People*. Available from: <https://us.sagepub.com/en-us/nam/our-people> [Accessed June 19, 2020]

¹⁴³ SAGE Publishing (2020) *Company Information*. Available from: <https://us.sagepub.com/en-us/nam/company-information> [Accessed June 19, 2020]

particular victory or favorable outcome that has been achieved. In addition the term ‘*resilient*’ refers to the ability to succeed in maintaining and sustaining an achievement of delivering the desired results. In the following section the importance of women leaders will be covered in-depth.

7.3 Importance of women leaders today

Over the past decades the world has experienced a consistent rise of female leaders and so far the track record has proven that women are highly effective leaders. Most of the female leaders tend to possess good leadership qualities that generally make them succeed in outmaneuvering failure or certain weaknesses at the workplace.¹⁴⁴ “*The Power of Women Leaders*. Women are powerful agents of change, and the far-reaching benefits of diversity and gender parity in leadership and decision-making are increasingly recognized in all spheres. Still, women continue to be vastly under-represented in decision-making in politics, businesses, and communities. *The Evidence*. Women as leaders and decision-makers at all levels are critical to advancing gender justice and gender equality—and to furthering economic, social, and political progress for all.

- When women are meaningfully represented and engaged in leadership bodies—such as legislatures, courts, executive boards, community councils—laws, rulings, and decisions are more likely to be inclusive, representative, and take diverse views into account.
- Women’s leadership within households, including decision-making over land and household income, improves access to education and healthcare for their families.
- Countries with a greater proportion of women as top decision-makers in legislatures have lower levels of income inequality.
- Peace agreements are 35% more likely to last at least 15 years if women leaders are engaged in its creation and execution.

¹⁴⁴ WomenDeliver.org (2020) *Women Leadership*. Available from: <https://womendeliver.org/womensleadership/>
[Accessed April 29, 2020]

• When women hold more executive leadership positions, their companies are more profitable: companies in the top-quartile for gender diversity on executive teams are 21% more likely to outperform the national average”¹⁴⁵ (WomenDeliver.org, 2020, <https://womendeliver.org/womensleadership/>). Some of the benefits of female leadership were properly outlined in an article authored by the United States of America-based renowned global academic & book author Professor Ronald Riggio (2013) titled ‘*Why We Need More Women Leaders*’ published in www.psychologytoday.com.¹⁴⁶ According to Riggio, R. (2013) there is a large and growing body of research on [gender](#) and [leadership](#). I am at the annual conference of the International Leadership Association in Montreal, and listening to renowned psychologist Alice Eagly pose the question of *what would happen if more women attained leadership position in the U.S. (and the world)*. Here are some of the potential outcomes (of course this is extrapolating from the research on gender and leadership):

- There would be greater focus on childcare, healthcare, and [education](#)—issues that women, who have more social compassion and caring than men, champion
- There would be less corruption (women are [more ethically-minded](#) than men)
- There would be more focus on equality and eliminating poverty (men focus more on free market issues and individualism)
- There would be less [bullying](#) and misbehavior in the workplace (women are more transformational, and more effective leaders—[a point I’ve discussed before](#))

¹⁴⁵ WomenDeliver.org (2020) *Women Leadership*. Available from: <https://womendeliver.org/womensleadership/> [Accessed April 29, 2020]

¹⁴⁶ Riggio, R. (2013) *Why We Need More Women Leaders*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201311/why-we-need-more-women-leaders> [Accessed April 30, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

- The markets would likely be more stable, without the recent meltdowns (women are less [risk-taking](#) than men)
- It would be a more peaceful world (Riggio, 2013, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201311/why-we-need-more-women-leaders>). In the following section aspects about whether women have their own unique leadership traits will be covered in-depth.

7.4 Do women have their own unique leadership paths?

The hiring of female leaders in organizations is increasing than in the past. Some of the insightful facts about the leadership path for women were clearly highlighted in an article authored by Dr. Robert Smither (2019) titled ‘*Is There a Different Leadership Path for Women?*’ published in www.psychologytoday.com.¹⁴⁷ According to Smither, R. (2019) although the bestselling [leadership](#) authors would probably disagree, most of their advice seems targeted to a male audience. Today, women actually occupy over half of all management and professional positions according to Catalyst. But top management positions are harder to achieve, with women holding only a little more than five percent of Fortune 500 CEO positions. [Here are two ideas](#). Researchers Eagly, Johannes-Smith, and Engen reviewed a number of leadership studies and found that women may be better than men at practicing *transformational leadership*. Transformational leadership is a theory that argues that leadership success comes from four factors. Transformational leaders act as role models that followers want to emulate; they treat each employee as an individual; they encourage creativity and [innovation](#), and they inspire employees to higher levels of performance.

A second approach comes from *authentic leadership* theory. Authentic leadership argues that there is no single formula or set of personal qualities that lead to leadership success. Nor does

¹⁴⁷ Smither, R. (2019) *Is There a Different Leadership Path for Women?* Available from: <https://www.psychologytoday.com/us/blog/the-leader-s-edge/201906/is-there-different-leadership-path-women> [Accessed April 29, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

success come from copying someone else's style. Leadership success comes from self-awareness—knowing ourselves, using our strengths, and avoiding our weaknesses. The idea of assessing a situation and choosing an approach that draws on our own qualities might be one way of working around outdated beliefs about leadership skills. Of course, neither of these approaches will solve the structural or belief perseverance problems around leadership. Changes in behavior seem easier when encouraged by both [education](#) and legislation. This is as true in leadership as everywhere else (Smither, 2019, <https://www.psychologytoday.com/us/blog/the-leader-s-edge/201906/is-there-different-leadership-path-women>). In the following aspects on whether women have their own unique leadership paths will be covered in-depth.

7.5 Examples of institutions & associations that represent women leaders

There are numerous women institutions and associations that represent matters concerning women internationally and within their country of registration. Some of the globally recognized women institutions and associations in the world are highlighted in Figure 7.1 below.

Figure 7.1 Two Popular Women Leaders' Non-Profit Organizations



Source: Modified: Authors own diagram inspired by information from (Women Leaders International, 2020 & WomenDeliver.org, 2020)

As depicted by Figure 7.1 the two women in leadership institutions include the following:

7.5.1 Women Leaders International (WLI)

¹⁴⁸“Women Leaders International (WLI) is a network of Women in leading positions in Government, Enterprise, Organizations, NGO’s, Science and independent professionals. WLI is an International Association with the objective of promoting the role of women in society by valuing women of all horizons, of all professions and of all ages in the countries in which the association operates, based on the principle of complementarity. We are a NETWORK of concrete relationships, aimed at building a climate of awareness able to influence economic, social and cultural spheres, with a view to having a voice in the public halls of power and drive the indispensable changes still needed in the condition of, and in the attitudes towards, women. We believe in enhancing the international role of women as the bearers of values that can underpin the creation of a more equal global society. Women Leaders International - WLI is

¹⁴⁸ Women Leaders International (2020) *About Us*. Available from: <https://www.womenleadersinternational.org/about> [Accessed April 27, 2020]

registered in Belgium as an international non-governmental, non-profit Association” (Women Leaders International, 2020, <https://www.womenleadersinternational.org/about>). “*Women Leaders International is there to promote women with ambition and to make them visible*” (Women Leaders International, 2020, <https://www.womenleadersinternational.org/>).

¹⁴⁹According to Women Leaders International (2020) Our Mission:

- *SUPPORT* women in society by promoting their role and enhancing talent in all fields and sectors.
- *CREATE* ties between women from different cultures, while respecting their identities, backgrounds, differences and traditions.
- *BUILD* a dynamic network between countries, based on inclusive participation mechanisms to ensure a genuine partnership.
- *STAND OUT* and cast off stereotypes to pursue independent and original initiatives focused on excellence.
- *SHARE* our experiences and, above all, help each other to improve the conditions of women in our respective countries.
- *FOSTER* a complementarian approach in the conviction that a just and fair society can only be achieved by respecting gender identities (Women Leader International, 2020, <https://www.womenleadersinternational.org/about>). The next section will explain details about WomenDeliver.org. The following section will cover the meaning of resilient leadership.

7.5.2 WomenDeliver.org

¹⁴⁹ Women Leaders International (2020) *About*. Available from: <https://www.womenleadersinternational.org/about> [Accessed April 27, 2020]

““Women Deliver is a leading global advocate that champions gender equality and the health and rights of girls and women. ¹⁵⁰Our advocacy drives investment—political and financial—in the lives of girls and women. We harness evidence and unite diverse voices to spark commitment to gender equality. And we get results. Anchored in sexual and reproductive health, we advocate for the rights of girls and women across every aspect of their lives. *We Advocate Globally*. We’re advisors to governments, corporations, and civil society organizations alike. We communicate from podiums, in boardrooms, and within the hallways of power, via the pages of major newspapers and individual screens, to get our message to the right people and drive. *We Meaningfully Engage Youth*. In all we do, we celebrate the power of young people, equipping them to deliver large-scale change. The Women Deliver Young Leaders Program connects outstanding youth advocates with the skills, resources, people, and platforms to advance gender equality in their communities, countries, and around the world. In addition to walking the talk on meaningful youth engagement, Women Deliver advocates for a world where young people are actively engaged in the decisions that. *We Lift Voices in Crisis Settings*. Recognizing the urgent needs of girls and women in humanitarian settings, we also work with local and global organizations to put gender equality and women’s sexual and reproductive health and rights front and center during emergencies and their aftermath. Women Deliver elevates the voices of women, and the local organizations they lead, to help ensure they have a seat at the table. *We Unite Diverse Voices*. We collaborate with a wide range of partners to fuel our advocacy. We created the Deliver for Good campaign in line with this ethos. A global coalition that applies a gender lens to the Sustainable Development Goals, Deliver for Good reframes girls and women as drivers of progress and brings hundreds of organizations together across sectors and issues to promote increased investment in gender equality. *We Fuel The Global Movement*. Every three years, we galvanize momentum at the global Women Deliver Conference—our signature event. It’s a bold and diverse gathering, a fueling station of ideas, and generator of action—convening thousands of decision-makers from civil society, governments, the private sector, and international agencies alongside advocates, activists, and journalists to identify solutions and

¹⁵⁰ WomenDeliver.org (2020) *Our Work*. Available from: <https://womendeliver.org/our-work/> [Accessed April 30, 2020]

drive change”¹⁵¹ (WomenDeliver.org, 2020, <https://womendeliver.org/our-work/>). The following section will help highlight the meaning of resilient leadership.

7.6 What is ‘resilient leadership’

The meaning and key elements of resilience were clearly highlighted in an article authored by Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L. (2021) titled ‘*Resilient Leadership: Navigating the Pressures of Modern Working Life*’ published via www.imd.org.¹⁵¹“At an IMD Discovery Event, more than 200 industry leaders gathered to hear Professor Kohlrieser speak about resilience in high-performing leadership. Every manager experiences stress and adversity, but must be able to bounce back in order to meet new challenges. Professor Kohlrieser highlighted the importance of adopting the right mindset and coping mechanisms in order to restore leaders to their full potential and energy. **What is resilience?** Resilience is the human capacity to meet adversity, setbacks and trauma, and then recover from them in order to live life fully. Resilient leaders have the ability to sustain their energy level under pressure, to cope with disruptive changes and adapt. They bounce back from setbacks. They also overcome major difficulties without engaging in dysfunctional behavior or harming others. Resilience is a crucial characteristic of high- performing leaders. Leaders must cultivate it in themselves in order to advance and thrive. They also carry the responsibility for helping to protect the energy of the people in their teams. Leadership is sustainable only if individuals and teams are able to consistently recover high energy levels. During the event, Professor Kohlrieser asked the audience: “How many of you have seen too much conflict in the workplace? How many of you have observed people getting sick or burning out?” A majority of audience members raised their hands, emphasizing the importance of fostering healthier human dynamics in the workplace” (Source: Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L., 2021, “Resilient Leadership: Navigating the Pressures of Modern Working Life”, IMD - International Institute for Management Development, www.imd.org).

¹⁵¹ Source: Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L., 2021, “Resilient Leadership: Navigating the Pressures of Modern Working Life”, IMD - International Institute for Management Development, www.imd.org

7.6.1 ¹⁵²“Self-leadership. It is often forgotten that one must learn to lead oneself before being able to lead others successfully. Before take-off, flight attendants instruct that, in the event of a drop in the cabin’s air pressure, parents should put on their own oxygen masks before helping children with theirs. In a similar way, self-leadership provides the backbone for the effective leadership of groups. A high- performing leader needs to be physically, mentally and emotionally functional– as well as resilient– in order to inspire and guide others to achieve ambitious goals over the long term. The journey to inspiring others starts with “How do I inspire myself?”” (Source: Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L., 2021, “Resilient Leadership: Navigating the Pressures of Modern Working Life”, IMD - International Institute for Management Development, www.imd.org).

7.6.2 ““The bonds that sustain. Resilience is about the whole person. As Professor Kohlrieser emphasized: “It is not enough to talk about the brain, we also need to talk about the heart. When people at work close their hearts and lose empathy, they lose an essential component of their leadership.” High engagement in teams requires passion. It also requires people to have an open heart, to express feelings and to be curious about others. Leadership does not occur in an emotional vacuum – thinking and feeling individuals are part of the equation. That being said, it is critical to value both bonding and emotional autonomy”” (Source: Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L., 2021, “Resilient Leadership: Navigating the Pressures of Modern Working Life”, IMD - International Institute for Management Development, www.imd.org). In the next section the different ways a leader can use to re-gain high performance levels after making a bad decision will be covered in-depth.

