

The Concept of Applied Leadership in the Contemporary World

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INTRODUCTION OF LEADERSHIP:

Leading a team or group is a real skill that takes time, thought, and dedication. Leadership is the most studied aspect of organization because it is the one overarching topic that makes the difference between success and failure. At times it may seem overwhelmingly complex, but by focusing on some fundamentals a team can be led with confidence and skill.

The leader of any organization expectedly completes his role which is given by communicating the values of the organization he or she represents. Leadership skills are required by a manager to operate effectively at a strategic level and a successful manager or leader will be able to identify personal as well as manage personal leadership development to achieve strategic ambitions where he will be able to evaluate the effectiveness of the leadership plan and promote a healthy and safe environment that supports a culture of quality. Leaders have good impact in our daily lives and futures. In good times and bad, there is always need for strong leadership. The success of a country is determined by the leaders it elects and the leadership characteristics and qualities they possess. How does someone earn the designation of being a great leader? History and current experiences provide guidance on how one might develop the abilities demonstrated by respected leaders. This case study examines the characteristics of and need for leaders in politics, society, religion, economy, and communities.

Leadership is focused much more on the individual capability of the leader: "Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential."¹ Thus this paper aims to outline what a leader is, the qualities a proper leader possess, and the effect of leadership in the contemporary world.

LEADER VS. MANAGER:²

"Leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success. Strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The real challenge is to combine strong leadership and strong management and use each to balance the other." Often a distinction is made between leadership and management, although sometimes, individuals cannot simply be classified as either one or the other – both leadership and management skills are needed for success. At times 'leaders' will need to manage tasks and projects, and 'managers' will need to influence and inspire people. Managers are not confined to management and leaders are not restricted to leadership - the critical issue is about getting the right balance for the task.

Management is generally seen to involve overseeing day-to-day operations, accomplishing goals and achieving tasks, while leadership spans a wider remit that includes influencing and inspiring others, generating ideas and defining a strategy and vision. An individual can be a great leader, a great manager, or both, but each area requires the mastery of slightly different skills and competencies. Not every manager is a leader, nor do they have to be. There are enough management functions where work is all about control and consolidation of the existing situation where change is unnecessary.

A leader is someone who understands his goals, but does not use his power to force his goals to be achieved. He has vision and the skills necessary to effectively portray and explain his message to all levels of an organization. He is social and can inspire people. A leader must also have knowledge and experience in his or her field. Lacking this kind of professional knowledge means that his vision will have little worth in front of others because people distrust leaders who do not know their own profession. He who does not know the sector in which his organization works and the environment in which it is active simply does not know enough to head into new directions in a convincing way.³ The general leadership skills concerned with this all are:

- Analytical capabilities
- Effective communication capabilities
- Social and emotional capabilities
- Enthusiating/inspiring capabilities

¹ Abrahamson, E. & Fombrun, C.J. (1994). Macrocultures: Determinants and consequences. *Academy of Management Review* 19 (4), 728-755.

² Allensworth, E., & Miller, S. (2002). Declining high school enrollment: An exploration of causes. Chicago: Consortium on Chicago School Research.

³ Anderson, J.R., Reder, L.M., & Simon, H.A. (1996). Situated learning and education. *Educational Researcher*, 25(4), 5-11.

DEFINITION OF LEADERSHIP:¹

- The action of leading a group of people or an organization, or the ability to do this
- The state or position of being a leader.
- The leaders of an organization, country, etc.

The definition of leadership according to Mindy Gibbins-Klein, founder of REAL Thought Leaders, is "having a vision, sharing that vision and inspiring others to support your vision while creating their own." This means that the leader must have their own ideas and beliefs formed about improving their followers as well as any situation they are placed in. They should then have the ability to explain and portray their ideas of improvement to the ones looking up to them and form a realistic plan to encourage their followers.

