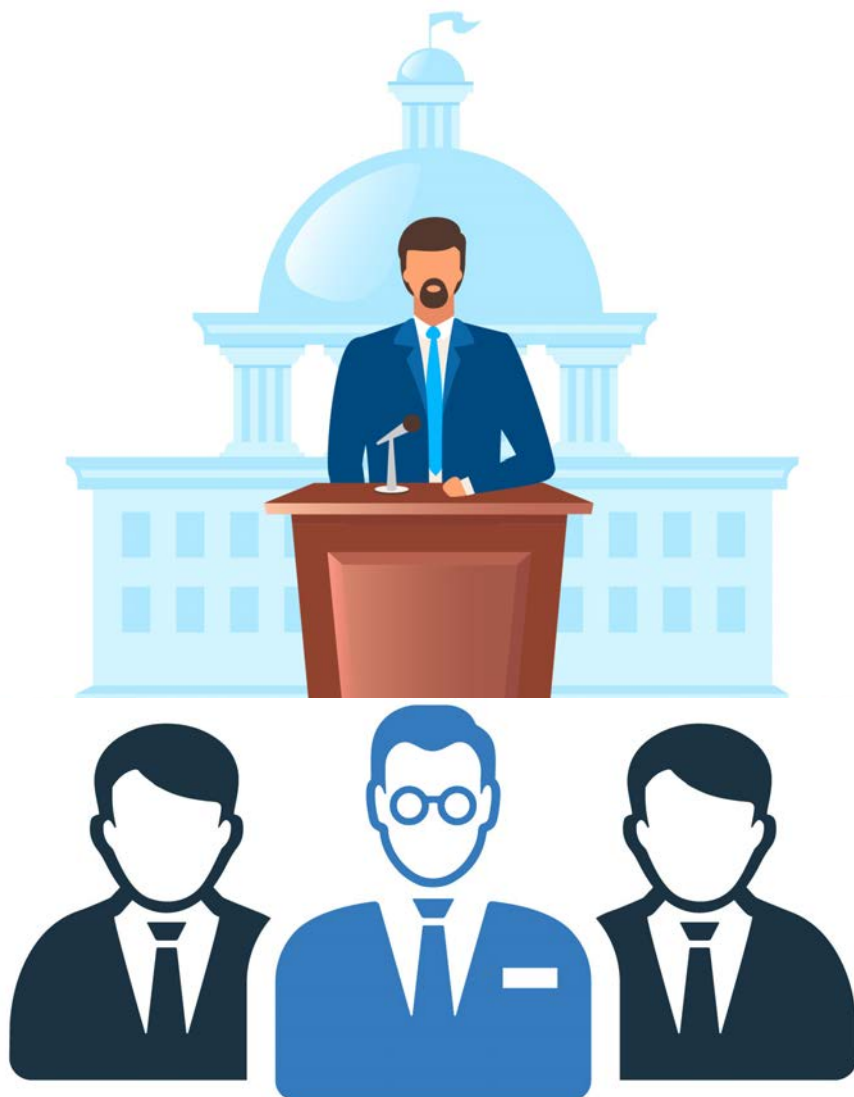


ESSENTIALS OF GOVERNMENT LEADERSHIP

Raj Kumar



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CHAPTER 1

AN EXPLORATION OF LEADERS IN GOVERNMENT

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ABSTRACT:

The multifaceted role of leaders in government, delving into the complexities they face in navigating a rapidly changing global landscape. Governmental leaders play a pivotal role in shaping policies, fostering societal development, and addressing pressing issues such as economic fluctuations, environmental concerns, and public health crises. This examination encompasses a diverse array of leadership styles, strategies, and challenges faced by leaders in various governmental structures worldwide. The study underscores the importance of effective communication, collaboration, and adaptability as essential traits for leaders in government. In an era marked by technological advancements and unprecedented global interconnectivity, leaders must adeptly manage diverse stakeholders, leverage data-driven decision-making processes, and foster innovation to address contemporary challenges. Furthermore, the abstract emphasizes the impact of leadership on the public perception of government institutions and the overall well-being of society. The paper draws upon a synthesis of case studies, historical analyses, and contemporary examples to illuminate the evolving nature of government leadership. It sheds light on the increasing demand for ethical and inclusive leadership that promotes transparency, accountability, and social justice.

KEYWORDS:

Accountability, Authority, Governance, Leadership, Policy, Public Administration.

INTRODUCTION

Being a leader, even if you appear successful, is not always something to feel good about. Being a "good" leader is very different. Anyone who has learned about leadership knows that there is a lot of information out there about what it takes to be a good leader. Leadership talks are all over the place. A search on the internet will show lots of information - some from experts, some from businesses, and some from companies that want to help organizations become better leaders. People can take classes and get degrees to become better leaders. Even with all the information about leadership, it seems like there aren't enough good leaders. It seems like people are not understanding the ideas of good leadership. For a long time, the authors have been asking different people to name five great leaders they have met. These are people who show really good and admirable leadership. Many people can't finish the job. Some people find it hard to think of someone they know who they think is a really great leader. Most people who could be good leaders usually have some important weakness. At the same time, the people we asked had no trouble thinking of really bad leaders. And they were not very understanding in their evaluations. So many people have experienced bad leaders and terrible bosses that a professor at Stanford University wrote a book about them. Dr Means doctor Robert Sutton wrote a book called The No Asshole Rule that many people liked. It was so popular that he wrote another book called Good Boss, Bad Boss to talk more about the same topic [1], [2].

It's difficult to understand how bad leaders and bosses can still succeed in a world that has so much advice on leadership, but somehow they do. The fact that there are a lot of bad leaders shows us that we still have a lot to learn about being good leaders. Sutton talks about really bad

leaders and bosses, but there are also other reasons for the lack of good leadership. Our aim is not to keep criticizing bad leaders. Our goal is to find good leaders and learn what makes someone a good leader. This book is our try to find the important things a person needs to focus on to be a really good leader. In short, we have a long list of things to talk about, but we can group them into six main categories called the BASICS. There are different ways people think about leadership, with experts often talking about a specific number of qualities a person needs to be a good leader. However, those lists are usually made by looking at leaders in private businesses. This book is for people who work in government. We believe that these people need more complex leadership and therefore need to have a detailed conversation about it, which we think is part of the basics [3], [4].

We also think it's helpful to consider the detailed structure we give here for a practical reason. Sometimes you can only tell if someone has a certain trait by looking at their other related traits. Before we start with the basics, it's important to make sure we all agree on what makes a good leader. So, we will start talking about what leadership is, why it's important, why leaders in government are special, and why the BASICS are important. In addition, we will talk about why we always talk about the main idea of what makes a good leader. When we consider different ways to define and understand leadership, we can see that the ideas about leadership are very different. For instance, some people believe in the idea of servant leadership. Other people are talking about leaders who have big ideas and can see into the future. Other words like transformational leadership are also found in the books and articles. And there are many more.