¹⁵² Source: Kohlrieser, G., Orlick, A. L., Perrinjaquet, M. and Rossi, R. L., 2021, “Resilient Leadership: Navigating the Pressures of Modern Working Life”, IMD - International Institute for Management Development, www.imd.org

7.7 Ways a leader can use to re-gain high performance levels after making a bad decision

¹⁵³“At some point you will have to make difficult decisions. Some bad and some good decisions will occur daily” (Rampton, 2019, <https://www.calendar.com>). The ability to improve yourself for the better after you have failed to make a good judgement when making a business decision is one key characteristic that helps to differentiate a great leader and a poor leader. A great leader accepts his/her own mistakes and they go the ‘*extra mile*’ in making an effort to ensure that such mistakes do not happen again. The ways a leader can use to start afresh at the workplace after making a miscalculated decision were clearly indicated in an article authored by Rampton, J. (2019) titled ‘*10 Ways to Bounce Back From a Bad Decision*’ published via <https://www.calendar.com>. Some of the ways any leader can follow to bounce back from making and decision include the following:

7.7.1 “Reflect on why you made the bad decision and regroup. Mistakes are inevitable. So instead of your beating yourself up over making a bad decision — take a deep breath and think about why you made that particular decision. After some reflection you will gain some insight into the “why.” Did you have the fear of missing out? Did you have enough information in the first place? Was it that important? Ask these questions and take time to think because it can help you from making the same mistake again” (Rampton, 2019, www.calendar.com).

7.7.2. “Take full responsibility. Even if your entire team dropped the ball it’s [not beneficial to make excuses](#) and point your fingers at others. There doesn’t always have to be blame. Move on. No matter how small of a role you played in the decision-making, you were still a part of the decision. Take ownership of the choices and actions you made¹⁵⁴.

¹⁵³ Rampton, J. (2019) *10 Ways to Bounce Back From a Bad Decision*. Available from: <https://www.calendar.com/blog/bounce-back-from-a-bad-decision/> [Accessed April 24, 2021]

¹⁵⁴ Rampton, J. (2019) *10 Ways to Bounce Back From a Bad Decision*. Available from: <https://www.calendar.com/blog/bounce-back-from-a-bad-decision/> [Accessed April 24, 2021]

7.7.3. Don't throw yourself a pity party. It's easy to fall into this trap. You had a no good, terrible day because you made one mistake. You get angry, depressed, and want to dwell on the negative. *The thing is, when you get into that mentality, it's tough to pick yourself-up and move-on. Set a timer for five minutes and scream into a pillow in the closet if you want to — but then move on. Hey, you have to in order to succeed*" (Rampton, 2019, www.calendar.com).

7.7.4. "Remember your passion. Focusing on your passion helps prevent you from dwelling on the mistake. It also gives your mind the chance to start searching for solutions. That's because your eyes are set on your long-term goals and not the mishaps you've made along the way.

7.7.5. Shift from a mistakes to miss-takes mindset. Are here two excellent questions from the folks over at Inner Space, "What if mistakes were in fact *miss-takes*? What if in every *miss-take* there is a gift?" In other words, don't look at a mistake at something that's terrible. Instead, look for the "gift hidden in the mistake." (Rampton, 2019, www.calendar.com).

7.7.6. "Make sure it doesn't happen again. *Finally, you need to be* proactive in making sure that you don't repeat the same mistake *over and over again. Again, determine* why you made the decision *in the first place*. Reflect *on what you learned and what you can change right now*" (Rampton, 2019, www.calendar.com). The following section will cover the conclusion of this chapter.

7.8 Conclusion

The rise of women leaders around the world today has significantly impacted the global economy in a positive way. Governments and organizations that are led by women leaders have somehow managed to significantly prosper to a great extent due to the outstanding leadership qualities of their women leaders. There are several institutions around the world that represent the interests of women leaders and most of them provide detailed facts about the key contributions of women leaders in various countries. Resilience is one aspect that helps to identify a true leader and a poor leader. It can be concluded that every mistake that is made at the workplace can be addressed if the leaders accept it and adopt new measures to avoid the repetition of the same mistake.

7.9 Review questions

- 1) Using relevant examples define the meaning of the following terms: 'celebrate' and 'resilient'?
- 2) Explain the importance of women leaders today? Identify whether women have their own unique leadership style?
- 3) Discuss examples of top female business leaders in the world?
- 4) Describe some of the institutions and associations that represent issues related to women in the world?
- 5) Explain what is 'resilient leadership'? Identify the ways a leader can use to re-gain high performance levels after making a bad decision.

Chapter 8: Inclusive leaders & servant leadership

After studying this chapter you should be able to:

- Define the meaning of the following terms ‘humour’ and ‘interrelation’.
- Outline the qualities of an inclusive leader. Describe the key drivers of diversity & inclusion at workplaces.
- Discuss why inclusive leadership makes organizations gain a competitive edge.
- Highlight the benefits of inclusive leadership during this 21st century.
- Describe what is ‘servant leadership’ & its benefits. Discuss what is ‘charismatic leadership’. Explain why humor is a good leadership quality.

8.1 Introduction

In general human beings are different in their own unique ways and the good part about these differences amongst them is that they enable all the human beings in society or communities to effectively work together. Diversity and inclusion is now inevitable in this modern day and the development of mankind now greatly relies on the adoption and implementation of diversity and inclusion programs by leaders, organizations and various stakeholders. ¹⁵⁵“We have never needed inclusive leaders more than we do now. A truly inclusive leader influences change by connecting with people on a radically human level, leading with both their head and their heart. By listening to all voices within the organization at every level, these leaders will bring teams together, unlock their collective intelligence, and change the future of their organization” (Korn Ferry Hay Group, Inc., 2021, www.kornferry.com). ¹⁵⁶New literature in academia seems to be indicating that diversity and inclusion at the workplace is one of the many strategies that can be used to improve corporate governance as it helps to entrench extensively the demographic

¹⁵⁵ Korn Ferry Hay Group, Inc. (2021) *The Journey to Becoming a More Inclusive Leader*. Available from: <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader> [Accessed April 17, 2021] Copyright©2021, Korn Ferry Hay Group, Inc. All Rights Reserved.

¹⁵⁶ Source: Eric YW Leung, P1 article for ACCA, 2019 at <https://www.accaglobal.com/lk/en/student/exam-support-resources/professional-exams-study-resources/strategic-business-leader/technical-articles/diversifying-the-board.html>

characteristics for instance gender diversity is one way that can be adopted in order to hire more women in an organization's board (Source: Eric YW Leung cited in Acca Global, 2019, www.accaglobal.com). Leadership is mainly focused on serving and looking after the needs of the people you lead, the community or country whilst acting in good faith as this ultimately leads to the leader becoming a servant leader. The definitions of terms used in this chapter will be covered in the following section.

8.2 Definition of terms

The simplification of words in this book was attained by properly writing all the definitions in all the chapters. Furthermore, all the definitions in this chapter are specifically written for the purposes of this textbook. In addition the term '*humor*' refers to a character of having the ability, skill or gift of making laughable, amusing and funny deeds at people in the form of written or verbal communication. The term '*interrelation*' refers to the link that exists between two things, theories, concepts or science specifically based on the fact that they both directly and significantly affect each other (*either negatively/positively*) and that they are all affected or influenced by the same factors. The qualities of an inclusive leader will be covered in the next section.

8.3 Qualities of an inclusive leader

According to Korn Ferry Hay Group, Inc. (2021) the journey to becoming an inclusive leader starts with self-awareness. The goal is to recognize and address your own biases, value diverse thinking and celebrate different perspectives. Once you do that, you can encourage others to do the same. **An inclusive leader:**

- Takes a collaborative approach as opposed to command and control
- Operates transparently rather than behind closed doors
- Is culturally agile, not tied to their own worldview
- Fully embraces the vast diversity of today's workforce
- Creates a safe space for people to give the best of their talents

If you're looking to become a more inclusive leader, we've laid out a guide to the experiences you should seek out, the traits your employer will look for, and the competencies you should develop (Korn Ferry Hay Group, Inc., 2021, <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader>). An inclusive leader tends to portray certain characteristics and these were properly outlined in an article authored by Deloitte University Press (2016:6) titled '*The Six Signature Traits of Inclusive Leadership*' published on <https://www2.deloitte.com/>. The various traits of leadership will be discussed below.

“Trait 1: Commitment. Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case. Being inclusive of diversity is a big challenge. It takes time and energy, two of a leader's most precious commodities. So what motivates a leader to expend these resources in the pursuit of diversity?” (Deloitte University Press, 2016:6, <https://www2.deloitte.com/>).

““Trait 2: Courage. Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses”¹⁵⁷ (Deloitte University Press, 2016:9, <https://www2.deloitte.com/>).

““Trait 3: Cognizance of bias. Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”¹⁵⁸ (Deloitte University Press, 2016:12, <https://www2.deloitte.com/>).

“Trait 4: Curiosity. Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity¹⁵⁹” (Deloitte University Press, 2016:13, <https://www2.deloitte.com/>).

¹⁵⁷ Deloitte University Press (2016) *The Six Signature Traits of Inclusive Leadership*. Available from: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-six-signature-traits-inclusive-leadership-020516.pdf> [Accessed may 06, 2020]

¹⁵⁸ Deloitte University Press (2016) *The Six Signature Traits of Inclusive Leadership*. Available from: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-six-signature-traits-inclusive-leadership-020516.pdf> [Accessed may 06, 2020]

“*Trait 5: Culturally intelligent.* Highly inclusive leaders are confident and effective in cross-cultural interactions”¹⁶⁰ (Deloitte University Press, 2016:15, <https://www2.deloitte.com/>).

“*Trait 6: Collaborative.* Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups” (Deloitte University Press, 2016:16, <https://www2.deloitte.com/>).

Furthermore, the steps of becoming an inclusive leader were also clearly highlighted in an article authored by Korn Ferry Hay Group, Inc. (2021) titled ‘*The Journey to Becoming a More Inclusive Leader*’ published on <https://www.kornferry.com>. **“Traits and competencies of an inclusive leader.** ¹⁶¹Inclusive leadership is not just about having an attitude of openness, it’s a set of disciplines and traits that can be assessed, coached and put into action. Korn Ferry research has identified the 5 traits and 5 competencies needed for leaders to be inclusive in their thoughts, perceptions, and actions—and inspire an inclusive mindset in others. **Traits of an inclusive leader.** Traits are generally hard-wired. They include an individual’s personality, sense of purpose, and values, but they also indicate preferences. For inclusive leaders, they are the inner enablers that make inclusive leadership possible and, when utilized as a whole, they tell us the leader’s disposition towards differences. **The core traits of an inclusive leader are:**

1) **Authenticity:** Inclusive leaders are humble and set aside their ego. They authentically establish trust in the face of opposing beliefs, values, or perspectives.

2) **Emotional resilience:** Inclusive leaders have the ability to remain composed in the face of adversity or any difficulty around differences.

¹⁵⁹ Keng-Mun Lee, “*Even banks must ‘innovate or die,’*” *Asset*, October 2013, <http://www.theasset.com/article/25449.html#axzz2rpTg5dv5>.

¹⁶⁰ Deloitte University Press (2016) *The Six Signature Traits of Inclusive Leadership*. Available from: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-six-signature-traits-inclusive-leadership-020516.pdf> [Accessed may 06, 2020]

¹⁶¹ Korn Ferry Hay Group, Inc. (2021) *The Journey to Becoming a More Inclusive Leader*. Available from: <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader> [Accessed April 17, 2021] Copyright©2021, Korn Ferry Hay Group, Inc. All Rights Reserved.

3) **Self-assurance**: Inclusive leaders take a stance of confidence and optimism.

4) **Inquisitiveness**: Inclusive leaders are open to differences, curiosity, and empathy.

5) **Flexibility**: Inclusive leaders can tolerate ambiguity and adapt to diverse needs” (Korn Ferry Hay Group, Inc., 2021, <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader>). The following section will cover aspects about the competencies of an inclusive leader.

8.4 Competencies of an inclusive leader

¹⁶²“**Competencies of an inclusive leader**. An inclusive leader must also possess the skills to lead inclusively. Korn Ferry identified the competencies that are essential for inclusive leadership and used empirical analysis to organize these competencies into clusters. We call these the five disciplines of the inclusive leader. **The core competencies of an inclusive leader are:**

1) **Builds interpersonal trust**. Inclusive leaders are honest, and they follow through. They establish rapport by finding common ground while simultaneously valuing perspectives that differ from their own.

2) **Integrates diverse perspectives**. Inclusive leaders consider all points of view and the needs of others, and skillfully navigate conflict situations.

3) **Optimizes talent**. Inclusive leaders motivate others and support their growth. They join forces for collective success across differences.

4) **Applies an adaptive mindset**. Inclusive leaders take a broad worldview, adapt their approach to suit the situation, and innovate by leveraging differences.

¹⁶² Korn Ferry Hay Group, Inc. (2021) *The Journey to Becoming a More Inclusive Leader*. Available from: <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader> [Accessed April 17, 2021] Copyright©2021, Korn Ferry Hay Group, Inc. All Rights Reserved.

5) **Achieves transformation.** Inclusive leaders are willing to confront difficult topics. They bring people of all backgrounds along in order to achieve results.

As an inclusive leader, you'll use different combinations of these five core competencies to shape your organization's people strategies, innovation, globalization, brand and reputation, and growth"¹⁶³ (Korn Ferry Hay Group, Inc., 2021, <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader>). The next section will cover the key drivers of diversity & inclusion at workplaces.

8.5 Key drivers of diversity & inclusion at workplaces

Today there are several factors that are driving the adoption of diversity and inclusion at the workplace across all the organizational hierarchical structures. In general all change initiatives start at the top including diversity and inclusion programs in the organization. "What is driving your organization to integrate inclusion and diversity as part of its overall strategy? While laws and demographics are powerful drivers toward change, it's the positive impacts of a more diverse workforce that are driving new organizational practices. Recruiting a diverse workforce and then retaining those workers within an inclusive environment offers organizations a classic win-win situation"¹⁶⁴ (The Conference Board of Canada, 2019, www.conferenceboard.ca/). Some of the top drivers of diversity in the organization were identified by The Conference Board of Canada (2019) *Top 4 Drivers of Workplace Inclusion* via www.conferenceboard.ca/. According to The Conference Board of Canada (2019) organizations are starting to realize that building a diverse and inclusive workplace is no longer a nice to have – it's a critical business imperative. Here is a snapshot of four main drivers behind this new thinking:

8.4.1 Aging population and the need to fill skills shortages. With an aging population, the demand for workers to replace retirees will only continue to increase in Canada. By 2035, those 65 and older will represent nearly a quarter of the total population. This demographic change is

¹⁶³ Korn Ferry Hay Group, Inc. (2021) *The Journey to Becoming a More Inclusive Leader*. Available from: <https://www.kornferry.com/insights/featured-topics/diversity-equity-inclusion/the-journey-to-becoming-a-more-inclusive-leader> [Accessed April 17, 2021] Copyright©2021, Korn Ferry Hay Group, Inc. All Rights Reserved.