Another wonderful perspective of leadership is provided by Stan Kimer, president of Total Engagement Consulting by Kimer, who states that "effective leadership is providing the vision and motivation to a team so they work together toward the same goal, and then understanding the talents and temperaments of each individual and effectively motivating each person to contribute individually their best toward achieving the group goal." *This brings in two very important points. Being a leader means that you know how to work with and encourage an entire group of people as a whole to bring better change for everyone involved, but it also means that you have the skills to work with individual people and inspire them to be the best they can be. By harnessing everyone's individual potential, and instilling confidence in them, a leader brings out the best in everyone which ultimately benefits everyone.*

Lastly, Larry Garfield, President of Garfield Group, has the perfect words to sum up what it means to be a leader. He says, "in my experience, leadership is about three things: to listen, to inspire and to empower. Over the years, I've tried to learn to do a much better job listening actively, making sure I really understand the other person's point of view, learning from them, and using that basis of trust and collaboration to inspire and empower. [It's about] setting the bar high, and then giving them the time and resources to do great work." This shows the most important aspects or qualities of a leader. He must be able to properly understand what his followers are saying. He cannot be a leader until he knows what his followers need, establishes proper relationship with them that includes trust and encouragement, and makes sure to get feedback from them every step of the way to ensure that they are moving in the right direction.

Good leaders are made, not born. If one has the desire and willpower, he/she can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. To inspire workers into higher levels of teamwork, there are certain things a leader must be, know, and, do. These do not often come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are not resting on their past laurels.²

However, while leadership is learned, a leader's skills and knowledge can be influenced by his or her attributes and traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. For example, a leader might have learned the skills in counseling others, but his traits will often play a great role in determining how he counsels. A person who has empathy will make a better counselor than a person who thinks the employees are simply there to accomplish his biddings. Skills, knowledge, and attributes make the Leader, which is one of the Factors of Leadership.

PRINCIPLES OF LEADERSHIP:^{3,4,5}

There are many different principles that involved in leadership that a good leader follows. Through these principles a leader learns more about himself, about his followers, and about how to achieve the goal and benefit everyone involved. Effective leaders provide inspiration, motivation and clear direction to their team by ensuring that they have the following:

- **A Clear Vision:** The leader must know exactly what they are going for and how they are going to reach their end goal. They must set out a clear vision of what they want to achieve and be able to effectively

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² Bransford, J.D. (1993). Who ya gonna call? Thoughts about teaching problem solving. In P. Hallinger, K. Leithwood, & J. Murphy (Eds.), *Cognitive perspectives on educational leadership* (pp. 171-191). New York: Teachers College Press.

³ Burke, C.S., Fiore, S.M., & Salas, E. (2003). The role of shared cognition in enabling shared leadership and team adaptability. In C.L. Pearce & J.A. Conger (Eds.) *Shared leadership: Reframing the hows and whys of leadership*. (pp.103-122). Thousand Oaks, CA: Sage.

⁴ Conley, D. T. & B., Francis. (2002). University expectations for student success: Implications for system alignment and state standard and assessment policies. University of Oregon.

⁵ Brophy, J. (n.d.). *Teaching: A special report* reprinted by the Laboratory for Student Success. Philadelphia, PA: The Mid-Atlantic Regional Educational Laboratory at the Temple University Centre for Research in Human Development and Education. Brown, C. (1996)

communicate their vision to their followers so that everyone is on the same page. Everyone in the situation should be fully aware of their roles in the setting and understand what they are responsible for.

- **Effective Planning:** When the leader has identified the end goal, they must come up with a proper plan of action to get to that stage. By understanding what needs to be accomplished, they can create timelines and plan out what and by when they need to accomplish different tasks. They also need to be able to stop and improve their plans along the way through assessments of their previous steps.
- **Inspiration and Motivation:** the commitment and enthusiasm of a leader shapes the common goals of the organization and provides inspiration and motivation for people to perform at a high level. When the leader is passionate about what they do, then that will influence the followers to also take more interest. The leader should always encourage the team to do their best and push them to take risks and grow as individuals so that the group as a whole can benefit from their advancements. Along with encouragement, the leader should also provide guidance as to how the members should conduct tasks this way everyone is on the same page aiming for the same end goal.
- **New Ideas:** encouraging team members to provide feedback and suggestions shows that they leader knows how to listen to their followers properly. It shows that the leader is working on actual problems that the followers need help with and is humble enough to improve the plan or end goal to ensure that everyone benefits in the situation.
- **Employee Relations:** an open and engaging relationship between a leader and their team members demonstrates that they are valued as an integral part of the organization, creating a sense of ownership among team members and developing a closer alignment between individual and team objectives. This also encourages trust and respect for the leader from the team and shows that they are supportive of their guide.
- **Crisis Management:** having a group of people together working on a common goal means that there will be a clash of ideas because of the diversity and this means that the leader must have an effective plan ready for problem solving whenever the situation arises. The leader must have enough experience to properly diffuse any issues, and set the situation back to normal as well as have the members of the team back on their tasks as soon as possible. Another sense of crisis management is if the team as a whole is facing an external problem then the leader must have the capability to either come up with a solution or gather ideas from and work with the team to create a solution to handle the crisis.
- **Creating Confidence and Building Morale:** Confidence is an important factor which can be achieved by explaining to the team why they are important and how their contribution is so necessary. Clearly explaining the role they play and giving them guidelines to achieve the goals effectively will help keep them on track. Morale is important because it shows the willingness and cooperation of the team members towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full cooperation so that they perform with best of their abilities as they work to achieve goals.