Some people say that leadership is better than management, and they think they are different. Actually, most leaders do some kind of managing, and all managers should show leadership. Even regular employees can show leadership to their coworkers and work well with their teams. We guide people and organize tasks. Management is about making sure a company runs well by planning, budgeting, defining roles, and measuring how well things are going. Leadership is about inspiring and motivating people to work towards a common goal and communicating well with them. Leadership is about how you connect with people. It's also about how you can persuade and inspire others.

When you're in charge, you're thinking about how to finish the tasks needed to do the job. You notice the deadline coming up, so you plan out how to finish your work on time. When you are in charge, you are encouraging your team to meet or do even better than the deadline or other goals. We think a good leader should be able to lead and also manage things. Management is about doing things correctly, while leadership is about doing the correct things.

Peter F can be simplified as Peter F. Drucker

Some people believe that anyone can be a leader if they have a strong and well-rounded personality. It has been observed that some jobs need people to be leaders sometimes, even if they are not normally seen as leaders. For instance, think about flight attendants on a plane. They usually help passengers, but if there's an emergency, they take charge and make sure everyone stays safe. In government jobs, police officers and fire fighters have two jobs. They are here to help and keep people safe, and they also show strong leadership during emergencies. Many people think that all officers are leaders. Although we value the knowledge we can gain from various leadership ideas, this book does not aim to promote one leadership theory more than another. We believe it's important for people in charge of a job to have the right skills, abilities, and goals to do the job well. In addition, good leaders need to help their colleagues, employees, and stakeholders work together to get the job done. We know that even people in charge of getting a job done usually report to someone else or work with others outside their

team. We believe that all workers in a company, no matter their job, are equals and work together. We also recognize the important role of people inside and outside the government. Completing any job involves people or groups who might not be doing the work but are interested in the result. That interest must be treated with respect. Leadership is important because it helps people work together to achieve a common goal. Leaders also provide guidance and direction to a group or organization [5], [6].

Leadership requires more than just working with others to complete tasks. If that's all it takes to be a good leader, then many people in organized crime and terrorist groups would be considered good leaders. Yes, many of them have proven to be successful at completing tasks. However, they do the job in a rude way, lie to people, harm people, disobey the law, and act like a dictator. Also, history has shown us many times that someone can become the leader of a country, stay in power for a while, and be called a leader, but that doesn't mean they have good leadership qualities. They can be in charge by acting like strong mean people. In summary, they can get a job done without being a good leader. Leadership is about more than just completing tasks. It means doing something in a particular way. Leadership is about more than just completing tasks. It means doing things in a way that respects and cares for everyone involved in getting the job done. To do that, one needs to always act in a certain way. Additionally, future leaders must have specific goals and abilities, and they need to prioritize being informed, communicating effectively, and promoting sustainability.

Effective leaders

Remembering that, being a leader in name only, even if people say you are successful, is not always something to be proud of. Being a "good" leader is very different. A good leader is someone who has many qualities and shows them when they are working to get things done. They know it's not only about following rules or reaching a goal, but also about working with people and their needs to get there. They know that working with people involves being trusted, keeping promises, and getting long-term support. A good leader knows what it takes to be a good leader, helps others to become better leaders, and values consistency in the workplace. We have used a lot of research from different places like businesses, schools, government, and the public sector to find out. Many of these sources have a specific focus or a set of qualities that they say makes a good leader. However, we want to focus on what people working in different levels of government need. So, we have changed something from somewhere else to fit in with this special situation.

DISCUSSION

When we talk about government leaders, we are not just talking about people who get voted into office. We are writing this book for people who work in government and for those who are in charge outside of government. This book is for people who work for the government and are responsible for making sure government programs and services are delivered. This includes people like supervisors and managers who are responsible for making sure work gets done in government programs [7], [8].

Leaders in government and leaders in the private sector are not the same. They have many differences. First, unlike private sector leaders, government leaders are not usually judged by how much money they make. Governments have to explain how they use tax money, but they don't have to worry about making a profit or competing with other companies. They also don't have to answer to shareholders about how well they are running. Instead, we believe that our government leaders do their work well and get things done quickly and effectively. Yes, our elected officials can use budgets and comparisons to control costs, but that doesn't always mean they are efficient and effective, especially if there are no comparisons to other options. We still

need to trust that government leaders will do a good job and spend taxpayer money wisely. When government leaders take on this responsibility, they are responsible for taking care of public money. Government leaders are not the same as leaders in businesses because they have to make decisions that are good for the public. They are supposed to work in a way that shows they care about what is best for the public. They need to work responsibly and without favoritism, and they also need to be good citizens. They cannot be motivated by wanting things for themselves.

We made a easy acronym to help us talk about what makes a good leader in government. This will change the ones that come after. As we consider these ideas, it's important to say that we're not telling people to be perfect leaders. We know that as humans, we all make mistakes and nobody is perfect. We all have things we can't do. While we might not be able to be perfect, it's a good goal to try to be a good leader. That seems possible and achievable. Anyone can learn how to be a good leader. However, this is the important part. Effective leadership comes from having strong morals and ethical beliefs at the center of your being. Nowadays, organizations really need leaders who are trustworthy, moral, and brave enough to make the right choices. The world has difficult problems with the environment, fairness, and people's needs. These affect how we live now and in the future. We need government leaders who are good at leading and also make good decisions based on morals and ethics. The key aspects of being a good government leader are based on this idea [9], [10].

In sections One and Two, you will learn how good leaders act because of their strong inner beliefs. Good leaders' behaviors show up in different areas, like how we work with others, how we have a vision and share it, how we are creative and brave, and how we get things done. In Three, we see how what people want is not always what they do. Dreams help us go from where we are to where we want to go. Our hopes and goals are connected to what we believe in, our morals, and how we behave. In four, we learn the skills needed for everyday work. A commitment means more than just wanting something, it is a choice and a promise you make to yourself to act in a certain way, consistently and with dedication. This is about always following the same rules and beliefs in a way that impacts the results and the culture of the organization. These promises appear in three important areas: information, communication, and keeping things going for a long time. In the coming weeks, we will talk about how having a strong inner core will impact our leadership abilities. Before we go further, let's first look more closely at what makes a good leader from the inside. As we mentioned before, good leaders have certain behaviors, goals, abilities, and dedication that come from their inner selves. Without it, it's not possible to become a good leader.

Norman Schwarzkopf said that working in public administration and civil service is different and difficult. As we said in the beginning, government leaders are responsible for protecting the public's money and trust. Elected politicians and the voting public hold them accountable at the higher levels, but they work in ways that most people can't see and often don't understand in their daily tasks. The government worker knows that politicians and parties make the rules and decisions, and they can change when people vote for new leaders. For many years, old-fashioned practices in government departments may stop new ideas and changes from happening [11], [12].