¹⁶⁴ Source: The Conference Board of Canada (2019) *Top 4 Drivers of Workplace Inclusion*. Available from: <https://www.conferenceboard.ca/insights/blogs/top-4-drivers-of-workplace-inclusion>

pushing employers to look outside of their traditional talent pools to consider under-used groups to address labour shortages and fill critical skills gaps.

8.4.2 Under-accessed talent groups. Women, immigrants, people with disabilities and Indigenous people are groups of under-represented workers that have the potential to help fill the gaps in Canada's shrinking labour pool. Research shows that homogeneity at the top of organizations can create a behavioural barrier to both diversity and inclusion at all levels. Organizations must be more deliberate in their efforts to hire, retain and promote people from these diversity groups, especially at the leadership level¹⁶⁵.

8.4.3 Meeting regulatory compliance. Legislation requires many Canadian organizations to track the diversity of their workforce and/or report on how they address barriers and provide accommodation. Organizations that report know exactly how diverse their current workforces are—or are not. Businesses need to step up unless they wish to see regulatory bodies take further legislative action to drive greater impact and change on inclusion and diversity efforts.

8.4.4 Understanding the competitive advantages of a diverse workforce. There is a strong business case for the benefits of a diverse workforce, supported by a growing body of evidence. Ethnic and cultural diversity has been associated with increased revenue and productivity. There is a strong correlation between corporate financial performance and women's representation on boards. Organizations that hire persons with disabilities have shown improvements in profitability and competitive advantage (Source: The Conference Board of Canada, 2019, <https://www.conferenceboard.ca/insights/blogs/top-4-drivers-of-workplace-inclusion>). The following section will cover the meaning of servant leadership.

¹⁶⁵ Source: The Conference Board of Canada (2019) *Top 4 Drivers of Workplace Inclusion*. Available from: <https://www.conferenceboard.ca/insights/blogs/top-4-drivers-of-workplace-inclusion>

8.6 What is ‘servant leadership’ & its benefits

Academics and leadership gurus have managed to identify several qualities of servant leaders.¹⁶⁶ The essence of being a servant leader requires an individual to adopt a humane tactic of practising leadership via assisting and nurturing the development of people around them. An authentic servant leader starts by being ‘a servant’ then later on he/she dedicates their competencies towards uplifting others without the aim of attaining results that supersede expectations but through having a key objective of boosting their skills development (despite the fact job positions that require an incumbent to become a leader upfront tend to be more concerned with aspects relating to power and the gaining of more control). *Highlighting the traits of a servant leader?* The logic reasoning that forms the pillar of servant leadership includes a plethora of aspects that surpass ‘the servant as leader’. There are many traits of servant leadership and these are as follows:

- **Impactive decision making abilities**
- **Emotional intelligence**
- **A feeling of togetherness**¹⁶⁷ (MasterClass, 2020, <https://www.masterclass.com/articles/how-to-be-a-servant-leader#what-are-the-characteristics-of-a-servant-leadership>).

¹⁶⁸““Servant leadership is not a new concept, but it’s only become more prominent as a corporate leadership philosophy in the last few decades. While it continues to grow in popularity it remains

¹⁶⁶ MasterClass (2020) *How to Be a Servant Leader: 6 Qualities of Servant Leadership* Written by MasterClass. Available from: <https://www.masterclass.com/articles/how-to-be-a-servant-leader#what-are-the-characteristics-of-a-servant-leadership> [Accessed April 19, 2021]

¹⁶⁷ MasterClass (2020) *How to Be a Servant Leader: 6 Qualities of Servant Leadership* Written by MasterClass. Available from: <https://www.masterclass.com/articles/how-to-be-a-servant-leader#what-are-the-characteristics-of-a-servant-leadership> [Accessed April 19, 2021]

¹⁶⁸ Gibbons, M. (2020) *Servant Leadership Examples & Characteristics*. Available from: <https://peoplemanagingpeople.com/topics/what-it-really-takes-to-do-servant-leadership/> [Accessed April 29, 2021]

at times a difficult philosophy for leaders to adopt and implement. *The differences between traditional and servant leadership. How is traditional leadership different from servant leadership?* The differences between these leadership styles originate from those priorities we covered in my previous example: Like traditional leaders, servant leaders will create a vision and values for the organization. They will set goals and objectives for employees to achieve. Servant leaders, however, share power with employees to enable them to achieve the vision, live the values, and hit the goals. Unlike traditional leaders, servant leaders use their power to:

- **Empower** more and micromanage less;
- **Coach** more and direct less;
- **Involve** more and exclude less;
- **Ask** questions more and assume less; and
- **Listen** more and talk less.

Traditional leaders will rely on their position to control e.g. “You will do as I say because I’m your manager”. *Creating a servant leadership culture.* So, you’ve worked hard to become a trusted, successful servant leader. Now what? For a company to succeed through servant leadership requires a *culture* of servant leadership. This means that everyone in your organization—leaders, managers, and employees alike—must believe in the power of servant leadership as a path to business success. This is a difficult task regardless of who you are and your level of seniority. Even if you’re the CEO of your company, changing your workplace culture to a servant-led one can be a daunting task”¹⁶⁹ (Gibbons, 2020, <https://peoplemanagingpeople.com/topics/what-it-really-takes-to-do-servant-leadership/>).

Servant leadership nowadays is commonly practiced in religious centres and the non-profit organizations sector where the welfare of people is considered the first priority. Another type of

¹⁶⁹ Gibbons, M. (2020) *Servant Leadership Examples & Characteristics*. Available from:

<https://peoplemanagingpeople.com/topics/what-it-really-takes-to-do-servant-leadership/> [Accessed April 29, 2021]

leadership commonly found in most great leaders is charismatic leadership and this will be covered in the next section.

8.7 What is ‘charismatic leadership’ and its benefits

¹⁷⁰“Many of history’s most effective leaders are labeled [charismatic](#). Yet there is a great deal of controversy about whether charisma is made or born, and if charismatic leaders are actually effective. Charismatic leaders are essentially very skilled communicators – individuals who are verbally eloquent, but also able to communicate to followers on a deep, emotional level. They are able to articulate a compelling or captivating vision, and to arouse strong emotions in followers. [Is charisma something that you are born with](#) — you either have it or you don’t? Do you think most leaders, politicians, and inspirational figures have charisma, and is it that quality which makes them stand out? Charisma is really a process – an interaction between the qualities of the charismatic leader, the followers and their needs and identification with the leader, and the situation that calls out for a charismatic leader, such as a need for change or a crisis. But when it comes to the [charismatic qualities](#) of leaders, the emphasis is on how they communicate to followers and whether they are able to gain followers’ trust, and influence and persuade them to follow. Most politicians, particularly on the national scene, have developed their ability to communicate effectively – to make speeches, “work the room” with potential donors and supporters, etc. So many seasoned politicians have a lot of “personal charisma.” *What are the important characteristics every leader should possess?* A model that I think represents the very best leaders, and research bears this out, is transformational leadership. You can think of transformational leadership as going beyond charisma, because two of the components of [transformational leadership](#) deal with charisma. They are: Idealized Influence, or the leader’s ability to be a positive (and moral) role model for followers. The transformational leader also “walks the talk,” and is on the “front line” working with followers (think MLK Jr.), or leaders

¹⁷⁰ Riggio, R. (2012) *What Is Charisma and Charismatic Leadership?* Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201210/what-is-charisma-and-charismatic-leadership> [Accessed May 06, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

who sacrifice along with their followers. Inspirational [Motivation](#) is the second quality, and it is what charismatic leaders are noted for — the ability to inspire and motivate followers to perform at high levels, and to be committed to the organization or the cause. The other two elements of transformational leadership are Intellectual Stimulation – challenging followers to be creative and think outside of the box – and Individualized Consideration, or being responsive to the feelings and developmental needs of followers. Transformational leaders are charismatic, but they are also noted for leading high-performing groups and teams and developing followers’ leadership capacity as much as for helping the group or organization to change and innovate”” (Riggio, 2012, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201210/what-is-charisma-and-charismatic-leadership>). Organizations that are led by charismatic leaders often *enjoy numerous benefits.* ¹⁷¹““*Advantages of charismatic leadership.* As mentioned above, charismatic leadership can at its best, be an inspirational style to lead. A successful, charismatic leader is able to create a vision, which attracts subordinates to the cause. The ability to motivate and empower people through this vision can eventually lead to more success. Consider an example of a failing business. A charismatic leader can utilize the tools of charismatic leadership and create a vision of an organization that leads the industry. The message of the better future, and the confidence the leader shows towards subordinates can guarantee the employees are motivated to work together towards these goals. As the examples and research data above shows, *the right type of motivation and vision can boost people’s ability to get the job done more effectively.* Furthermore, the shared vision provides another big advantage of the theory: better workplace cohesion. Since everyone in the organization is aware of the same mission and objectives, everyone is essentially working to achieve the same goal. No one is gaining anything more, as the motivation isn’t about punishments or financial gains – rather; the whole company shares the same objective. Knowing that everyone is essentially looking forward to the same achievement can *create a stronger sense of togetherness and unity.* The visionary way to lead can lead to better results because it ignites people’s passion. It’s hard to be a charismatic leader without strong convictions and therefore, the leader is passionate about getting things done. Since the emphasis is on achieving the objectives and working towards the shared goal, charismatic leadership tends to *flourish learning behavior.* Mistakes are not used for punishment

¹⁷¹ Martin Luenendonk (2016) *Charismatic Leadership Guide: Definition, Qualities, Pros & Con.* Available from: <https://www.cleverism.com/charismatic-leadership-guide/> [Accessed May 06, 2020]

and disasters are not shrugged under the carpet. Instead, charismatic leaders and therefore the subordinates examine the mistakes and learn from them in order to move forward. For a business, learning from past mistakes is a crucial part of avoiding the issue second time around. The *clarity in the objectives* and vision are especially beneficial in situations where a company might be facing a crisis. As House and Weber argued in their theories, charismatic leadership works especially well in crises. If work morale is low and the company is lacking direction, a strong, charismatic leader can provide the organization a needed boost and positive vision for the future. The focus on individuals and their self-esteem will also provide an instant boost in employee morale. Overall, the above can *boost employee moral and productivity*. The workplace can become a more invigorating and exciting place to be, with the possibility of larger social change on the horizon. The company's profitability, productivity and longevity can therefore improve¹⁷²¹⁷³ (Riggio, R., 2012; Jay, A. Conger & Rabindra, N. Kanungo, 1998 cited in Martin Luenendonk, 2016). Humor is now an important aspect in organizations and this will be discussed in the following section.

8.8 Why humor is a good leadership quality

¹⁷⁴Why did the chicken cross the road? To pursue new career opportunities! Okay, that joke wasn't very funny. Workplace humour is a hard thing to get right. However, research shows that

¹⁷² Jay, A. Conger and Rabindra, N. Kanungo (1998) *Charismatic Leadership in Organizations*. Sage Publications, p5-290.

¹⁷³ Riggio, R. (2012) *What Is Charisma and Charismatic Leadership?* Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201210/what-is-charisma-and-charismatic-leadership> [Accessed May 06, 2020] "Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC."

¹⁷⁴ Risepeople.com (2020) *Why Workplace Humour is the Great Leadership*. Available from: <https://risepeople.com/blog/why-workplace-humour-is-the-secret-to-great-leadership/> [Accessed May 06, 2020]

laughter in the office is a seriously great thing for many reasons. ¹⁷⁵According to a [Robert Half survey](#), 91% of executives believe a sense of humour is important for career advancement and 84% feel that people with a good sense of humour do a better job. *Laughter is good for your health*. They say that laughter is the best medicine. Turns out, whoever “they” are, they aren’t far from the truth. On top of these benefits, laughter also burns calories. *Humour increases productivity*. It’s no secret that healthy employees tend to be more productive and engaged, and we’ve just learned that laughter really does make great medicine. But did you know that laughter can also make us better at our jobs? In addition to reducing stress, having a chuckle in the office makes us more motivated and engaged. *Comedy is good for the bottom line*. Not only do employees who laugh at work tend to be healthier and more productive, but they are also absent from work less often. This reduction in absenteeism helps to reduce costs to your business and increase business profits. *Funny leaders appear more competent*. ¹⁷⁶A [study by the Bell Leadership Institute](#) found that a sense of humour was one of the two most desirable traits in leaders, the other being a strong work ethic”” (Bell Leadership Institute, 2012 & Robert Half Australia, 2017 cited in Risepeople.com, 2020, <https://risepeople.com/blog/why-workplace-humour-is-the-secret-to-great-leadership/>).

When a leader is humorous their ability to attract attention, influence others, educate, develop long term relationships and delegate tasks becomes very easy for them to conduct them. Humor comes in different forms and at the end of the day a leader has to choose a type of humor that relates to their target audience, type of organization or purpose of the meeting with their followers. The different types of humor were clearly highlighted in an article authored by United States of America-based top author and global academic Professor Ronald E. Riggio (2015) titled ‘*The 4 Styles of Humor*’ published in www.psychologytoday.com. ¹⁷⁷According to Ronald

¹⁷⁵ Robert Half Australia (2017) *Is a Sense of Humour in the Workplace Good for your Career?* Available from: <https://www.roberthalf.com.au/blog/jobseekers/sense-humour-workplace-good-your-career/> [Accessed July 13, 2020]

¹⁷⁶ Bell Leadership Institute (2012) *Bell Leadership Study Finds Humor Gives Leaders the Edge*. Available from: <https://www.bellleadership.com/humor-gives-leaders-edge/> [Accessed July 13, 2020]

¹⁷⁷ Riggio, R. (2015) *The 4 Styles of Humor*. Available from: <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201504/the-4-styles-humor> [Accessed May 06, 2020] “Copyright Sussex Publishers, LLC. Except as otherwise expressly permitted under copyright law, no copying, redistribution, retransmission, publication or

E. Riggio (2015) What do you find funny, and what sort of humor appeals to you? Research has focused on different humor styles, and distinguishes four types.