Besides these main, very important principles, there are many other little details that the leader must keep in check on their part to ensure the stability and unity of the group as a whole. Some of the main ones include setting the examples for the team. Followers look up to the leader and expect the leader to show them what to do and how to do it. If the leader shows his qualities of being honest, taking responsibility for his actions, always being open to listening to new ideas, never being rude, being on time, and having appropriate manners – then these kinds of things will gain him respect from his followers and inspire the team members to try to take on these attributes. Aside from setting a good example, the leader must know how to bring the group together – having a single common goal is important but showing the team that they have more in common than they thought and genuinely caring for each of their individual advancement will set the example the everyone is there to support each other and only through that will they move forward together as a team.

TYPES OF LEADERSHIP:¹

1. The Autocratic Leadership Style

Autocratic Leadership allows authoritarian school of thought or sometimes it becomes a source of inspiration for oligarchic leadership. Autocracy is very important in public policy and is a subject of political science which deals with its various forms and characteristics. It varies from culture to culture and from one political system to another.

¹ Cox, J.F., Pearce, C.L., & Perry, M.L. (2003). Toward a model of shared leadership and distributed influence in the innovation process: How shared leadership can enhance new product development team dynamics and effectiveness. In C.L. Pearce & J.A. Conger (Eds.) *Shared leadership: Reframing the hows and whys of leadership*. (pp. 48-76). Thousand Oaks, CA: Sage.

2. **Bureaucratic Leadership**
An autocrat doesn't require a bureaucracy, but the autocrat and the bureaucracy goes together like a hand and glove. One reason has to do with obedience to authority. In fact, one can make an argument that in large groups such as the multinational corporations and governmental agencies authority is the most common type of influence used.
3. **Cross-Cultural Leadership**
Canada is the best example of cross-cultural leadership which allows different nations to be immigrants of Canada and participate in the cross-cultural foundation of Canada. Burnaby, British Columbia is a good example because it includes 46 spoken and written international languages. Canada believes its cross-cultural or diversified intercultural communication strengthens its relations among various cultures and converts into the symbolic culture of Canada. Not all individuals can adapt to the leadership styles expected in a different culture whether that culture is organizational or national. In fact, there is some evidence that American and Asian Leadership Styles are very different, primarily due to cultural factors.
4. **Religious Leadership**
Religious Leadership begins from religious counseling. Mosques, synagogue, temples, and churches are the best examples of religious leaderships in which we see people very much attached to and respecting their leadership based on spirituality.
5. **Community Leadership**
Community leadership emerges through social work. The concept of community leadership in social sciences is considered a classical societal institution which is based on the concept of self help or volunteer-ship. Such leadership is considered very important and popular because the community leader devotes their time, money, and other privileges to community services.
6. **The Laissez Faire Leadership Style**
The style is largely a "hands off" view that tends to minimize the amount of outside direction. It means more that the members are given tasks and expected to properly complete them in a timely manner.
7. **Situational Leadership**
The importance of the research cannot be overestimated since leaders tend to have a dominant style: a leadership style they use in a wide variety of situations. However, research shows that there is no one best style of leadership: leaders must adjust their leadership style to the situation as well as to the people being led. Sometimes they must be more task-oriented and other times more people/management-oriented.
8. **Team Leadership**
Team leadership is most important for political, religious, cultural, and societal set up. It means managerial responsibilities or guidance responsibilities for subordinates to follow the directives of CEO or immediate officers. The same is seen in the political scenario while local leadership receives directives from the central leadership.