Government workers, hired based on their skills and kept for a long time, help keep things stable when politics change. Nevertheless, this strong point can also be a disadvantage. People who work in government and those who watch it know that it can be hard to get things done because of all the laws, rules, and regulations. Civil servants help to keep things stable and consistent by using their knowledge and remembering how things have been done in the past. On the other hand, there are many levels of management, territorial behavior, protection of

one's own area of work, and government structures with leaders at different levels. These structures may not have been quick to adapt to new leadership ideas that were developing in private and charity sectors. These facts can be confusing for new leaders in government. What do you need to be a good leader in this environment? In this course, we will learn about leadership from different areas like business, research, and the public sector. Basic ideas that are important for good leadership in government. In this study, we look at the actions that research and experience show are linked to a leader's success. But, our behavior shows what we think, what's important to us, our sense of right and wrong, and our personality. People believe that what you do comes from who you are. In simpler terms, what we do shows what kind of person we are and what qualities we have. To become better at how we act, we need to think about why we do the things we do and how we treat others. Good leadership is related to how we act and our values. Once we understand what makes a good leader, we can then see how their successful behaviors help us do our work well.

The most important qualities of a great leader

We all have beliefs and values that affect how we make choices and interact with others, even if we don't realize it. Scientists found that the best leaders have a strong belief in doing the right thing and being honest. They also have a clear sense of what is right and wrong. This is important for being seen as a trustworthy leader who people respect and look up to. These leaders practice what they preach. This is very important during difficult times when it's crucial to keep the public's trust. Trust and respect are usually gained by a leader when they consistently make good decisions and show principled character in their daily work. As I get older, I realize that leadership is really about one thing: Trust. If your colleagues and the people you lead believe in you, then you can achieve great things. Trust has to be gained every day. In my experience, you earn trust by listening, being thorough, and keeping your promises.

Glen Clark

The boss or supervisor who is seen as a "horrible person" probably doesn't have many of these positive qualities and behaviors. On the other hand, researchers have also noticed that an ethical leader will not only act honestly, but they will also affect their followers to behave honestly and ethically, both on purpose and without realizing it. This makes sure that people work in a way that follows good morals and values. Behaving well every day is not only about making good choices and decisions. It means thinking about others, helping and respecting their rights, following cultural rules, doing your job in society, and knowing you are responsible for your actions.

This seems like a really difficult task. In today's society, where people focus more on themselves and their own opinions rather than traditional values, it can be hard for new leaders to understand what it means to be good and how to become a better person. Since government work directly impacts people's lives, it's important for those working in government at any level to do their job. Here is an example from the medical system. Dr. Smith is a kind and caring doctor who always takes good care of his patients. He is very knowledgeable and always explains things in a way that is easy to understand. He is always willing to answer any questions or concerns that his patients may have. He has a great bedside manner and always makes his patients feel comfortable and at ease. Eileen Morrison is a teacher who helps government health workers understand the importance of ethics. She says that administrators are responsible for managing the resources that society puts into health care, and for making sure the health care system runs smoothly. Stewardship means taking care of resources and managing them responsibly. It's an important part of being a good leader. Morrison says that leaders in health care need to be good at managing things, but they also need to understand how to behave

ethically, both as individuals and within their organization and society. She wants leaders to create their own set of rules to help them make good decisions. They should also make rules for their company to ensure everyone behaves well. She also talks about how it's important for organizations to have good ethics that consider the bigger picture of society. Morrison's ideas can be helpful for other government departments too. Her work can help us figure out our ethical rules.

In the world of health care, how might this appear? Let's consider how a person's ethical choices can also affect the whole organization and society. In North America and other places, a doctor's main duty is to make sure they don't cause harm to their patients. This will help the doctor make sure they only do things that are good for the patient and won't hurt them when trying to help or treat them. That will affect how they get involved - or don't get involved. But how do we make sure we don't harm patients in a busy healthcare system with long wait times and overcrowded emergency rooms. We're aware that these problems can increase the risks for patients. What happens when people with more money get better medical treatment than those with less? What about the pressure to treat conditions in ways that make more money for drug companies and doctors? How do we keep medical ethics in a changing society and make sure everyone gets the care they need, even when there's not enough money. Good leaders need to think about how these issues affect people, organizations, and society, to make sure their government branch provides ethical service to everyone.

Moral problems can be found in almost every part of government work, as well as in healthcare. Leaders are expected to follow moral rules more strictly because they have more power and responsibility. Anyone who tries to make others do something for a specific goal is responsible for how they try to influence others and what happens because of it. Police and fire departments have a chain of command. It means that the higher your rank or position, the more responsibility you have. When someone gets promoted to a higher position, they have more responsibility for others and need to be accountable for their actions. Good leaders understand this and take it seriously.

Therefore, great leaders always make sure to treat others with respect and protect people's rights and dignity. This can stop people from being treated badly and unfairly. They also consider the needs of society in their view. What does this appear to be? In certain parts of the government, it could mean they won't allow pollution to happen without consequences. In some cases, it could mean taking actions to stop corruption from affecting the relationship between government and business. This could happen when there are reasons to act unethically when giving out contracts. This could also mean making sure to talk with the people who will be directly affected by government decisions. Organizational ethics show how people in a company have agreed to behave. Organizations are adding core values to their mission and vision statements to help guide how they do their work. Organizational values are what say, "This is who we are and what we care about. " This is how we should act, but it's up to each person to show these values with their own strength and ethical thinking. It's hard to do this without a good sense of right and wrong. Good leadership means understanding what is important to people and how they expect things to be done. Some government leaders made big mistakes that hurt people and ruined their own reputation. They also damaged the trust between the government and the public. In short, a good leader needs to have strong morals and make ethical decisions.

CONCLUSION

Leading a government is a complex and changing job that requires a deep understanding of how politics, society, and the economy work. This study has shown how important leaders are

in guiding countries through difficult times and shaping their destinies. Government leaders are judged not just by the laws they make, but also by how much people trust them, whether they can work well with others, and if they can help all kinds of people. In today's world, where technology is changing fast and we are all connected globally, leaders need to be flexible and creative. The research showed that it's important for leaders to be ethical, honest, and fair, and to care about social justice. Leaders in government need to be good at understanding complicated situations and using data to make decisions. They also need to make sure that everyone in society is treated fairly and benefits from their policies. Furthermore, leadership has an impact that goes beyond just one country. Working together on big problems like climate change, pandemics, and economic differences needs leaders to talk to other countries and work together to find solutions. Good government leaders need to work across borders and understand that all countries are connected and depend on each other.

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CHAPTER 2

EXPLORING ESSENTIAL BEHAVIORS OF GOOD LEADERS

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ABSTRACT:

The fundamental behaviors that distinguish exemplary leaders across various domains. Good leadership transcends industries and contexts, relying on a set of essential behaviors that contribute to organizational success and the development of effective teams. Through an in-depth analysis of existing literature, case studies, and real-world examples, this study identifies and examines the key behaviors that define successful leadership. The research focuses on the significance of effective communication as a cornerstone of leadership, emphasizing the ability to articulate a compelling vision, provide clear guidance, and foster an open and collaborative environment. Additionally, the study delves into the importance of emotional intelligence, as good leaders demonstrate empathy, self-awareness, and the capacity to build strong interpersonal relationships. Furthermore, the abstract highlights the role of adaptability and resilience in leadership, acknowledging the dynamic nature of contemporary challenges. Successful leaders exhibit the ability to navigate change, learn from failures, and inspire resilience within their teams. The study also explores the ethical dimensions of leadership, emphasizing integrity, accountability, and a commitment to ethical decision-making as essential components of good leadership.