8.8.1¹⁷⁸ *Affiliative humor*. This involves telling jokes about things that everyone might find funny. The goal is to use humor to bring people together to find the humor in everyday life. The goal is to create a sense of fellowship, [happiness](#), and well-being. If you are fond of jokes about animals or everyday occurrences, then you are using affiliative humor.

8.8.2 *Aggressive humor*. This involves put-downs or insults targeted toward individuals. When it is intended to threaten or psychologically harm others, it is the type of humor used by bullies. While some of the audience to this type of humor will find it funny, others might laugh to cover up a feeling of discomfort.

8.8.3 *Self-enhancing humor*. This is being able to laugh at yourself, such as making a joke when something bad has happened to you. Trying to find the humor in everyday situations, and making yourself the target of the humor in a good-natured way. It is related to healthy coping with [stress](#).

8.8.4 *Self-defeating humor*. Putting yourself down in an aggressive or “poor me” fashion is called self-defeating humor (Riggio, 2015, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201504/the-4-styles-humor>). The following section will help to cover the example of a diversity & inclusion statement in a leading global organization.

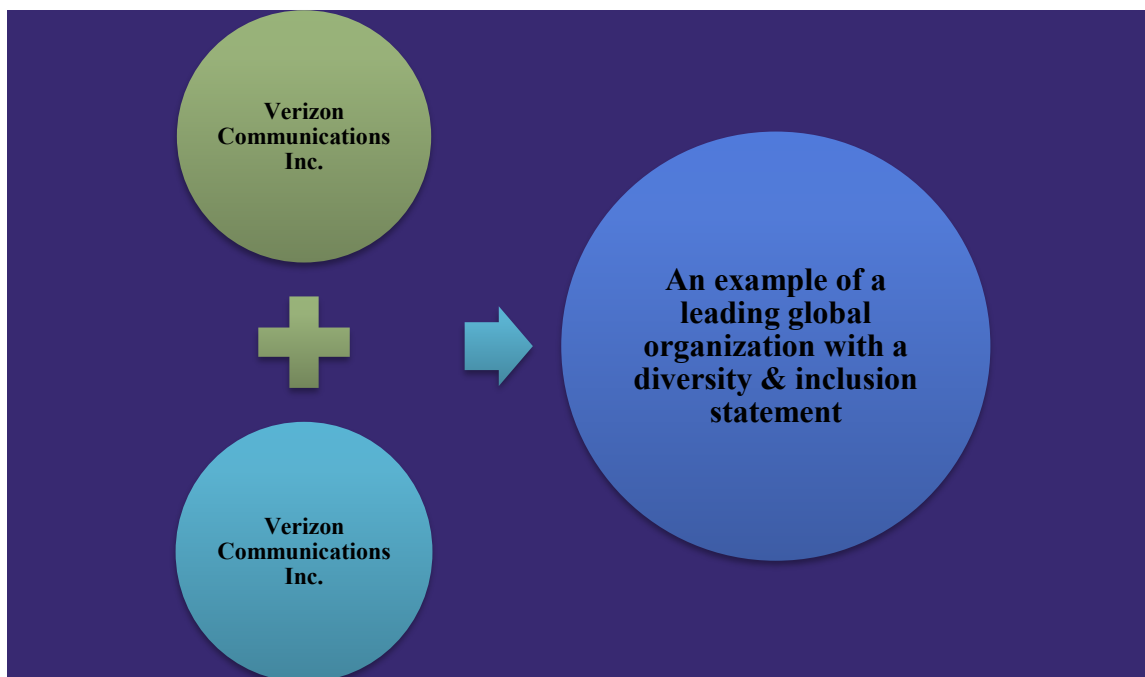
commercial exploitation of downloaded material will be permitted without the express written permission of Sussex Publishers, LLC.”

¹⁷⁸ Martin, Rod; Patricia Puhlik-Doris; Gwen Larsen; Jeanette Gray; Kelly Weir (February 2003). "Individual differences in uses of humor and their relation to psychological well-being: Development of the Humor Styles Questionnaire". *Journal of Research in Personality* 37 (1): 48–75. doi:10.1016/S0092-6566(02)00534-2.

8.9 An example of a diversity & inclusion statement of a leading global organization

Nowadays several organizations around the world have made tremendous efforts towards developing and implementing effective diversity and inclusion policies that help to guide their leaders when carrying-out their day-to-day activities in a fair manner. One of the leading global organizations that has successfully adopted a diversity & inclusion statement is highlighted in Figure 8.1 below.

Figure 8.1 An example of a leading global organization with a diversity & inclusion statement



Source: Modified: (Verizon Communications Inc., 2020, <https://www.verizon.com>).

As depicted by Figure 8.1 one of the leading global organizations with diversity & inclusion statement is further explained as follows:

8.9.1 Verizon Communications Inc.

A typical good example of a leading global employer and corporate brand with good-to-great business leaders of an organization that has a modern day diversity & inclusion policy is New

York, United States of America-headquartered Verizon Communications Inc.¹⁷⁹“*How we got to where we are today*. Verizon Communications was created on June 30, 2000 by Bell Atlantic Corp. and GTE Corp., in one of the largest mergers in U.S. business history. GTE and Bell Atlantic evolved and grew through decades of mergers, acquisitions and divestitures. Today, Verizon is a global communications technology company delivering the promise of the digital world to millions of customers every day” (Verizon Communications Inc., 2020, <https://www.verizon.com/about/our-company/history-and-timeline>).¹⁸⁰According to Verizon Communications Inc. (2020) founded in 2000, the company operates America’s most reliable wireless network and the nation’s premier all-fiber network, and delivers integrated solutions to businesses worldwide. With brands like Yahoo, TechCrunch and HuffPost, the company’s media group helps consumers stay informed and entertained, communicate and transact, while creating new ways for advertisers and partners to connect. *Facts about our company*: \$131.9B Annual revenue in 2019 revenues, 135K Employees in 150 global locations, 19 Fortune rank as of 2019 (Verizon Communications Inc., 2020, <https://www.verizon.com/about/our-company>).¹⁸¹The current outstanding leadership team at the leading employer and corporate brand in the communications industry is comprised of the following: Hans Vestberg who is the Chairman and Chief Executive Officer of Verizon Communications Inc. while on the other hand the full list of board of directors includes the following: (1) Clarence Otis, Jr., (2) Shellye L. Archambeau, (3) Mark T. Bertolini, (4) Vittorio Colao, (5) Melanie L. Healey, (6) Daniel H. Schulman, (7) Rodney E. Slater and (8) Gregory G. Weaver (Verizon Communications Inc., 2020, <https://www.verizon.com/about/investors/board-directors>). “*Winning through diversity and inclusion*. Verizon is committed to fostering an inclusive environment. We care about diversity in both our employees and our suppliers. Diversity and inclusion is how we achieve success. By celebrating diversity across all spectrums, including but not limited to race, national origin,

¹⁷⁹ Verizon Communications Inc. (2020) *History & Timeline*. Available from: <https://www.verizon.com/about/our-company/history-and-timeline> [Accessed June 06, 2020]

¹⁸⁰ Verizon Communications Inc. (2020) *Our Company*. Available from: <https://www.verizon.com/about/our-company> [Accessed June 09, 2020]

¹⁸¹ Verizon Communications Inc. (2020) *Board of Directors*. Available from; <https://www.verizon.com/about/investors/board-directors> [Accessed June 16, 2020]

religion, gender, sexual orientation, gender identity, disability, veteran/military status, and age, we are a stronger company and culture. We take pride in our talented and diverse team of people who focus on our customers, every day. Their combined intelligence, spirit and creativity make Verizon a great place to work, learn and grow.

- Our track record 59.3%, Employee diversity in our U.S. workforce.
- 4 of 9 board members are women or people of color.
- \$50B total spend with diverse suppliers in the last 10 years” (Verizon Communications Inc., 2020, <https://www.verizon.com/about/our-company/diversity-and-inclusion>). The conclusion of this chapter will be covered next.

8.10 Conclusion

Diversity is now the key differentiator of successful and unsuccessful businesses nowadays. The world has become global and this has opened the gateway to a highly diverse global market that now requires leaders who have a diverse mindset and a diverse type of leadership style. Today the differences that exist amongst people are the same people related aspects that bind mankind together at the workplace and society. Serving people has always been the first priority of most servant leaders whilst guided by strong ethics, honesty and commitment. It can therefore be concluded that humor is one aspect that makes leaders more charismatic, approachable, inspiring, open-minded, happy, focused and stress-free (most of the times).

8.11 Review questions

- 1) Using relevant examples define the meaning of the following terms ‘humour’ and ‘interrelation’?
- 2) List the qualities of an inclusive leader? Explain the key drivers of diversity & inclusion at workplaces?
- 3) Describe why inclusive leadership makes organizations gain a competitive edge?
- 4) Outline the benefits of inclusive leadership during this 21st century?
- 5) Discuss what is ‘servant leadership’ & its benefits? Explain what is ‘charismatic leadership’? Describe why humor is a good leadership quality?

Chapter 9: The millennial leader & crisis leadership

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘generation’ and ‘crisis’. Explain who is a ‘millennial’.
- Identify the common characteristics of workplaces led by millennial leaders.
- Describe the leadership style preferred by millennial management & their leadership pathway.
- Discuss what is ‘crisis leadership’. Outline the benefits of crisis leadership in organizations.
- Discuss some of the examples of leading board training institutions in the world.

9.1 Introduction

Today workplaces are full of millennial leaders who are goal getters but with a high desire for instant gratification. The world of millennial leaders evolves more around change, inclusion and technology. Millennial leaders tend to have managed to climb the corporate ladder at a faster pace than their older generations. For instance, the Internet has produced numerous billions of United States of America dollars worth of online tech-firms that have been founded by young people. During the year 2020 the world experienced a global pandemic crisis of the Coronavirus (*also called Covid19*) and fortunately crisis leadership played a critical role in managing the situation in order to save the lives of many people at both the workplace and society. Notably during a crisis situation leaders are the cornerstone of support, inspiration, courage and strategic thinking to help pull-out their organization or country out of the crisis situation to a better manageable situation without compromising on governance, ethics and transparency principles. The definition of terms will be covered in the following section.

9.2 Definition of terms

Words are meaningless if they do not get simplified to assist the readers to understand the context in which they have been used in the textbook. The term ‘*generation*’ refers to a specific age group that was born during a distinct time period. In addition the term ‘*crisis*’ refers to an

unforeseen damaging, hazardous, destructive or horrific natural disaster, pandemic, scandal, bad decision and so on. The following section will help identify millennials in-depth.

9.3 Who is a ‘millennial’

Literature about millennials is limited and this trend seems to be shifting since more studies are being carried-out to better understand the needs and wants of millennials since they now form a large segment of the global market today. The true identity of millennials was clearly revealed in an article authored by Crawford, B. (2015) titled ‘*Adapting Your Leadership Styles for The Millennial Generation*’ published on <https://aboutleaders.com> and another article authored by Lesonky, R. (2019) titled ‘*What Different Generations Want From Work*’ published by www.score.org. According to Lesonky, R. (2019) as Generation Z begins to enter the workforce and Americans continue to work until age 70 and beyond, it's entirely possible that your small business may be contending with employers from three, four or even five different generations at the same time.¹⁸² A recent study by Staples takes a closer look at what generations care about when it comes to their workplace. The Staples Advantage [2016 Workplace Index](#) examined Generation Z (under 18 years old), Generation Y/Millennials (18-33 years old), Generation X (34-50 years old), Baby Boomers (51-70 years old), and the Greatest Generation (over 70 years old)¹⁸³ (Staples Advantage, 2016 cited in Lesonky, 2019, <https://www.score.org/blog/what-different-generations-want-work>).¹⁸⁴ As more and more of our Baby Boomers transition to retirement, today’s workforce welcomes a new generation – The Millennials! Born between the 1980’s and 2000’s, the Millennials are characterized by their heavy use of technology. They have entered the workforce equipped with an innate understanding of computers, the influence of social media and the impact of the digital world. Does this guarantee success for them and the

¹⁸² Staples Advantage (2016) *2016 Workplace Index*. Available from: <https://www.staplesadvantage.com/sites/workplace-index/index.html> [Accessed April 21, 2020]

¹⁸³ Lesonky, R. (2019) *What Different Generations Want From Work*. Available from: <https://www.score.org/blog/what-different-generations-want-work> [Accessed April 24, 2020]

¹⁸⁴ Guthriejensen.com (2020) *The Millennial Leader: Jump-Starting the Next Generation of Business Leaders*. Available from: <https://guthriejensen.com/the-millennial-leader/> [Accessed May 06, 2020]

organizations that expect results?” (Guthriejensen.com, 2020, <https://guthriejensen.com/the-millennial-leader/>).¹⁸⁵“The millennial generation, also referred to as generation Y, is the latest emerging group of employees. These are people born between 1980 – 2000 and are different from generation X that preceded them. Today, the generational issues have taken a different role in the society making them more significant. *There are several ways in which this generation differs from its predecessors.*

9.3.1 Technology and Millennials. Millennials are uniquely familiar with technology since they grew up with Phones, PCs, and the Internet. They do not resist, but rather embrace the latest technologies. Additionally, they are interconnected and may become well known in social media channels since they spend plenty of their time online tweeting, texting, and posting.

9.3.2 Collaborative Employees. Millennials want to be heard and do not want their ideas to be ignored. They like being part of decisions and are not believers of authority or hierarchy, and love environments that are fun to work in. The job market is tough and millennials have realized the need to be innovative, flexible, and creative to support the organizations they work in. Many organizations have realized Millennial’s needs and are now creating employee centered environments to attract them and retain their skills and talents. So how does one lead and manage this group successfully?

9.3.3 Business Advantage. The first thing a leader needs to do is realize how creative and good this age group is at multi-tasking. However, Millennials need structure for their technological expertise and ability to work as a team to become a business advantage. Millennials are idealistic and have a clear picture of what kind of leaders they want. They want a hero that is fair and has integrity as well as concern about individual employee situations. Knowing how to lead them will be the key of succeeding in the future” (Crawford, 2015, <https://aboutleaders.com/adapting-your-leadership-styles-for-the-millennial-generation/>). The following section will cover the the meaning of crisis leadership.