MAIN ISSUES OF LEADERSHIP IN POLITICS:

Political leadership is an art of controlling the minds of the people and organizational behavior. A successful political system is subject to the presence of successful political leadership. Most of the countries of the world have experienced that their leaders were close to the emotions of the nation, they realized what the public actually needed, and they applied political psychology to satisfy them. Political communication was also a skill to control the mindset of the political society which is why they used to organize public meetings for proper interaction and meaningful communication which resulted in their acceptance and fame in the political society. These political leaders should possess all of the previous qualities mentioned and when they lack one or more of these characteristics then the effective leadership is broken.

Effective Communication

Crisis when it comes to effectively communication from the leader occurs when the leader does not have direct contact with his constituency. The voters look forward to seeing their leaders among them. It may be difficult to be in contact with the voters all the time, but successful leadership needs strong communication between citizens and leaders.

Building Strategy

The study of strategies is an art of leadership. A successful leader calculates situational issues and makes logical sequences to create an effective plan of action and comprehensive strategy. This means that the leader must understand what their citizens need for the progress of the country that way they can make appropriate decisions for their strategy.

Confronting Challenges

National and international political, financial, and religious leadership confront challenges of the society through speeches, statements, communication skills, and applied plan of actions. Political leadership tries to utilize their constitutional powers through the government and public administration, while financial leadership is geared

towards private administration and spreads their business removing all kinds of hurdles through dialogues and interactive policies. While religio-political leadership asks its followers to be a part of spiritual circle and support on the basis of religion and culture.

Attitude Issues

Attitude issues would create a negative impact among followers in the political society. It is true that leaders are also human beings however, they should try to keep themselves away from attitude problems or abnormal behavior with the members of the community. Because they have assumed a role of responsibility they act as role models and have earned the trust of the people. If they are having attitude issues, this will cause them to lose the respect of the people who follow them as well as their credibility.

Communications Concerns

Communication concerns are also considerable factors. The popular leadership gains its fame or popularity due to proper meaningful communication with the nation while improper communication leads a leader towards failure of his or her leadership. Communication is very important in leadership because although the members of the community have trusted and voted for their leader they must know what the leader has planned. They should be informed of what his plan of action is. However, communication is not simply one way, it should be two way in that the members of the community should have a role especially in terms of feedback of the policies set or decided on by the political leader.

LEADERSHIP IN PUBLIC POLICY

Leadership in public policy can be divided into three parts: at local government level, at provincial or state level, and at federal level. The developed areas have significantly learned from their political experiences and continuing political culture. In developed countries all three of the categories previously mentioned have witnessed the perfection of the political system. A question arises here how they achieved their national and international goals. It may be understood that their perfect political system is a result of their public policy leadership. The U.S., UK, France, Germany, and other developed countries have addressed their issues at three levels:

1. local government institutions, which emerge with the help of local public policy leadership for local self government
2. provincial and state institutions emerged with state policies for the interest of public through state legislature
3. analyzing the federal leadership we understand that the president of prime minister or even the leader of opposition are the personalities which undertake the responsibilities to address national and international issues based on contemporary sociopolitical challenges.

All three of these important political institutions strengthen the political system through public policy leadership and decision making.

Public policy leadership from bottom to top offers public participation in these political institutions due to their fundamental rights and freedom of choice to be a part of public policy institutions under the umbrella of public policy leadership.

On the other hand there are visible crises in the institutions of public policy among the developing or underdeveloped countries of the world. For example, crisis of management, crisis of political economy, freedom of speech, freedom of movement, freedom of religion, and freedom of viewpoint expressions. Pakistan, Bangladesh, India, Sri Lanka, and some other countries of the world are the identified countries which are seriously facing problems regarding emergence of leadership. Pakistan, Bangladesh and India may be the best examples from South Asia of leadership crisis. The top leaders of these three countries were killed just after their independence was gained. This is because of conspiracies at national and international level such as assassinations which created political vacuums and chaos as well as put the countries in critical situations.

Extremism can be marked or identified among these three countries. The extremist groups do not allow the practice of tolerance and peace in their political systems due to their own vested interest. Pakistan which is a hub of international political groups is facing challenges from extremist groups of Afghanistan and terrorist groups at the provincial level. Recently, Zarbe-azb, war against terror, has been started against extremist groups in Pakistan under the supervision and control of Pakistan's Army's leadership, General Raheel Sharif, who has emerged as an army leader who is considered more popular than democratic leadership. Again, it is assumed that democratic leadership or leadership through vote has failed due to its improper performance and greed as well as corruption in the system, while Pakistan army's leadership is considered trustworthy and near to perfection due to its performance for the country. The graphic studies of leadership in Pakistan reveal that although Marshall Law is considered a worst case scenario form of government, army leadership is still preferred to civil leadership.