KEYWORDS:

Decision-Making, Empathy, Integrity, Inspirational, Listening, Motivation, Problem-Solving.

INTRODUCTION

Nowadays, people want business and government leaders to care more about others and less about themselves. For many people, this is a different way to lead with good values. Companies also want to be good community members, and many have helped their local communities a lot. More and more, successful businesses are paying attention to three important things: making money, being responsible to society, and protecting the environment. But what is the meaning of social responsibility when you work for the government. And how is it related to the idea of being a good leader. Although the government's job is to work for the people, many people still do not trust or like politicians and the government. This should inspire government leaders to think about how they can help change the way people see things. Being responsible in society is better when leaders listen and communicate well and care about other people's needs. Being socially responsible helps the company's reputation, culture, and how people see it, both inside and outside. This means that the organization cares about being fair in everything it does, at all the places it works [1], [2].

A lot of times, when a company wants to show that it cares about helping people and the community, it will do public service projects. This shows that we need to think about how the organization is helping the world, not just focusing on itself. The government is already focused on helping the public. This means that the government should do more than just community service. It should also be honest, treat people fairly, take care of the environment, and use money wisely. Social responsibility is when we choose to do good things. Good leaders are

responsible to society. They act with honesty and take care of people and resources both inside and outside their organization. This is a reflection of their personal integrity, ethics, and values. They truly worry about how practices and decisions can harm people [3], [4].

For government leaders, this means they care about their employees and the people who will be impacted by the decisions they make. We need to have a fair and caring way of doing things, so that we don't hurt people inside or outside the organization while trying to reach our goals. This could be about how the government takes care of its employees and runs its programs. It could also be about how the government spends money and helps the environment and people. The inner core of a good leader will guide their goals and help them achieve positive results in a fair and caring way, not just for themselves. Leaders who are honest and humble do what is right because it feels right, not because they want something in return. A good leader is someone who is open and always acts the same way. They are strong inside because they always do what is right and honest. They do what they say they will do. They make good decisions based on what they know is right. They care about other people and try to help them. They make sure their organization or department follows rules and has good values. They know and respect the beliefs and rules of society that are important for their job. This sets the base for other actions that show what the leader thinks and feels. Leaders who are guided by a strong sense of right and wrong care about others and want to help and inspire those who look up to them. Civil servants are also there to serve others. This means helping the public, important people, those in charge, and those under the leader's responsibility. This may seem opposite to what you would expect, because it looks like the workers are supposed to do what the leader wants. However, leadership theory shows that good leaders also take care of their employees in different ways. What does this seem like? This study looks at how people act in ways that show they have a good character inside. These qualities are very important for a successful and good leader.

DISCUSSION

Do the right thing at the right time and for the right reason. Just knowing what to do is not enough. How and when you do it, and what motivates you, are also important. In this article, we will discuss how our actions come from our values and morals. Good leaders have different behaviors and we have grouped them into six categories. In our view, good leaders work well with others, they care about people, they listen and talk well, and they focus on getting results. They also have big ideas, come up with new ways of doing things, and are brave [5], [6]. This can be seen in the picture on the following page.

Diagram Two: Actions linked to being a good leader.

It is a teamwork leadership style that gives power to and involves the workers, encouraging them to follow. That's why being willing to work together is really important.

Encourage real teamwork

Working together and involving the community are becoming more common in government and in organizations that are not for profit or charitable. We are noticing that more and more businesses, social organizations, and some parts of the government are using different ways to solve problems and work together as a team. It's smart for the civil service to use ideas that have worked in other parts of society. According to the Ohio Community Collaboration Model, working together requires leaders with new styles and structures, where power and responsibility are shared among the group. Working well together helps us agree on our goals, solve problems, build strong connections, and take action that works. It needs new ways of working together as a team instead of everyone working on their own. Team members work

together and organizations create partnerships to support this new way of doing business. It means that people take turns, trust each other, and share responsibilities [7], [8].

Collaborating with others helps everyone agree on things, solve problems, share information, and make decisions together. This can be hard at work if it's organized in a strict way, or if different groups don't work together. Breakfast is the first meal of the day, typically eaten in the morning. It is often described as the most important meal of the day, providing energy and nutrients for the day's activities. It is usually a light meal consisting of food and drinks such as cereal, toast, fruit, eggs, and coffee. Make things cheaper by not having the same programs in different places.

A good leader needs to work hard at building relationships to keep everyone working together. This means talking to our partners, keeping communication open, understanding their needs and interests, and making a plan. We will keep checking the plan and making it better as we go along. This seems like a big job, and it is. Trust happens when people communicate well, keep their promises, and solve problems together. Working together is becoming popular in different areas of government at all levels. One example is that the Canada government thinks working together is important for getting people and organizations involved and active.

Invest in People, Ensuring they are Supported and Developed

Studies show that good leaders are not only good at working together, but they also have a set of social skills that help them lead with kindness, understanding, and care for others. This supportive way of leading comes from respecting other people's ideas and experiences, and being open to hearing both positive and constructive feedback. These social skills are very important for gaining the trust of the people who follow you. They need to feel like you respect them, include them, give them power, and listen to them. Sometimes, it's just not possible to work together - it depends on the situation. A good leader knows when to work together and when to make decisions by themselves. But it's easier for their team to accept their decisions if the work environment is respectful, supportive, and gives credit to everyone's ideas and efforts [9], [10].

Acting like this has advantages. When leaders give good support, their employees are happier and healthier, and they're less likely to want to quit. A study of 1,400 leaders found that the most important skills for leaders are being able to communicate well and manage people, and also being empathetic and emotionally intelligent. These skills are really important. The leader's skill to care about others, understand them, and build good relationships helps them connect with their employees and others in a positive way.