¹⁸⁵ Crawford, B. (2015) *Adapting Your Leadership Styles for The Millennial Generation*. Available from: <https://aboutleaders.com/adapting-your-leadership-styles-for-the-millennial-generation/> [Accessed May 06, 2020]

9.4 What is ‘crisis leadership’

“The game of business is played in the jungle, not on the playground, and crisis management can be like dancing with the tiger—one must proceed carefully and skillfully to avoid potential disaster. Therefore, the rules of the jungle prevail when sidestepping the business snakes and climbing the business ladders”¹⁸⁶ (Truscott, 2015:12, www.continuitycentral.com). According to Truscott, J. (2015:14-17) crises occur when there is major interruption to business, often involving overwhelming debt or serious damage to reputation. All organizations have to identify their own crisis threshold. This threshold represents any turning point which falls outside normal business contingency and emergency response arrangements. Organizations prone to crises are generally characterized by a loss of corporate memory, fuzzy lines of responsibility, a resistance to learning, poor internal organization, and limited communication skills. *Crisis leaders* are big-picture people who use power and passion to turn the camera on in peoples’ minds. The art of crisis leadership is the ability not only to contain the problem when it occurs but also to take the organization past any advantage line and then transform the organization post-crisis. *Crisis leadership* occurs when day-to-day vertical line management transitions into horizontal team management. The move from vertical to horizontal management is necessary when organizations face the loss of normal management control, often as a result of having to deal with multiple stakeholders simultaneously. The challenge is often the speed of transition from vertical to horizontal, or from a reactive to a proactive management style. In situations when line management is overwhelmed, there is no other successful approach. Crisis leadership may be necessary in order to regain control of an organization’s reputation, ensure an organization’s continuity, address overwhelming liabilities, or any combination of these issues. Crisis leadership is the normal modus operandi of political cabinets, the military, and some dynamic organizations where it competes with line management for center stage. In these organizations, crisis leadership is the rapier-like tool that generates incredible business tempo and provides a

¹⁸⁶ Truscott, J. (2015) *The Art of Crisis Leadership: Incident Management in the Digital Age*. Available from: www.continuitycentral.com/files/TheArtofCrisisLeadership-IncidentMgmtInDigitalAge_D10.pdf [Accessed May 07, 2020]

strategic reserve in the face of risk. The transition from line management to crisis leadership is achieved by:

- Activating the crisis team, call center, other crisis management technology, and business support teams as a default.
- Using physical and virtual team sessions, time-outs and updates to establish and check the facts.
- Brainstorming and prioritizing the key crisis issues concerning reputation, business continuity, and liability.
- Developing courses of action for regaining control and seizing business advantage.
- Implementing crisis strategy to regain a commercial position¹⁸⁷ (Truscott, 2015:14-17, www.continuitycentral.com/files/TheArtofCrisisLeadership-IncidentMgmtInDigitalAge_D10.pdf). The following section will cover aspects related to the mandate of a leader during a crisis.

9.5 The mandate of a leader during a crisis

¹⁸⁸“Amid a crisis—be it global, national, or organizational—great leaders are grounded in reality, understand the importance of synergy, demonstrate confidence in their ability to overcome unexpected and difficult challenges, and have a vision for the future. It is important to understand that although no two crises are alike, and each one requires a different response, there are significant similarities in the **leadership styles** that will most effectively navigate them. The COVID-19 pandemic is also providing us with valuable lessons in crisis leadership. First, it is highlighting the need for our political and business leaders to find the right balance between

¹⁸⁷ Truscott, J. (2015) *The Art of Crisis Leadership: Incident Management in the Digital Age*. Available from: www.continuitycentral.com/files/TheArtofCrisisLeadership-IncidentMgmtInDigitalAge_D10.pdf [Accessed May 07, 2020]

¹⁸⁸ Stein, L. cited in Northeastern University Graduate Programs (2020) *The Art of Crisis Leadership*. Available from: <https://www.northeastern.edu/graduate/blog/crisis-leadership/> [Accessed April 25, 2021]

focusing on the present (today and tomorrow) and planning for the future (i.e. what our nation and its local communities will look like in 5 to 10 years). Presently, however, people are not interested in the distant future—they want to be reassured that their families will have a roof over their heads and food on the table in the coming days and weeks. In the throes of the pandemic, while thousands of people are sick and dying and millions are out of work, the best leaders are those who can calm people’s fears by demonstrating confident and honest optimism”” (Stein cited in Northeastern University Graduate Programs, 2020, <https://www.northeastern.edu/graduate/blog/crisis-leadership/>).

9.5.1 “The Leader’s Mandate

Some will argue that a leader’s best course of action in dealing with any crisis is to wait for the situation to unfold before acting; otherwise, they may not have all the information at their fingertips and a hurried response will lead to greater confusion and damage. Others believe that an immediate response is better than no response—that is, that a plan with an 80 percent chance of success is better than no plan at all. Regardless, leaders need to conduct an immediate analysis of the situation and make sure they have a clear understanding of the available information. A crisis demands a combination of **authentic**, **transformational**, and **servant leadership styles**. Each one brings to the table a quality that addresses people’s fears, concerns, and hopes.

- An authentic leader is one who has a sense of purpose that flows from a compassionate heart.
- Transformational leaders will engage actively with their followers and motivate them to accomplish far beyond their expectations.
- Servant leaders put their followers first—which is essentially the true calling of any leader.

Together, these three leadership styles support the best characteristics of a crisis leader”¹⁸⁹ (Stein cited in Northeastern University Graduate Programs, 2020, <https://www.northeastern.edu/graduate/blog/crisis-leadership/>).

¹⁸⁹ Stein, L. cited in Northeastern University Graduate Programs (2020) *The Art of Crisis Leadership*. Available from: <https://www.northeastern.edu/graduate/blog/crisis-leadership/> [Accessed April 25, 2021]

9.5.2 Common traits of a crisis leader

““10 Characteristics of a Crisis Leader. While leaders may drive people and organizations under a variety of leadership styles, the best leaders share these 10 common characteristics. Strong crisis leaders are:

9.5.2.1 Grounded in reality: Crisis leaders are not afraid of bad news and will not dismiss or minimize problems in the hope that they will go away on their own. Such leaders are also steady and dependable¹⁹⁰.

9.5.2.2 Emotionally and socially intelligent: They are **empathetic**. They have the ability to walk in the shoes of those they lead and understand their fears and concerns, offering meaningful and honest reassurance and encouragement along the way.

9.5.2.3 Resilient: They demonstrate psychological strength by dealing with problems directly and recovering from setbacks quickly. They use failure as a learning opportunity and always think ahead.

9.5.2.4 An example of moral courage: In the face of adversity and when everyone has so many different opinions, the best leaders rely only on facts to identify appropriate courses of action, and always do what is morally and ethically right.

9.5.2.5 Open and honest communicators: It is counterproductive and dangerous to marginalize and/or ignore bad news. If a leader does not know the answer to a question, they should say so.

9.5.2.6 Willing to listen to the experts: Good leaders put their egos aside and build teams that will provide unvarnished ideas and recommendations based on expertise and professional experiences. The best leaders are those who are teachable.

9.5.2.7 Visible: People need to see and hear their leaders, but the great ones will always hold their egos in check and make it clear that “it is not about me.”

9.5.2.8 Responsible and accountable: President Harry Truman said it best with a sign at the front of his desk that read, “The Buck Stops Here.”

¹⁹⁰ Stein, L. cited in Northeastern University Graduate Programs (2020) *The Art of Crisis Leadership*. Available from: <https://www.northeastern.edu/graduate/blog/crisis-leadership/> [Accessed April 25, 2021]

9.5.2.9 Focused on long-term rather than short-term solutions: Crisis leaders act, rather than react. The greatest leaders will always have a vision and focus their attention on resolving the crisis with an eye to the future.

9.5.2.10 Use a crisis as an opportunity: They understand the nation's or organization's shortcomings and take appropriate action to prepare for the next crisis"¹⁹¹ (Stein cited in Northeastern University Graduate Programs, 2020, <https://www.northeastern.edu/graduate/blog/crisis-leadership/>). The following section will cover the various examples of board training institutions around the world in greater detail.

9.6 Examples of leading board training institutions

In general the sudden outbreak of the global pandemic during the year 2019-2020 called the 'Coronavirus' or 'Covid19' immediately put enormous pressure on the executive management and board of directors of many organizations located across the world to practice their crisis leadership skills. Several countries around the world were forced to temporarily shutdown their economic activities with the exception of those organizations that provide essential services (*for example, medical facilities, food retail outlets, housing & refuse collection, transport, media organizations and so on*). Nowadays it has become essential that business leaders who lack adequate skills and knowledge in conducting their management activities during a time period of a global crisis to immediately seek the assistance of training institutions for business leaders since they effectively provide training and guidance to business executives or directors on issues related to the following topics: (1) corporate governance, (2) ethics & compliance, (3) crisis leadership, (4) how to develop policies on director issues, (5) how to create highly productive virtual workplaces during a global crisis time period, (6) how to develop boardroom cultures that consistently nurture quality management and innovation whilst creating value and investor trust. In general 'training' can be defined as an instructor-led human resources management activity that focuses on the sharing of knowledge, skills and character to an individual or group of people

¹⁹¹ Stein, L. cited in Northeastern University Graduate Programs (2020) *The Art of Crisis Leadership*. Available from: <https://www.northeastern.edu/graduate/blog/crisis-leadership/> [Accessed April 25, 2021]

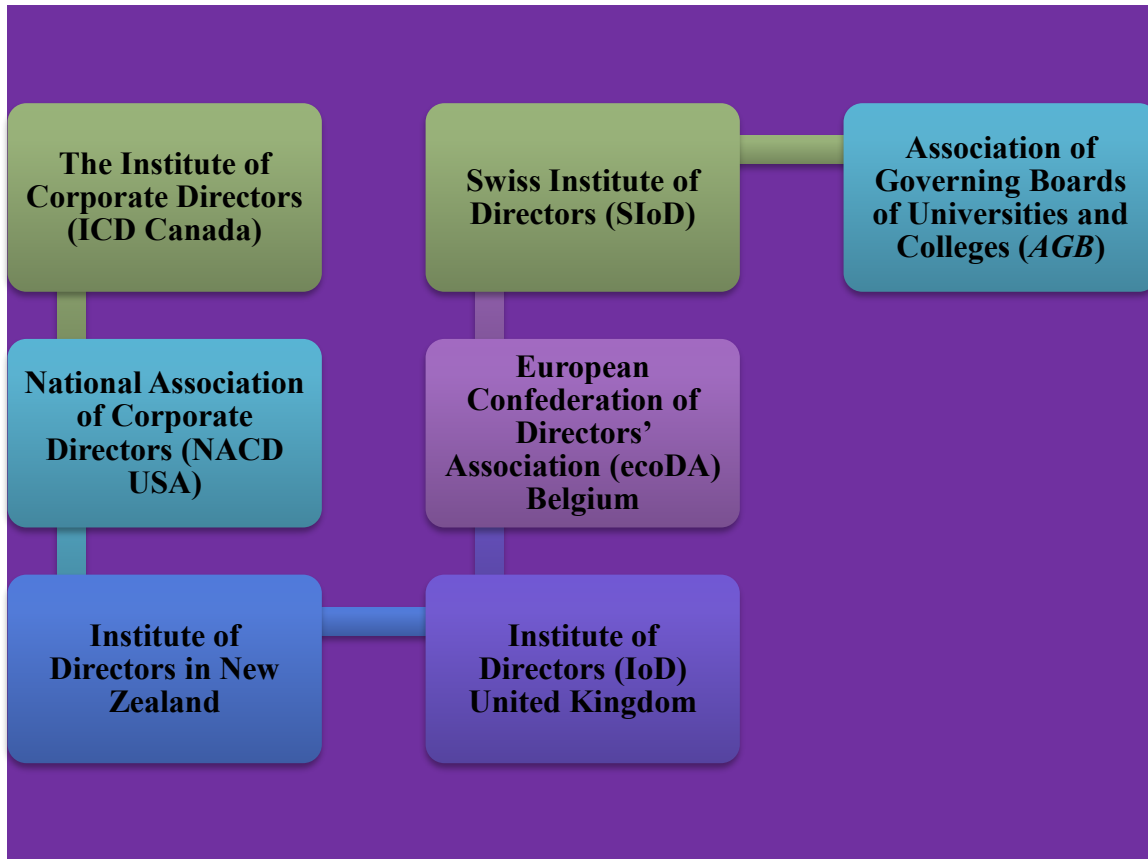
in order to assist them to enhance their job performance and productivity levels at the workplace¹⁹²¹⁹³¹⁹⁴(Manpower Services Commission, 1981; Masadeh, 2012:63). Training mainly aims to enable the employees, executive directors and board of directors to learn new knowledge and discover new capabilities that are usually highlighted in training programs so that they may implement their newly acquired knowledge in their day-to-day work activities. Executive management and board training generally helps to improve the board of directors' strategic thinking. Therefore, *strategic thinking* refers to the ability of the board of director to know under what circumstances or a particular time that is appropriate to use a specific knowledge or skill without negatively affecting the organization's goals, ethics, corporate governance principles, profitability and objectives. Some of the leading globally recognized board of director training and advisory institutions in the world are clearly highlighted in Figure 9.1 below.

¹⁹² Masadeh, M. (2012) Training, Education, Development and Learning: What is the Difference? *European Scientific Journal Vol 8(10)*, p63-65.