CONCLUSION

In conclusion a leader is someone who knows their vision, where they are going, and helps guide others to the

destination. When they assume the responsibility of being the leader it means that they have accepted the leadership role. They have to prove that they are capable of setting a good example, that they can be someone that others look up to and follow and that they are passionate about helping others and being selfless. They must possess the qualities of a good leader to be successful in their role. These qualities include a wide variety of things that encompass many aspects of their character, their beliefs, and their values. They should not be thinking about themselves and only benefitting themselves because they are responsible for the entire group, they need to take actions and make decisions that would be in the best interest of the group as a whole.

The leaders should come to the role with certain abilities and qualities that they already have. For example they should be honest with their followers. They should have certain morals that they follow themselves as well as proper ethics that would allow them to be good role models. They should be confident in themselves that way they can instill confidence in others. They should have proper manners so that they can treat everyone politely and respectfully. Only then will they gain the respect of the entire group. They should be ambitious and not afraid to stand up in tough situations. Because others will be expecting the leader to show them the way and get them out of tough situations, the leader must be able to tackle problems and that means going out there and looking for solutions and properly creating a distinction between what is right and what is wrong.

In this paper we've asserted that people, organizations, management, and leadership are all important to scalability. People are the most important element of scalability, as without people there are no processes and there is no technology. The effective organization of your people will either get you to where you need to be faster or hinder your efforts in producing scalable systems. Management and leadership are the push and pull, respectively, in the whole operation. Leadership serves to inspire people to greater accomplishments, and management exists to motivate them to the objective.¹

In terms of political leadership there are some basic principles which ought to be followed on the basis of political demands and ground realities. The leader should be frank and nice with the voters, the promises which are made during the election campaign must be fulfilled, the contemporary challenges must be addressed by the leader and should make a plan of action regarding domestic and international politics. Political economy is also a very technical aspect and challenge for the leader of the nation. Recently, the recession has destroyed the world economy and has allowed negative forces to control the world economy through money laundering, corruption, bribery, or other unfair means. This was a kind of examination of a political leadership which required applied public policy, decision making, and restoration of trust of the nation. Although this was a challenge for public policy leadership, it was necessary because it was a direct command for the political leadership. U.S., France, Germany, Japan, China, UK, and the rest of the world had been facing the challenge of a recession which was overcome through their successful role of public policy institutions and proper decision making through political institutions under the guidance of political leaders.

However, on the other hand, if these countries did not have a proper and stable political stance or leadership they would not have been able to overcome the harshness of the recession and come out strong. Their world leaders possessed the qualities that are necessary for success for example they had proper communication skills with their voters because if they did not their political system as well as their political leadership would have failed. Another quality they possessed was that they excelled in their departments and because of that they were able to build effective strategies to help the country out of the situation. If they were not knowledgeable in their respective areas, they would not have been able to come up with proper plans of action and again, they would not have survived the recession. Additionally, they maintained a positive attitude throughout the entire difficult time period by portraying to their voters and citizens that they will get through the recession. Without their confidence to the voters and citizens they would not have rallied enough support and patriotism to survive the recession. Through all these strategies and qualities the leaders of these developed countries were able to confront challenges thrown at them including, but not limited to the recession.

Effective leadership starts as a grass roots movement and moves towards the international level. All these international personalities, their talent, their contributions, and their abilities can be seen in the meeting of the United Nations. Although they represent their regions, they are very much concerned with international policies and issues. They contribute and try to improve qualities of health, economy, peace, and tolerance. They are able to do this because they have substantial influence on the leadership of the major countries of the world. Because they are at this position of power, they can ensure that the leaders of these countries possess the proper qualities of leadership so that they country can progress in the right direction. The progression of these individual countries adds up so that collectively all the countries of the world see global improvement of major issues that the individual leaders have worked to solve.

Political leadership is a major need of every country in the world and the importance of such leadership can be seen in the fact that no political system is run without political leadership. In short, it can be

¹ Crowson, R.L., & Morris, V.C. (1990). The superintendency and school leadership. The National Center for School Leadership Project Report. The National Center for School Leadership: University of Illinois at Urbana-Champaign.

stated that the country is like the body and the political leadership is like the soul.

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