On the other hand, it is useful to know the top five things that leaders usually don't do when they work with others. Most of these also have to do with using people skills. In the business world, good leaders with people skills are really important. They can find and keep the best employees, and they encourage workers to do their best for the company. They understand that making employee's better and motivating them will help the company be better than its competitors. The government also needs to hire and keep skilled people to deal with the complicated tasks of running the government. Good pay, benefits, and retirement plans may help keep employees, but they're not enough to make a great work environment where employees can do their best. Good leaders do things like that. Workers need bosses who support them, help them grow and improve, and provide them with chances to succeed. The research literature keeps saying it's really important to focus on getting results. McKinsey's Organizational Health Index found four important behaviors that make a leader effective after asking 189,000 people in 81 different organizations. I am sorry, but you did not provide the text to rewrite in simple words. Can you please provide the text so I can help you out? Focused

on getting good results. Rewrite this text in simpler words: The library is a resource for acquiring information and borrowing books for a designated period of time. Looking for different points of view Leaders who focus on getting things done often stress the need to work efficiently and be productive, and they prioritize the most essential tasks. In business, the main goal is to make a profit, but governments have different goals and measure success in their own way. Western democratic governments have started using results-based management to show taxpayers how their money is being used. This means that they are keeping track of how well the government is doing and making changes so that things get better. Stakeholders help make plans and check on progress and results. For government organizations, this usually means creating programs that achieve specific goals or benefits for the public. It's important to focus on getting good results, but we also need to think about how our decisions affect people and communicate well. This will help us achieve our goals without causing harm. Do not do bad things just to get what you want. Good leaders work hard to achieve good results without hurting others or going against their beliefs. The ability to work well with others and the skills needed to get things done are important for being a good leader. But it's also important to have big ideas, be creative, and be brave [11], [12].

Behaviour

Not everyone is lucky to have a charming, lively personality, but successful leaders do have a clear sense of what they want to achieve. They see options and chances for success, and use them in new and creative ways. They make a clear picture of what they want the organization to be like in the future and share it in a way that others can understand and get behind. In simple words, this means explaining their plans and goals in a way that everyone can understand, and then using it in their daily work. Ideally, the mission and vision become the worker's own goals. They work every day to make the mission and vision a reality. But when there are too many levels of managers in a company, it's harder for the employees to understand and follow the company's goals. This means that leaders at all levels of the company need to be able to explain their goals and motivate their team to do well. They also need to make sure their team understands and cares about the company's mission and goals. In short, a good leader knows where they want to go and makes a plan to get there, while also being a good listener and able to work well with others to help and recognize them.

Kouzes & Posner found five actions that make someone a good leader. Lead by example. Set a good example for others to follow and make sure everyone follows the rules we agreed on. Keep your promises and make sure everyone agrees on the organization's values. Get advice on how the things you do impact how well others do their job.

Motivate others to see a common goal

Explain an interesting idea of what the future could look like, and talk about the things that are shaping how things will be. Ask others to join in the dream and explain the goals of the group in a clear and exciting way. Speak confidently about what the work means. Challenge the way things are done. Look for new ideas from others and ask people to try different ways to do things better. Ask, Make sure to set goals, plans and milestones, and try new things and take chances.

Help others to do things. Build good relationships with others and really listen to different opinions. Be nice and kind to people; help them with their choices. Allowing people to choose how they do their work and making sure they can learn and improve in their jobs. Give people hope and confidence. Give compliments to people when they do a good job and trust that they can do things well. Recognize and reward people for their hard work and dedication to common beliefs. Find ways to celebrate what you have achieved and show your team members that you

appreciate and support them. These five actions show how a leader's dedication to their goals fits well with their personality, skills, and ability to work with others. They also demonstrate how important it is for the leader to be brave and come up with new ideas. Power is not just having control, but it is also about being strong and helping others by sharing that strength. A leader is not someone who makes others do things for them; a leader is someone who is ready to help others so they can be strong on their own.

To make a vision a reality, we need new ideas and bravery to make it happen. Often, having a vision means questioning the way things are currently done. However, it can be tough to have the bravery to question long-held beliefs and propose new ideas for the future. Dealing with problems in performance also needs bravery. The good leader faces the truth directly. You need to understand how your organization is doing in order to make it better. Brave leaders look at what's really happening, ask for advice and listen, and speak up about what needs to be said. They also support people speaking up and sharing their different opinions. This can help find better solutions through discussions and debates. When necessary, they address problems with how people are doing their work and stop any bad behavior by either moving them to a different job or letting them go, to help the team and the company. Good and brave leaders make changes and talk openly and often. They choose what to do, keep going, and acknowledge others for their help. And lastly, they take responsibility for themselves and others and show the behaviors they want to see.

Eventually, every business or government will experience a serious problem. These are really hard situations that even the best leaders struggle with, so it's important to discuss them. Unfortunately, the way people deal with a crisis can often cause more harm than the crisis itself. Leading through a crisis involves more than just handling how a company talks to the public. It's important, but not the only thing needed to guide an organization during tough times. Leading in a crisis means creating trust in the company and with important people, and using the crisis to make positive changes and new ideas in the organization. Building trust is often achieved by taking complete responsibility and apologizing, while also explaining what will be done to fix the situation. Honest communication and actions that show good values help the leader gain the trust of the public. This is because people are more likely to trust leaders who are open and honest during a difficult situation. Once again, this shows how important it is to have strong beliefs, values, and a good sense of right and wrong. Being brave in tough times also means being able to see the good things that can come out of the situation. Great leaders use what they've learned to make the organization better after the crisis is over. Although facing a crisis is tough, it can make leaders notice problems they have ignored or forgotten about. It gives chances to come up with new ideas and make the system better, which will help the organization in the long run. Taking a positive approach can help leaders who are brave to move from feeling angry, worried, guilty, and sad to feeling hopeful and optimistic. A leader who uses this method can use these ideas in easier situations too. When we think about what makes a good leader in government, we can see that it includes personal qualities and dedication, as well as actions and abilities. In simple terms, the leader cares about people and cares about the work. The leader helps others achieve the goals of the organization by being responsible and following good values. The leader focuses on getting good results and makes smart decisions by listening, gathering information, asking questions, talking with others, and considering their opinions. Care for team members is important in strategic analysis and getting tasks done well. Good leaders take care of their people by giving them support, helping them grow, treating them well, involving them, and acknowledging their efforts. Working together with others, they use their creativity and bravery to come up with new ideas and ways of doing things. They are not afraid to ask difficult questions and challenge the way things are usually done.

Measuring and growing characteristics

Good leaders have goals and make choices based on their values. Now, let's talk about what good leaders want to achieve. Good leaders have goals and make choices based on their values. Aspirations are our goals and what we aim for as a leader. This is not about making a company better, it's about our own goals that we have no matter what job we have. Our dreams give us goals to keep working towards and help us focus on growing and getting better at our job. Our hopes and goals affect how we act every day, but they are always a bit beyond our grasp.

You will see that in our BASICS model, the inner core stays the same. As usual, a leader's beliefs and values will influence how they act, what they want, how they use their abilities, and how they handle their promises about information, communication, and environmental concerns. The outer ring means the dreams and goals we will talk about. A good leader at the top thinks about finding ways to agree. They know that it's important to consider everyone's needs when making deals. Even if it's hard, they always try to find solutions that benefit everyone involved, because that's the best way to meet needs and keep good relationships. Connecting different groups, coming up with solutions that work, and trying to agree on common ideas are very important in government. That's why we have put this circle near the top of the wheel. This adds to our previous talk about how working together is really important for good leaders. After that, there are dreams that good leaders show every day in how they act and what they believe in. Before we talk about that, let's think about how a leader's personality and moral values are connected to their goals.