¹⁹³ Manpower Services Commission (1981) *Glossary of Training Terms*. London: HMSO

¹⁹⁴ Manpower Services Commission (1981) *Glossary of Training Terms*. London: Department of Employment now the Department for Work and Pensions. Available from: <https://www.gov.uk/government/> © Legislation.gov.uk, 2018. This information is licensed under the Open Government Licence v3.0. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> OGL v3.0

Figure 9.1 Seven examples of globally recognized director associations



Source: Modified: Diagram Created By Author Using Information Inspired from (Institute of Corporate Directors Canada, 2018, <http://www.icd.ca/>; National Association of Corporate Directors, 2018, <https://www.nacdonline.org/>; European Confederation of Directors' Associations, 2018, <http://ecoda.org>; Institute of Directors, 2018, www.iod.com/; Institute of Directors in New Zealand, 2018, <https://www.iod.org.nz/>; Swiss Institute of Directors, 2018, <https://www.siod.ch/>, Association of Governing Boards of Universities and Colleges, <https://agb.org>).

As depicted by Figure 9.1 above the seven typical good examples of globally recognized director associations are further discussed as follows:

9.6.1 Women Corporate Directors (WCD)

¹⁹⁵According to the WomenCorporateDirectors (2017) the Women Corporate Directors (WCD) is the world's largest membership organization and community of women corporate board directors. A 501(c)(3) foundation, WCD is a trusted community of directors serving on more than 8,500 public and private boards around the world. WCD supports its thousands of global members in connecting with peers and advancing visionary corporate governance. Through events, publications, and tools addressing the latest news and trends in business and governance, WCD inspires and educates board leaders—and raises the bar for board service in public and large private companies globally. Over the past 17 years, WCD has been instrumental in training women for board service, providing board opportunities, and facilitating introductions to nominating committee chairs around the world. The result has been the placement of over 500 women on corporate boards, private boards, and advisory boards (WomenCorporateDirectors, 2017, www.womencorporatedirectors.org/).

9.6.2 The Institute of Corporate Directors (ICD Canada)

According to the Institute of Corporate Directors (2018) The Institute of Corporate Directors strives to lead and demonstrate the value of excellence in directorship and enlightens directors to anticipate, influence, and meet boardroom challenges. Our members receive [exclusive benefits](#) that help them to perform their director role effectively and make an appropriate contribution in the boardroom. The ICD offers highly regarded professional development programs that provide flexible director education and learning opportunities including our industry-recognized [ICD.D designation](#) for graduates of the [ICD-Rotman Directors Education Program](#). We also offer a year-round [continuing education](#) program, where members benefit from informal learning sessions, [networking events](#) and local chapter support. Members gain access to world class resources such as [timely information on current and emerging governance issues and best practices](#), and the [ICD Directors Register](#), a complimentary board matching and referral service. We also fulfil an important need that our members look to us to provide – a

¹⁹⁵ WomenCorporateDirectors Foundation (2018) *About WCD*. Available from: https://www.womencorporatedirectors.org/WCD/About/WCD/About_WCD/About_US.aspx?hkey=5f91a9cb-b0e1-4be5-9aeb-25362776555f

strong, unified voice for the director community. Through our [advocacy](#), we represent directors and their interests, and develop [thought leadership](#) for and among our members¹⁹⁶.

A renewed strategy

Our Purpose is a necessary and significant undertaking. Realizing it requires a strategy centred on leadership. To improve trust and confidence in Canadian organizations by developing and activating Directors, we will: Build operational excellence by aligning our Purpose of improving trust and confidence in Canadian organizations with our strategies and our talent. This means fostering habits of learning, collaboration and professionalism, and equipping our people with the right skills, tools, processes and systems so that we achieve our goals. Deliver dynamic education by continuing to invest in the best understanding of what constitutes board leadership and what makes effective boards. This also means continuing to design learning programs that develop people who contribute to board leadership, and delivering that learning through highly responsive and flexible systems. Enable local leadership by creating full partnerships with our Chapters and equipping them with the resources necessary to attract and engage local contributors to board leadership who are personally committed to our shared ICD Purpose. Deliver excellent member and customer experience. This means knowing the needs and concerns of our members and customers, and delivering a valuable offering through an outstanding experience. Continue to be the voice to and for Directors. Going forward, this will mean gathering and synthesizing insights from the board leaders we touch, developing relevant and meaningful points of view, and amplifying these positions to make a meaningful impact on Canada.

Advocacy

At the ICD, we have an opportunity to meet an important need that our members look to us to provide – a strong, unified voice for the director community. Our role is to represent directors and their interests and develop [thought leadership](#) for and among our members. To best represent directors with the public, regulators, politicians, stakeholders and the media, we engage in open forums and direct communication with our members to ensure that we advocate from the director

¹⁹⁶ Institute of Corporate Directors Canada (2018) *Advocacy*. Available from: <http://www.icd.ca/About-the-ICD/What-We-Do/Advocacy.aspx>

perspective, set higher standards of director excellence, and advance corporate governance in Canada and abroad. Furthermore, the ICD helps develop best practices on director issues, frameworks, and recommended approaches. We also embark on research papers, conduct surveys and more, in efforts to aid directors in their roles (Institute of Corporate Directors Canada, 2018, <http://www.icd.ca/getmedia/4bd8c796-691a-42a1-b84b-c41f49b96ace/Purpose-strategy.pdf.aspx>).

9.6.3 National Association of Corporate Directors (USA)

Advancing Exemplary Board Leadership

According to the National Association of Corporate Directors (2018) *Advancing Exemplary Board Leadership*. NACD empowers more than 20,000 directors to lead with confidence in the boardroom. As the recognized authority on leading boardroom practices, NACD helps boards strengthen investor trust and public confidence by ensuring that today's directors are well prepared for tomorrow's challenges. World-class boards join NACD to elevate performance, gain foresight, and instill confidence. Fostering collaboration among directors, investors, and governance stakeholders, NACD has been setting the standard for responsible board leadership for more than 40 years¹⁹⁷.

Mission

NACD elevates board performance by providing board members with practical insights through world-class education, leading-edge research, and an ever-growing network of directors.

Vision

NACD aspires to a world where corporate directors are recognized by all stakeholders as trusted stewards of long-term value creation.

¹⁹⁷ National Association of Corporate Directors (2018) *About*. Available from: <https://www.nacdonline.org/about>

Director Education

In the spirit of helping corporate directors foster boardroom cultures that are focused on continuous improvement, long-term value creation, and strengthening investor trust and public confidence, NACD has established the standard for director education. Using its proprietary [director education framework](#), NACD's standard creates the most comprehensive director knowledge pathway—from awareness to insights to mastery (National Association of Corporate Directors, 2018, <https://www.nacdonline.org/about>).

9.6.4 European Confederation of Directors' Association (ecoDA) Belgium

About ecoDa

According to European Confederation of Directors' Associations (2018) The European Confederation of Directors' Associations (ecoDa) is a not-for-profit association founded in December 2004 under the laws of Belgium. Through its national institutes of directors (the main national institutes existing in Europe), ecoDa represents around 55,000 board directors from across the EU. ecoDa's member organisations represent board of directors from the largest public companies to the smallest private firms, both listed and unlisted¹⁹⁸.

ecoDa's mission is

- 1). to promote the role of directors, to develop professionalism and European governance standards by acting as a standing body where national experiences in terms of corporate governance are shared and discussed, by developing recommendations and education programmes in complement with those developed by its members;
- 2). to influence the European decision-making process related to corporate governance by reacting directly to the European institutions or by pro-actively taking initiatives of actions aimed at generating European debate and reflection on corporate governance;
- 3). to provide services to its members, mainly by providing information regarding relevant European issues;

¹⁹⁸ European Confederation of Directors' Associations (ecoDa) (2018) *About ecoDA*. Available from:

<http://ecoda.org/about-ecoda/>

4). to facilitate at a European level the creation and the development of national director institutes dealing with corporate governance and attract new members in order to strengthen the European representativeness of the Confederation.

Our Values

ecoDa embraces the following values: professionalism, integrity and collaborative approach while encouraging excellence in Corporate Governance¹⁹⁹.

Organization

[The ecoDa Board](#) comprises 13 board members, all of them being involved in their National Institute of Directors either as chairperson/CEOs or as board members. ecoDa normally holds its Annual General Meeting in April. ecoDa has 5 Standing Committees, 2 Board Committees and ad hoc Working Groups which all report to the ecoDa Board²⁰⁰ (European Confederation of Directors' Associations, 2018, <http://ecoda.org>).

9.6.5 Institute of Directors (IoD United Kingdom)

About

²⁰¹According to the Institute of Directors (IoD) (2018) The Institute of Directors (IoD) was founded in 1903 and within three years we were awarded a Royal Charter to support, represent and set standards for business leaders nationwide. We remain deeply proud of our Royal Charter and it stays at the forefront of everything we do as an organisation. You will find us in the heart of all major cities and we continue to represent your point of view as a business leader both locally and nationally. Our objective is to ensure your views are taken into account when the government is reviewing policy, legislation or seeking the opinions of the wider business community. Membership will equip you with a range of resources - including access to business information, training, professional expertise, networking opportunities and flexible working

¹⁹⁹ European Confederation of Directors' Associations (ecoDa) (2018) *Our Values*. Available from: <http://ecoda.org/about-ecoda/our-values/>

²⁰⁰ European Confederation of Directors' Associations (ecoDa) (2018) *Organization*. Available from: <http://ecoda.org/about-ecoda/organization/>

²⁰¹ Institute of Directors (2018) *About*. Available from: <https://www.iod.com/about>

spaces - all of which are designed to help you strengthen and build on your own success. Our renowned Chartered Director qualification and training portfolio will provide you with the platform to hone your skill set and reach your full potential as a business leader. There is little telling what the coming years will hold for UK business. However there is one certainty - the IoD will maintain an unwavering commitment to support our members, encourage entrepreneurial activity and promote responsible business practice for the benefit of our 30,000+ members and the business community as a whole. The IoD is charged with promoting good corporate governance for UK business. As such, we strive to ensure our own governance complies with the highest standards. Here's how our structure works²⁰² (Institute of Directors, 2018, www.iod.com/about).

9.6.6 Institute of Directors in New Zealand

Connecting, equipping and inspiring

According to the Institute of Directors in New Zealand (2018) The Institute of Directors in New Zealand connects, equips and inspires its more than 9,000 members, to add value across New Zealand business and society. Through thought leadership, our extensive network, professional governance courses, events and resources. The IoD in New Zealand began over 40 years ago as a division of the Institute of Directors in the UK. In 1989 the Institute of Directors in New Zealand (Inc) adopted its own constitution and became a separate legal entity. During the last decade, membership has grown significantly²⁰³.

Our purpose

Driving excellence in governance

Our vision

To be the world class professional body at the heart of New Zealand's governance network.

²⁰² Institute of Directors (2018) *About*. Available from: <https://www.iod.com/about>

²⁰³ Institute of Directors in New Zealand (2018) *About Us*. Available from: <https://www.iod.org.nz/About-us>

Our mission

To inspire and equip people in governance to add value across New Zealand business and society (Institute of Directors in New Zealand, 2018, <https://www.iod.org.nz/About-us>).

9.6.7 Swiss Institute of Directors (SIoD)

Purpose

According to the Swiss Institute of Directors (SIoD) (2018) The purpose of the Association is to enable the targeted sharing of knowledge and experience between active members of boards of directors of companies and organisations in Switzerland and associations; the development and review of best practice governance guidelines for various economic sectors; the representation of Swiss board practice in international associations, governance course certification and accreditation in Switzerland; and the development of other board-related areas that are not already offered or planned by the Board Foundation. The Association is a member of the Global Network of Director Institutes. The Association uses the services of the Board Foundation and the Swiss Board Institute in board research, BoD training and BoD services²⁰⁴ (Swiss Institute of Directors, 2018, <https://www.siod.ch/en/about-us/purpose>). The current iconic and outstanding leader of the Swiss *IoD* is Dr. Martin Hilb who serves as President of the Swiss Institute of Directors and Member of the Executive Committee of the Global Network of Director Institutes. In addition he is also the current Chairman of the Board Foundation and Managing Partner of the International Center for Corporate Governance.

9.6.8 Association of Governing Boards of Universities and Colleges (AGB) based in the United States of America

²⁰⁵²⁰⁶According to the Association of Governing Boards of Universities and Colleges (2019) cited in the PR Newswire.com (2019) For nearly 100 years, the Association of Governing Boards

²⁰⁴ Swiss Institute of Directors (2018) *Purpose*. Available from: <https://www.siod.ch/en/about-us/purpose>

²⁰⁵ Association of Governing Boards of Universities and Colleges (2019) *About*. Available from: <https://agb.org>

[Accessed June 19, 2020]

of Universities and Colleges (*AGB*) has had one mission: to strengthen and protect this country's unique form of institutional governance through its research, services, and advocacy. Serving more than 1,300 member boards and 40,000 individual citizen trustees, AGB is the only national organization providing university and college presidents, board chairs, trustees, and board professionals of both public as well as private institutions and institutionally related foundations with resources that enhance their effectiveness (Association of Governing Boards of Universities and Colleges (2019) cited in the PR Newswire.com, 2019, <https://www.prnewswire.com/news-releases/henry-stoever-named-president-and-ceo-of-association-of-governing-boards-300832024.html>). The Association of Governing Boards of Universities and Colleges (*AGB.org*) is one of the leading governance advisory associations in the United States of America with a history of effective succession planning of selecting good-to-great leaders who have significantly played a critical role in enabling the organization to enjoy its unquestionable success and impact towards developing effective leaders serving in the Governing Boards of Universities and Colleges in the United States of America. The current iconic and outstanding President & CEO of the Governing Boards of Universities and Colleges in the United States of America is Henry Stoever (*since 2019*) who replaced the remarkable Richard D. Legon (*who served as President & CEO for 13 years*). ““Stoever, brings to AGB a deep understanding of the importance of citizen governance and a wealth of experience in building on the strengths of a member-focused organization. *“Higher education is key to the future of our country in many ways,”* Stoever said. *“It is the single greatest producer of thoughtful and engaged citizens, a highly skilled and motivated workforce, and the kind of research and innovation that has put our nation at the forefront of discovery.”* *“AGB is a vital partner for those who lead colleges and universities and ensure they are meeting their missions in a meaningful way,”* Stoever continued. *“At a time when higher education is the subject of much scrutiny and doubt, AGB is a powerful force to help extend the reach of its expertise, services, and research into each and every boardroom across the country. I look forward to helping trustees lead with confidence in the boardroom.”*”

²⁰⁶ PR Newswire.com (2019) *Henry Stoever Named President and CEO of Association of Governing Boards*. Available from: <https://www.prnewswire.com/news-releases/henry-stoever-named-president-and-ceo-of-association-of-governing-boards-300832024.html> [Accessed June 19, 2020]

(Association of Governing Boards of Universities and Colleges (2019) cited in the PR Newswire.com, 2019, <https://www.prnewswire.com/news-releases/henry-stoever-named-president-and-ceo-of-association-of-governing-boards-300832024.html>). The conclusion of this chapter will be covered next.

9.7 Conclusion

Millennials are the rising leaders of this 21st century and they come with modern day leadership skills. Young leaders tend to be more energetic, techno-savvy, aspirational and innovative in general. Millennial leaders are future-oriented leaders and they focus on achieving excellent results at the workplace whilst using modern technological tools at their disposal. When a crisis occurs the competency of a leader is seen by how he/she handles the crisis situation. There are various steps that a leader has to follow in order to learn crisis leadership skills. It can be concluded that crisis leadership places more emphasis on ending the crisis after first managing it strategically.

9.8 Review questions

- 1) Using relevant examples define the meaning of the following terms: ‘generation’ and ‘crisis’?
- 2) Describe who is a ‘millennial’?
- 3) Discuss some of the examples of leading board training institutions in the world?
- 4) Discuss what is ‘crisis leadership’ using relevant examples?
- 5) Identify the crisis leadership skills?

Chapter 10: Tips of achieving effective leadership from sports

After studying this chapter you should be able to:

- Define the meaning of the following terms: ‘achieve’ and ‘lesson’.
- Explain the tips of achieving leadership from professional sports.
- Identify the positive leadership influence that coaches of sporting activities have on business leaders.
- Discuss the ways an organization can boost its effectiveness at every level of the organization.
- Describe what is ‘risk’ and the various ways an organization can manage risk on a continuous basis.

10.1 Introduction

The past century has seen many people and nations competing with each other in various types of sporting activities. Notably over time sports have become the cornerstone of leadership development as leaders are now learning their competency skills from sports. The management skills of coaches in games have now shifted from the football pitch to the boardroom in organizations as well. Every organization aims to win and this is similar to teams playing games in a stadium. This is due to the fact that teams playing games have to continuously strategize how to outmaneuver their rivals whilst motivating their team players in order to win the game. Thus this ability to strategize and motivate players by coaches is a skill business leaders of this modern day 21st century can imitate in order to develop their leadership competency skills. Effectiveness in an organization can be achieved through high quality leadership and managing risk. In general organizations have since accepted the fact that they are susceptible to all forms of risk and they must ensure that they take extensive measures that help them to reduce their exposure to risk. The following section will cover the definition of terms.

10.2 Definition of terms

In general words can only become meaningful when readers get the gist of what they are trying to communicate. The term ‘*achieve*’ refers to something accomplished, a goal attained, victory accomplished and so on. In addition the term ‘*lesson*’ refers to a specific learning experience gained from a particular activity, individual, institution or something about a specific topic within a measurable time frame. The tips of achieving leadership from professional sports will be covered in the following section.

10.3 Tips of achieving leadership from professional sports

Learning is a lifetime process and journey that never ends in each and every human being’s life as it starts from the day an individual is born until he/she grows old. Thus almost everyday people learn new knowledge from various activities, places, things and so on. One popular activity that has a strong impact on societal development is sport. Interestingly, the positive impact of sport towards societal development has somehow managed to filter towards leadership development. Business leaders nowadays have successfully mastered the ‘art of sports’ and how it can be imitated to provide them with useful tools or tips on how to tackle their day-to-day business management scenarios. The various lessons leaders of today can acquire via imitating sporting activities were clearly highlighted in an article authored by the United States of America-based top renowned book author and top global academic Professor Ronald. E. Riggio (2018) titled ‘*5 Leadership Lessons from Professional Sports*’ published in www.psychologytoday.com.²⁰⁷ According to Riggio, R.E. (2018) is there a connection between playing sports, particularly at a high level (collegiate or professional), and the development of [leadership](#)? This is a question that has been asked for decades. Although there is little empirical work on the subject, we have asked leaders about the role that sports played in their

²⁰⁷ Riggio, R.E. (2018) *5 Leadership Lessons from Professional Sports*. Available from:

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201810/5-leadership-lessons-professional-sports>

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own development, and their opinions about the leadership lessons learned from sports. *Here is what they told us:*

10.3.1 There's Always a Scoreboard. One high-level executive mentioned that in sports, and in business (as well as [politics](#)), an individual's performance is always being evaluated. While athletes have individual stats, employees and leaders undergo regular performance evaluations. Like athletes, most of us work in teams, so individual performance has to be considered in the context of the contribution to the team and to the organization.

10.3.2 Begin with the End Goal in Mind. To achieve great things, it is important to have a challenging goal. Athletes will begin the season imagining some ambitious outcome – winning a division or a championship. For a business or political leader, it is equally important to have your eyes on an aspirational goal or outcome, and then figure out the strategy to achieve the goal. As they say, “keep your eyes on the prize.”

10.3.3 If You Aren't Contributing, the Team's Not Winning. One of our interviewed executives had played collegiate football and mentioned that it was critically important that each member of the team perform his/her role. “If the lineman doesn't block, the team doesn't score.”

10.3.4 You Don't Succeed if You Don't Make Your Teammates Better. This is an often-overlooked aspect of good leadership – on and off the field. Good leaders develop their followers – providing feedback, reinforcing positive efforts, and providing informal [coaching](#). A successful athlete encourages teammates and challenges them to improve. A successful leader develops the leadership capacity of followers so that they will be able to share the leading and eventually step up into the leadership role²⁰⁸.

10.3.5 Good [Sportsmanship](#) is Essential. Great athletes play fair. They don't cheat and they own up to their mistakes. In the same way, an ethical leader is fair and just, giving credit where credit is due, and taking responsibility when the team falls short of its goal. A great leader, like a great

²⁰⁸ Riggio, R.E. (2018) *5 Leadership Lessons from Professional Sports*. Available from:

<https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201810/5-leadership-lessons-professional-sports>

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athlete, doesn't get out of control in the heat of competition and doesn't gloat when victorious (Riggio, 2018, <https://www.psychologytoday.com/us/blog/cutting-edge-leadership/201810/5-leadership-lessons-professional-sport>). The next section will cover the positive influence of sports coaches on business leaders in greater detail.

10.4 Positive leadership influence of sports coaches on business leaders

Generally sporting activities are one activity that brings mankind together as it enables them to live as a happy, peaceful, highly competitive and ethical global community. Every sporting activity requires a coach who is usually the mentor or guardian. A coach is usually the person who steers the ship (*the team*) towards attaining victory through strategic thinking, observation and predicting how to tactfully play the game whilst simultaneously motivating the team members to go the extra mile in order to win. Interestingly, it has since been discovered that leadership coaching in organizations can also be carried-out through learning from coaches in particular how they manage their team when playing a game in sporting activities such as the American football, hockey, baseball or soccer premiere league games. The next section will discuss the various ways an organization can boost its effectiveness at every level of the organization in greater detail.

10.5 Ways an organization can boost its effectiveness at every level of the organization via a leadership code

Continuous improvement is now the motto of every business leader and the preferred operational concept of almost all the organizations nowadays since it helps to boost productivity, performance, quality and efficiency at every level of the organization as a system. Effectiveness equals high output, innovation, quality control and customer convenience on an on-going basis. A leadership code generally acts as a guide on how leaders must conduct their tasks on a day-to-day basis and what they must normally aim to achieve at the workplace. The various aspects about how the leadership code helps to increase effectiveness and impact at different levels was authored by the globally leading United States of America-based consulting firm The RBL Group team namely: Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) titled '*Leadership Code: Increasing Effectiveness and Impact at Different Levels*' published on

www.rbl.net.²⁰⁹ According to Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) last year, we pulled data from over 13,000 global leaders and over 80,000 rater data points collected over the past ten years to look at how the Leadership Code varies at these different levels. What exactly is different about the work of an executive? A middle manager? A front-line leader? This article summarizes these findings. Over ten years ago, RBL laid out *The Leadership Code*, a simple model which we feel captures the foundational elements of good leadership practice. This model has since been implemented in organizations of varying sizes around the world, customized to create unique Leadership Brands, and expanded to include behavioral descriptors for six different levels of leadership—from individual contributors leading themselves to executives leading some of the world’s largest companies. Last year, we pulled data from over 13,000 global leaders and over 80,000 rater data points collected over the past ten years to look at how the Leadership Code varies at these different levels. What exactly is different about the work of an executive? A middle manager? A front-line leader? This article summarizes these findings.

10.5.1 Front-Line Leadership

The term *front-line leader* is used here to describe anyone who is leading a team of individual contributors, regardless of the content of that work. In most organizations, front-line leaders make up the vast majority of the leadership population, receive the least development support, and often have the most direct impact on both employees and customers. In looking at the data, we found seven unique groupings of front-line leadership behaviors. *First*, they build the workforce. They develop the talent on their team but with an eye to the future—looking for ways to develop promising employees in the context of what tomorrow’s critical roles will be. They provide resources to make sure they can develop and perform in their current roles. They coach their team members on what they need to do to succeed and act as a talent magnet—drawing people with the skills and competencies into the organization and retaining them. *Second*, they deliver results. They make decisions, drive change, create accountability, monitor progress, and

²⁰⁹ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

provide feedback. They communicate consistently and focus their time and their team's time on the right priorities. *Third*, they are authentic. They live by a moral code and are trusted by others. They also genuinely believe what they do is important and adds value and are able to maintain energy and passion for their work. This trust and genuine commitment to the goals of the organization is essential for high-producing organizations; it enables performance well beyond the norm and (at the same time) the growth of high potential people. *Fourth*, they resolve complex issues. They can see the bigger picture, cut quickly to the heart of issues, and make tough decisions. At this level, this likely suggests the ability to see the path ahead and help the team/group transition smoothly forward from completion of today's work to what must be started tomorrow. *Fifth*, they are steady and predictable. Even when the going gets tough, they don't get frustrated. They are resilient, open to feedback, and create a positive work environment. *Sixth*, they are curious. They seek out information and new ideas. *Seventh*, they connect employees to the organization's strategic direction. They can describe the organization's goals in ways that inspire and engage employees and are more likely to have or articulate a point of view about how the future will impact the organization.

10.5.2 Mid-Level Leadership

²¹⁰The term *mid-level leaders* refers broadly to leaders who have direct reports with teams of their own. It is a challenging leadership space in most organizations. These leaders are charged with working cooperatively to make the discrete parts of the organization work well together. Mid-level leaders have to understand the strategic intent of executive leaders, align systems and processes internally to that direction, and make sure they are delivering the expected results. In looking at the data we again found seven groupings of mid-level leader behaviors. Many are similar to the front-line leader behaviors but with unique implications. *First*, as for front-line leaders, mid-level leaders must build the workforce. This is a wider-ranging notion for mid-level leaders than for front-line leaders. It includes all the future-oriented development, coaching, and understanding of future critical roles described above. In addition, however, are behaviors relating to facilitating collaboration and networking within the

²¹⁰ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

organization, creating alignment and support for future directions, and building a positive work environment. This wider-ranging notion reflects the bridging role mid-level leaders play between executive and front-line leaders and their wider scope of responsibility and influence. It also suggests that the development of other leaders is a more complex phenomenon than the development of individual contributors. It requires development not just of technical skills but also of a broader understanding of the context that they are operating in. It also requires the same authentic respect for and trust in others that enables performance well beyond the norm and the growth of high potential people. *Second*, mid-level leaders need to deliver results. As for front-line leaders, mid-level leaders must establish accountability, make sure decisions get made, monitor and guide progress, drive change, and focus on the right things. The step-change between front-line leaders and mid-level leaders is in how to create accountability, ensure quality and timely decision-making, drive change, etc. in the face of the increased scope and scale of the work they are overseeing and an increased distance from most of the individuals in their organization. *Third*, mid-level leaders resolve complex issues. Compared to front-line leaders, mid-level leaders face many problems that don't have straightforward solutions. This includes the ability to see the bigger picture, cut quickly to the heart of issues, and make tough decisions. Many solutions could work and it is in understanding the future direction that allows them to make the right decisions. It is also more often the case for mid-level leaders that they need to bring in new ideas, novel approaches, and outside thinking in order to solve the problems they face. *Fourth*, mid-level leaders seek feedback. The complexity of the issues and problems mid-level leaders face also surfaces the importance of being open to feedback. Seeking feedback from others helps mid-level leaders manage their strengths and weaknesses to avoid getting in the way of their organizations. In addition, mid-level leaders need to seek out, understand, and incorporate external stakeholder/customer feedback in order to know how to best coordinate and differentially invest in the work of different groups. ²¹¹*Fifth*, mid-level leaders behave ethically. Mid-level leaders need to live by a moral code and must not tolerate unethical behavior in others. The trust they engender greases all the wheels—in coaching and mentoring others, in

²¹¹ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

getting timely information, and in getting groups within the organization to work together for a common goal. (Read more about trust [here](#).)

Sixth, mid-level leaders maintain composure. Mid-level leaders experience significant stress and are often required to navigate conflicting information and direction. They must be able to manage difficult situations without frustration, maintain composure even in extremely stressful situations, and recover quickly from setbacks. *Seventh*, mid-level leaders demonstrate personal commitment. Consistent with our [high potential findings](#), mid-level leaders must be [engaged](#). They need to care about the work they do, believe in it, and show commitment and energy to achieve the organization's goals. While for front-line leaders, these behaviors were folded into authenticity—a blend of being ethical and moral and caring about what you do, for mid-level leaders demonstrating personal commitment is important in its own right²¹².