Diagram Three: A Good Leader's Goals

A leader needs to be good and honest, but they also need to create a good and honest workplace with rules and values that everyone follows. This helps them to make good decisions based on what's right and wrong. Being able to change, lead, and influence culture is the most important thing for making sure the organization keeps working the right way. Creating a culture based on good ethics and values starts with the leader's own strong sense of right and wrong. Moral leaders live by a deep moral code they've built over time, and always show good leadership by handling life's challenges in a moral way. A good set of moral rules comes from a well-developed conscience that follows values that are important to all people, instead of just what a certain religion or culture says.

But, moral relativism has made it hard to explain and define these important human values. It focuses more on the rights of each person and their personal ideas of right and wrong. This puts governments, businesses, and society in a position where they might make morally wrong choices. This can be helped by finding and training leaders who have a strong sense of what is right and wrong, and by setting up rules and values that will guide how people behave at work. Leaders who know what is right and stick to it will not only do the right thing themselves, but they will also encourage others to do the right thing too. Good leaders want to follow strong beliefs and show others how to do the same. Good leaders inspire us. They make us feel excited and bring out our best. When we try to say why they work so well, we talk about their plan, their big goal, or their strong thoughts. But the truth is more basic. Great leaders understand and use emotions well.

Showing that you want to find solutions that work for everyone is important. In the last section, we talked about how it's good to work together with others to reach the goals of the organization. In this, we want to take a closer look at a leader's goal to find agreement with others in a way that is cooperative, focused on everyone's interests, and leads to positive outcomes for all. Where did the idea of "agreeing to something" originate.

In 1981, Roger Fisher and William Ury wrote a very important book that changed how we think about fights and making deals everywhere. Even people who don't know about them or their book have heard the phrase "getting to yes" without knowing where it came from. "A lot of the way people solve problems without going to court is based on their ideas. Mediators often use the collaborative approach Fisher and Ury first wrote about. People who work for the government and private companies often attend workshops to learn how to resolve conflicts. These workshops are based on ideas from Fisher and Ury's book, *Getting to Yes*. Big fights around the world have gone down when people who talk things out use this method to solve problems.

Roger Fisher is a retired professor from Harvard Law School. He used to work as a lawyer in Washington and also helped the Department of Defense as a consultant. He talks to many different governments, companies, and people and has written many books. William Ury helped start a program at Harvard about talking and making deals. He is also an important member of the Harvard Negotiation Project. He has helped to solve problems between people and groups who were fighting, from small strikes to big wars. Ury was a consultant to the White House too, and he wrote lots of books that have a big impact on this field. These two understand what they are discussing.

Fisher and Ury's book is now in its third edition. It talks about the "negotiation revolution." A long time ago, people believed that decision-making was done by higher-ranking people. The people in charge made the choices, and those below them did what they were told. Today's world has organizations with less levels of management, more innovation happening quickly, and the internet connecting everyone. We are now connected to many people that we cannot control. To get things done and get what we need, we can't just tell people what to do. They have noticed that the power structures are changing to become more about talking and reaching agreements, rather than just following orders from a few people. For many people, negotiation makes them think of some people winning and other people losing. After many years of argument and fights over work and pay, it's not surprising that people feel this way. In order to agree in this type of negotiation, someone has to compromise. Fisher and Ury changed how people negotiate by promoting working together to benefit both sides. They believe that we can find ways to work together and solve our differences, and even if we can't both win, we can still make an agreement that is better for both sides. This approach works well with what we've talked about collaborating together. When people work together as a team and care about each other's needs and try to find solutions that everyone agrees on, there is less fighting.

Fisher and Ury believe that conflict is a normal and helpful part of life, and they don't think it should be completely avoided. It can help you understand things better, see things in a new way, and make good changes. Not many unfair things are fixed without arguments. Conflict is a big part of how democracy works. It helps us make better decisions by considering different opinions and coming up with new ideas. Earlier, we talked about how good leaders like to have discussions and disagreements because it's a positive thing. You should listen to all the different points of view to truly understand the needs, interests, and values that are important. Then you can look at what a positive result would be and why, with the people involved. The question is not if there will be conflict, but how to deal with it when it happens. The problem is not to get rid of fights but to change them. We need to change how we handle our differences. Instead of fighting against each other, we should work together to solve problems. This task is very hard, but it's also very important for the world right now. Fisher and Ury say it's hard for leaders to be kind to people but tough on solving problems. This is tough because we naturally want to be around people who agree with us and don't like people who disagree. It is frustrating to be in a fight. Being frustrated can make us treat people badly instead of solving the real problems.

CONCLUSION

The important ways of good leaders show the lasting rules that make great leaders stand out in different situations. Good leadership, as shown in this study, is a mix of good communication skills, understanding emotions, flexibility, and strong ethics. Clear and strong communication is very important. Great leaders express a strong vision, give direction, and create a space where ideas can be shared easily. This helps to build a team that works together and feels confident. Emotional intelligence is really important for leaders because it helps them understand and connect with their team members on a personal level. Being able to adapt is an important quality. It means accepting that things will change and being able to change with them when faced with challenges. Good leaders not only accept change but also encourage their teams to be strong when things go wrong, and to see challenges as chances to improve and come up with new ideas. Furthermore, the moral aspects of being a leader, like being honest, taking responsibility, and making ethical choices, are the foundation of long-lasting leadership.

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CHAPTER 3

SKILLS OF A GOOD LEADER: A CRITICAL REVIEW

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ABSTRACT:

The multifaceted skills that define effective leadership across diverse domains. Leadership, as a dynamic and evolving concept, demands a comprehensive set of skills that extend beyond traditional management roles. Drawing on a synthesis of empirical research, case studies, and practical examples, this study identifies and examines the key skills essential for individuals aspiring to be successful leaders. The research emphasizes the importance of strong communication skills, encompassing the ability to convey ideas clearly, actively listen, and adapt communication styles to diverse audiences. Additionally, the study explores the significance of strategic thinking and decision-making, highlighting a leader's capacity to analyze complex situations, make informed choices, and envision long-term goals. Furthermore, the abstract underscores the role of emotional intelligence as a critical skill for effective leadership. Leaders with high emotional intelligence demonstrate empathy, self-awareness, and the ability to navigate interpersonal relationships with sensitivity and insight. The study also investigates the importance of adaptability and resilience, recognizing that successful leaders must navigate change, learn from setbacks, and inspire their teams to persevere.

KEYWORDS:

Accountability, Delegation, Team Building, Time Management, Visionary.

INTRODUCTION

Every day, we have choices to make. We can either do things on our own or work together with others. Making decisions is important, but leaders should also listen to many different people before they decide. They should use the information they get to help them make good decisions. When there are disagreements, it is very important for leaders to understand what people are not saying, as well as what they are saying. When things get heated, it's really important for leaders to understand what people are not saying, as well as what they are saying. This means looking beyond the obvious requests like "We want a pay raise" or "We need to save money. These requests are based on people's opinions and ideas about what they need, which might not be said out loud. These roles can become very rigid and stuck, as we can see in many work disputes. Two groups trying to make a deal often can't both get what they want [1], [2].

Beneath what people say and show, there are things they don't say or show which shape their opinions. This is what's most important, and a smart leader knows to look into this carefully before discussing a solution. People don't like to make deals that make them give up what they need or believe in. The best agreements are ones that come up with clever solutions that address the needs of both parties as much as possible. Stephen Covey, who wrote *The Seven Habits of Highly Effective People*, said this was a way of thinking called "and" logic. He said it is the basis of win-win deals. Instead of only one side winning and the other losing, this is a way of thinking and working together to find solutions that are beneficial and creative for everyone involved. It takes care of what both people need, thinking about both instead of just one.

The picture on the next page shows what conflict or disagreements usually look like. Icebergs are mostly underwater with only a little bit sticking out above the water. It's hard to know how big an iceberg is just by looking at it from above. However, as we learned from the sad story of the Titanic, it was the level that the water reached on the ship that caused it to sink. Basically, what we think and feel is like the ice we see on top of the water. This is what makes someone notice. Water represents all the things that have influenced our idea to solve the problem, like what we need, care about, believe in, are afraid of, and hope for. This is a bigger part of the iceberg that cannot be seen. The stuff underwater supports the part of the iceberg that we can see, but we can't really see it from far away [3], [4].

Good communication means finding out what people really want. When people talk about their needs and values, they can start to understand why the conflict is important and what it is really about, rather than just focusing on their own demands and solutions. Once we know what people are interested in, what they need, and what they believe is important, it's easier to find things we all have in common and things we all need and care about. After that, you can also find any differences. Now we can talk and work together to come up with good ideas and solutions that work for both of us. The way people talk to each other during this kind of exploration involves asking open-ended questions, showing understanding, staying neutral, and using techniques like repeating what was said, summarizing, making things clearer, and showing things in a different way. Leaders learn important communication and negotiation skills when they receive special training as part of their professional development. However, just learning how to negotiate based on what people are interested in is not enough. We need to balance learning new skills with caring about others and working together. If the leader doesn't try hard to find solutions that work for everyone, they will seem like they don't really care or aren't fully committed.

Motivate and Affirm

In three, we discussed the important qualities of a good leader: being able to see the big picture, coming up with new ideas, and being brave. A good leader wants to inspire others, to encourage them to do their best, and to praise them for their hard work. This is part of creating a successful culture where people know what to do and why they should do it. Successful companies and organizations know that everyone needs to live by their values and that their leaders are the first ones who set the example for the workplace culture. A good leader wants to create a culture where everyone knows what to do and why they should do it. Good leadership means clearly explaining the vision and values so that everyone knows what to do. It also means being a good role model for others to follow. A good leader helps people do their best work again and again. They are paying attention to customers and competitors, rather than internal problems like office politics. Changing the workplace culture takes time and energy, but a good leader knows that it will show positive results for the employees. This means that the leader needs to not only motivate the team, but also give them support and encouragement to make sure that they keep doing the things that will help the team succeed [5], [6].

Great leaders talk to their followers with them in mind. They work together, listen, and involve their followers to make sure everyone is working towards the same goals and vision for the organization. They help their employees and this makes them feel better and work harder. A good leader wants to inspire, motivate, and support others by working together and being encouraging. Studies show that this is related to happier employees and better work performance. Good leaders encourage their followers, but for what reason. Good leaders want to not only be excellent themselves, but also to encourage their followers to be excellent too. In Two we talked about a leader who focuses on getting things done and reaching goals. The goals of a good leader are to achieve excellence in the work they do, whether it's providing

high-quality programs, delivering good service, or fulfilling the government's duties. For the government, this can also mean making things simpler and faster, making things work better for the people, and making sure people have a good experience when they deal with the government. Being really good at something is connected to the beliefs and principles related to the job. You need to know what's important and have a standard to follow to do good work. Good leaders want their team to be the best. They want their product or service to be the best. This means we need to have high expectations and motivate our staff to do their best in a positive way.

Being positive and looking on the bright side is a good quality for a leader who people like and who understands emotions well. Research shows that people who are positive and approachable leaders are viewed more favorably by their employees than leaders who are just smart. What is the good news? A leader can work on having qualities that make people like them, and anyone can develop these qualities. You may not have them from birth. Dr. mentioned Travis Bradberry from Talentsmart, a group that looks at emotional intelligence, says that to be a likeable leader, it's important to be positive and optimistic. Talentsmart found that a good leader is friendly, easy to talk to, humble, and stays positive. They have a positive and exciting vibe that spreads to others. People like being with other people who are happy and optimistic. Negativity brings people down. Friendly leaders see the good in people around them. They believe in people and encourage them to believe in themselves. They are giving support and motivation. They help people improve their skills and work performance. They find chances when others see difficulties. They stay positive even when things are hard. They are good at making friends and motivating their co-workers.

Being positive doesn't just help the people around the leader, it also helps the leader feel better. Positive people make more money and have better health, happiness, and success than pessimistic people. Positive people have better ways to deal with and get over stress. In summary, it's good for your health and your job to think positively. People who are optimistic and happy in life often have a good sense of humor and laugh a lot. It's not always easy to find the bright side of things, but it can really help. Being optimistic makes people feel happy and spreads good vibes. Laughing is good for your health. It makes your heart beat faster and increases blood flow, just like exercise. When we laugh, our bodies release endorphins, which make us feel better and can help with pain, cravings, stress, and aging. Laughing can make our blood sugar levels lower, boost our immune system, and help make more antibodies to fight off sickness. A boss who is hopeful and upbeat understands that when people have fun and laugh at work, it helps make the workplace more positive and employees happier.

DISCUSSION

Scientists found out that feelings can spread from one person to another, like a cold. You can pick up someone's feelings by just being near them, without even talking to them. "When the leader of a group is upset, their emotions can spread to the rest of the team, making everyone feel negative and tired. " On the other hand, leaders who are cheerful and positive can make the whole team feel happy and full of energy. Just like bad moods, happy energy can spread to others. People pay attention to their leaders, and the way they move or act can tell a lot about what they are thinking or feeling. Good leaders watch how they act without speaking, and encourage their workers in a good way. On the other hand, being negative makes it harder to solve problems and limits creative thinking instead of helping it grow [7], [8].

A good leader wants to see the positive side of things, not the negative. This helps create more opportunities and makes others feel excited and motivated. Good leaders understand that feelings affect how people make choices. Even though we think we make decisions with logic

and reason, science shows that no one makes decisions purely based on logic. Our feelings affect our thoughts a lot, and our emotional decisions are connected to our thinking more than we realize. Leaders should care about this because their feelings can affect the choices they make, and making decisions is a big part of being a leader. Great leaders have a calm and balanced emotional attitude that is mostly positive and hopeful. This helps them stay strong when things get tough and have the confidence to keep going. Even in bad situations, friendly leaders' show they believe tomorrow can be better and they can help make it happen.