10.5.3 Executive Leadership

The term *executive leaders* refers broadly to leaders who are charged with directing the work of the organization so that it succeeds in a competitive world and delivers on stakeholder expectations. Executive leaders have to understand the complex and evolving external environment and set a clear and achievable direction for the organization in the face of uncertainty and ambiguity. In looking at the data for executives, we again found seven groupings of leader behaviors—some unique, some overlapping with other levels of leadership. *First*, as for front-line leaders and mid-level leaders, executive leaders must build the workforce. The behaviors for executives include those described above for mid-level leaders (with greater emphasis on future talent pools) but include an additional broadening of the concept to include three additional elements. Executive leaders must maintain an updated picture of what future talent needs will be—what are the talent implications of future strategic directions. *Second*, executive leaders need to personally invest their time in helping key employees develop and advance. Finally, executive leaders need to make sure their own team is performing well. It is in the people of the organization that the technical and social capabilities

²¹² Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

that will make or break the strategy reside. By being personally involved in communicating what talent matters in what roles, evaluating and developing that talent, and engaging and connecting that talent to the goals of the organization, executive leaders create the conditions for strategy to come to fruition. *Second*, executive leaders resolve complex issues. Even more important at the executive level is the ability to think analytically and creatively and to use those cognitive skills to make good decisions. Their rich mental models about the external and internal environment enable executives to see the patterns and second and third order effects that enable good decision making in ambiguous and volatile contexts. This allows executives to see the bigger picture in a mass of detail, cut quickly to the heart of complex issues, and to make good decisions and set a clear path for future opportunities. Resolving complex issues at the executive level also includes creative thinking that allows novel ways to solve problems or identify opportunities to surface.

Third, executive leaders deliver results. Executives still need to deliver results and are accountable for the results their organization delivers. This requires attention to the same concepts as front-line leaders and mid-level leaders attend to—accountability, driving change, decision-making, and communication. Here again, the step-change is in the increased scope and scale of the groups they need to establish these behaviors in. Instead of overseeing accountability, change, decision-making, etc. in individuals they know and interact with, they are creating systems and processes that affect hundreds, thousands, and even hundreds of thousands of people. The behaviors needed to monitor the work in progress of a whole organization are markedly different than those needed to monitor the work in progress of a content writing team or even an advertising group. An additional complication for executives in delivering results is the need to balance delivering short-term results with making good bets on what would work (be a good objective to have achieved) in a relatively distant time frame. Only if they have targets can they set pathways to achieve these more distant goals. Many executives fail because they don't know what to measure, and either spend precious resources getting information they can't actually use, or miss key indicators that have system lag times of three to five years. *Fourth*, executive leaders have a positive outlook. Given the public accountability for results to external stakeholders in the face of unpredictable complex events and their public role inside and outside the organization, executives can only expect difficult circumstances, failures, and frustrations. (Read more about positive outlook [here](#).) Executive leaders need to be able to not only maintain composure and not give in to frustration, but also to recover from setbacks quickly. They also

need to trust and be trusted and create a positive environment that enables responsive problem solving²¹³.

Fifth, executive leaders demonstrate personal commitment. As with mid-level leaders, though slightly more important given their more prominent role in the organization and the personal sacrifices generally required at the executive level, executive leaders need to show their passion for what they do, believe it is important and adds value, and demonstrate commitment and energy to achieving the organization's goals. If they don't, others won't be willing to make the effort needed for the organization's success. *Sixth*, executive leaders seek feedback. Given the power executives have, their ability to avoid executive isolation and proactively seek and hear feedback is critical to the long-term success of the organization. Executive leaders who are open and curious about what others inside and outside the organization think, and how well things are going, have better and more realistic understanding of where the organization currently is and can make more timely course corrections to adjust. *Seventh*, executive leaders behave ethically. As for seeking feedback, the executive behaviors around behaving ethically are more narrowly defined than for other levels in the organization. Not tolerating unethical behavior in others and consistently living by a moral code appear to be more table stakes here—an acknowledgment that unethical behavior tolerated or perpetrated by an executive creates liability that can threaten the foundation of the whole organization (Burns, Smith, Smallwood and Ulrich, 2019, <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels>). The next section will cover aspects about risk in-depth.

10.6 What is 'risk' & the various ways an organization can manage risk on a continuous basis

Risk is generally everywhere in the organization and the fact of the matter is that it is more exposed in certain areas of the business than others and it is managed according to the area in question. “What is business/operational risk? *Business/operational risk* relates to activities carried out within an entity, arising from structure, systems, people, products or processes.’

²¹³ Burns, E.W, Smith, D., Smallwood, N. and Ulrich, D. (2019) *Leadership Code: Increasing Effectiveness and Impact at Different Levels*. Available from: <https://www.rbl.net/insights/articles/level-up-leadership-increasing-effectiveness-and-impact-of-leadership-at-different-levels> [Accessed May 06, 2020]

CIMA Official Terminology, 2005. Operational risk has also been defined as: ‘The risk of loss resulting from inadequate or failed internal processes, people and systems, or from external events.’ *Basel Committee on Banking Supervision, 2004. Risk management* is: ‘A process of understanding and managing the risks that the entity is inevitably subject to in attempting to achieve its corporate objectives. For management purposes, risks are usually divided into categories such as operational, financial, legal compliance, information and personnel. One example of an integrated solution to risk management is enterprise risk management’²¹⁴ (Source: Chartered Institute of Management Accountants – CIMA, 2008:3, *Operational Risk: Topic Gateway Series No. 51*). Some of the types of risk that were identified by Grant Thornton (2017:7) in an article titled: ‘*Managing Operational Risk*’ and these types of risk will be highlighted in Table 10.1 below.

Table 10.1 Types of risk

Risk Types	Risk Types
“ <i>Internal Fraud</i> . Events intended to defraud, misappropriate property, or circumvent regulations or company policy, involving at least one internal party, categorised into unauthorized activity and internal theft and fraud” (Grant Thornton, 2017:7, www.grantthornton.co.uk).	“ <i>Clients, Products and Business Practices</i> . Events due to failures to comply with a professional obligation to clients, or arising from the nature or design of a product, which include disclosure and fiduciary rules, improper business and market practices, product laws, and advisory activities” (Grant Thornton, 2017:7, www.grantthornton.co.uk).
“ <i>External Fraud</i> . Events intended to defraud, misappropriate property, or circumvent the law, by a third party, categorised into theft, fraud, and breach of system security” (Grant Thornton, 2017:7, www.grantthornton.co.uk).	“ <i>Execution, Delivery and Process Management</i> . Events due to failed transaction processing or process management that occur from relations with trade counterparties and vendors, classified into categories such as transaction execution and maintenance, customer intake and documentation and account management”

²¹⁴ Chartered Institute of Management Accountants (CIMA) (2008) *Operational Risk: Topic Gateway Series No. 51*. Available from: www.cimaglobal.com/Documents/ImportedDocuments/51_Operational_Risk.pdf [Accessed 2019, 18 August] p1-14

	(Grant Thornton, 2017:7, www.grantthornton.co.uk).
“ <i>Employment Practices & Workplace Safety</i> . Acts inconsistent with employment, health and safety laws or agreements, categorised into employee relations, safety of the environment, and diversity and discrimination” (Grant Thornton, 2017:7, www.grantthornton.co.uk).	“ <i>Damage to Physical Assets</i> . Events leading to loss or damage to physical assets from natural disasters or other events such as terrorism” (Grant Thornton, 2017:7, www.grantthornton.co.uk).
“ <i>Business Disruption and System Failures</i> . Events causing disruption of business or system failures” (Grant Thornton, 2017:7, www.grantthornton.co.uk).	

Source: Modified: (Grant Thornton, 2017:7, www.grantthornton.co.uk).

Furthermore, nowadays it is every business leader’s responsibility to ensure that they design, adopt, implement and monitor risk management in the organization. Facts about the management of risk in a responsible manner were clearly identified by United States of America-based renowned book author and co-founder of leading consulting firm The RBL Group Professor Dave Ulrich (2018) titled ‘*4 Leadership Tips on Managing Risk Without Being Reckless*’ published on www.rbl.net.²¹⁵ According to Ulrich, D. (2018) in a world of change, navigating paradox has become one of the differentiating skills of leaders who deliver business results. Here are some tips on managing risk without being reckless. I have reported some of our proposed [Leadership Code 2.0](#) competencies to be an effective leader in today’s changing world. We discovered that [navigating paradox](#) has become one of the differentiating skills of leaders who deliver business results. Let me probe deeper into one of the thorniest paradoxes of leadership in the Execution domain of leadership and offer tips on its navigation: ***managing risk without being reckless***. On the one hand, in a world of change, leaders have to take risks: [to be curious, to foster creativity](#), to experiment, to try new things, to think outside the box, and so forth. Without risk taking, strategies flounder; execution focuses on the past not the future; people become passive; and organization cultures languish. Risk taking inspires people, creates a future, and defines new directions. On the other hand, recklessness can be rash, careless,

²¹⁵ Ulrich, D. (2018) *4 Leadership Tips on Managing Risk Without Being Reckless*. Available from: <https://www.rbl.net/insights/articles/4-leadership-tips-on-managing-risk-without-being-reckless> [Accessed May 06, 2020]

unlimited, foolhardy, and desperate. Reckless action often fails and creates a cynical vicious cycle that leads to employee despair and loss of confidence. *So, what are some tips for risk without recklessness?*

10.6.1 Know outside in

In making a decision about how risky to be, make sure that the impact of the decision will create value for someone else. In an organization, choices can be riskier if they not only serve, but anticipate customer wants and needs. And, even more risky, if they have the chance to move beyond gaining market share to creating market opportunity. With a line of sight to future customer value, riskier decisions are worth the gamble. For individual choices, risks are more worth taking when the choice creates value for someone else. I may buy my wife a more riskier gift if I think it is something she would enjoy (value is defined by the receiver more than the giver). A leader may be more risky in giving an employee a new career opportunity if the leader envisions the future benefit for the employee. *Framing risk in terms of outcomes for others reduces recklessness*²¹⁶.

10.6.2 Know strengths and limitations

I cannot do an Ollie on a skateboard, nor a varial kick flip or even a Shuvit (frankly, I had to look them up to even know what they are!). Knowing my physical limitations, I am not prone to take a reckless risk or to even try. Likewise, every leader has strengths and limitations. One great leader I coached was not particularly eloquent or comfortable in public speaking. She was able to avoid her credibility risks by having one of her staff be the public face of her company while she used her strengths in crafting and executing her strategy. Wise risk taking expands strengths within the realm of possibility. Our aspirations should exceed our resources, but not by too much. Organizations also have core competencies, or things they are good at doing. They have to let go of old and evolve those competencies to respond to market opportunities. Shifting to new opportunities requires accessing talent to pursue those opportunities, either through acquiring

²¹⁶ Ulrich, D. (2018) *4 Leadership Tips on Managing Risk Without Being Reckless*. Available from: <https://www.rbl.net/insights/articles/4-leadership-tips-on-managing-risk-without-being-reckless> [Accessed May 06, 2020]

(buy) new talent, developing (build) existing talent, or partnering (borrow) with others who have the requisite talent. *Building risk on realistic and expandable strengths avoids recklessness.*

10.6.3 Take baby steps and learn always

Recklessness would imply placing going “all in” without signals of early success. A friend of mine quit his reasonably successful business to become a consultant. He enjoyed the problem solving process and autonomy of consulting. Based on his professional success, he felt like he had a lot to offer as coach and consultant. But, as he got into his advising career, he found that he was not as commercially successful as he felt he would or could be. I have been asked by friends and colleagues, “should I pursue my dream” and go all in? My answer is a hesitant “maybe.” Organizations also need to take baby steps. Dramatic innovations into unrelated markets may be reckless without early learning steps. For example, manufacturers (home appliances, cars, etc.) who moved into financial services generally were more reckless than risky. Organizations clearly need to pivot to new opportunities (see focus outside in above), but unrelated diversifications often become reckless without the capabilities to respond. *Managing risk by starting small enables learning and avoid recklessness*²¹⁷.

10.6.4 Create a portfolio of risks

When I grew up we put a string of lights on our Christmas tree. When one bulb went out, the entire string ceased to work. To repair the string of lights, we had to test each bulb independently. This “all or nothing” logic impairs risk taking. Today, Christmas tree lights are connected in parallel, not sequential circuits. Likewise, risk taking can be bracketed with parallel decision making rather than all or nothing. For individual investors, every portfolio manager recommends spreading risks by having an asset allocation strategy across multiple investments. Leaders who manage risks seek divergent opinions, but also know when and how to converge. One leader would randomly assign members of his team pro or con on key decisions

²¹⁷ Ulrich, D. (2018) *4 Leadership Tips on Managing Risk Without Being Reckless*. Available from: <https://www.rbl.net/insights/articles/4-leadership-tips-on-managing-risk-without-being-reckless> [Accessed May 06, 2020]

and then encourage a public debate to ensure divergence of opinion. After this public and forced dialogue, the leader would then seek convergence on the most reasonable solution. Organizations avoid sequential Christmas tree bulb burnouts by creating constant experimentation. One senior HR leader was tasked with a clean sheet exercise to redesign the firm, from strategy to structure to systems to talent, and so forth -- after the most profitable year in its history. Rather than be seduced by success, the CEO and head of HR encouraged risky thinking. *Creating divergence then convergence makes risk less reckless* (Ulrich, 2018, <https://www.rbl.net/insights/articles/4-leadership-tips-on-managing-risk-without-being-reckless>). The conclusion of this chapter will be covered next.

10.7 Conclusion

True leadership encompasses never-ending learning and the current modern-day leaders now have the opportunity to further develop their leadership qualities through getting tips from professional sports. Popular sports such as football or baseball encompass leadership concepts that are similar to those implemented in the leadership field. Football coaches lead their teams to victory after extensive strategizing and observation as these skills can now be transferred to the boardroom so that business leaders can emulate them. In some organizations that are poorly led risk is everywhere and as a result this ultimately leads to business failure. Reckless leaders often place less value on managing risk. There are different forms of risk that organizations are exposed to on a daily basis. It can be concluded that acquiring knowledge on how to reduce risk helps organizations to achieve effectiveness through leadership.

10.8 Review questions

- 1) Using relevant examples define the meaning of the following terms: ‘achieve’ and ‘lesson’?
- 2) Outline the tips of achieving leadership from professional sports?
- 3) Explain the positive leadership influence of sports coaches on business leaders?
- 4) Describe the ways an organization can boost its effectiveness at every level of the organization?

5) Explain what is 'risk' and the various ways an organization can manage risk on a continuous basis?

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