We just learned why being hopeful and positive is really important for being a good leader. You might be thinking that this goal contradicts the last one, and that's a fair question. However, being optimistic doesn't mean ignoring the facts or evidence to do what you want. Realistic optimism means having a hopeful and realistic outlook about the future, but only if there are good reasons to feel that things will turn out well. On the other hand, unrealistic optimism can be harmful because it can lead us to make bad decisions without really thinking about the things that could go wrong. Thinking carefully and doubting things makes us dig deeper, ask difficult questions, and look beyond what is obvious. Realism makes us think about what we have learned from the past and the world around us. It also helps us to notice how one thing can lead to another. Realism and careful doubt make optimism stronger, so that decisions are smart and wise, and also help us see opportunities that others may miss. A good leader stays positive and practical to get what they need, reach their goals, and keep trying, while also being realistic about what is possible. However, unlike being negative, this realistic and careful thinking is balanced by being positive, having good feelings, and feeling motivated [9], [10].

Good leaders are hardworking and committed to their work, their organizations, the people they serve, and their employees. This strong feeling of being loyal and supportive is what encourages people to be loyal followers, and also creates a strong sense of serving the public. Government workers are supposed to serve the public and make sure they do a good job. They should focus on helping people and doing their best to take care of them. Unfortunately, we hear a lot about governments and politics where the people suffer because the government only cares about itself. A good leader with strong morals won't just follow a system that needs to be changed. There are times when it's good to speak up, question the way things are, and suggest a better way. Great leaders not only support talking and listening to different points of view, they also have the courage and honesty to speak up when it's necessary. Being committed to your job and doing it in a good way means sticking to the values and principles of the company, even when there are problems with how things are being done. It's not just about blindly following orders. Good leaders need to balance showing support for their team with doing the right thing and being honest. A good leader wants to do the right thing for society and follows their morals. The good leader works well with others and wants to find solutions that make everyone happy. This is helped by wanting to inspire and encourage others in a positive way, while also working hard to make sure the organization does its best in everything. The good leader is hopeful and stays positive to encourage others and to find opportunities even in difficult situations. This hopeful attitude is mixed with cautious doubt, making sure choices are based on both facts and the leader's ideas. A good leader is committed to their team and their work. They are loyal and supportive of the organization and the people who work there. Their strong commitment is guided by their moral values to make sure that they stay loyal and honest without any conflicts [11], [12].

Leaders can learn new skills to be successful, but they will always act based on their own values. In our past discussions, we discussed what makes a good leader on the inside, how they behave, and what they dream about. Like we mentioned earlier, our true selves will influence how we behave and what we want to achieve. That's why we keep saying how important it is

for a good leader to have a strong inner core to guide their goals, actions, abilities, and promises. In this, we will look more closely at some of the skills that can be learned and practiced to help a leader be more successful. Gathering around the core values and ethics, these skills affect how a leader talks to people, handles disagreements, guides and evaluates staff, forms and leads teams, plans and decides, and deals with practical tasks like managing money and running the organization.

It's important to remember that our actions come from who we are. Our values and what we think is important will always influence how we do things and use our skills. Therefore, we keep focusing on the strong inner core of a good leader at the center of the circle. The skills we will talk about are in the outer ring. These skills are grouped into three main categories: communication, getting along with others, and the ability to make important decisions and manage things effectively. Before we learn about specific communication skills, we need to understand the important principles and behaviors that make someone a good leader when it comes to communication. It is believed that having knowledge is important. But keeping information to yourself or using it in the wrong way can make people not trust you and cause problems for the person in charge. Being open and honest while also being careful and telling the right amount of information is the first step. Good leaders always talk clearly and often with their team, employees, and people they work with. But if they don't communicate well, it can cause problems and make them fail as a leader. We talk to each other using different ways like texting, calling, or emailing. It's important for the organization to have clear communication as part of its culture. This means talking about the goals and beliefs of the organization a lot, and encouraging everyone to communicate openly.

Communication is not just about talking, it's also about listening and a good leader listens well. This needs being open, patient, and willing to support healthy discussions so that everyone's views can be heard and discussed. Having respect, understanding, and being supportive help with listening. Asking questions and thinking carefully about the information will help the leader to improve and use it. It is really important to make ways for the public and people who work in the front lines to share their experiences and ideas. They often have helpful insights that can make things work better and save money. This shows that they are responsible and focused on helping others.

Good leaders understand that not all disagreements are bad. Sometimes, when people have different opinions, it can actually help them come up with new ideas and work together better. Good leaders know that not all arguments are bad. Sometimes, when people have different opinions, it can help them come up with new ideas and work together better. A good leader listens to what other people are worried about, what they want, and what matters to them. They also try to understand the reasons behind those worries and wants. This allows them to create choices that fulfill those basic needs in fair and helpful ways. Fisher and Ury made this way of solving problems together in their important book *getting to yes*. They go into more detail about their way of working together in the third part of the book.

We talked about how our actions show our inner values. We act in a good way because we believe in being good, following moral rules, and caring about others. This means being kind and respectful to others because it's important to treat people well. Good leaders talk and listen to others because they care about what everyone thinks. They also try to inspire others to follow the organization's vision and values. These good behaviors are based on values and are supported by task and skill-focused behaviors. They help the leader make sure goals are achieved well and with a good plan. Good leader's help people understand themselves better and learn to control their actions, so they can be true to their beliefs and act in a consistent way. This helps to make sure they are growing and improving in how they deal with their strengths,

weaknesses, feelings, and actions. Using a strong inner self and being able to communicate well and work with others, we will now focus on the important communication skills that are necessary for being a good leader.

Verbal and Presentation Skills

Leaders need to be able to communicate well in different situations. This is really important. We have talked about how it's important to understand and manage our emotions, and how important it is to work well with others in a friendly, helpful, and cooperative way. Good leaders also talk to people, write things down, make plans, and do other things where they need to communicate well. It's important to not only be good at communicating, but also to inspire and persuade others to get on board with the leader's ideas for reaching the organization's big goals.

How can a presentation go from boring to amazing, making people want to react. Good leaders use language in a way that makes people think and feel, creating a strong impact. Some people are naturally good at this, but anyone can learn it. Many leaders have taken classes to become better at speaking in public. Throughout history, there have been people who were very good at convincing others to do things. Even after they died, their influence is still felt. The group includes some of the greatest speakers in history. What made their words so strong? What can good leaders learn from them? Martin Luther King Jr., who fought for equal rights in America. Is really good at talking to people. As a Baptist preacher, he learned how to give a good sermon with clear points and powerful examples. The writing used comparisons and clear, smooth language that had a kind of musical sound to those who were listening. His famous speech from 1963 called "I have a dream" shows how good he was at using words to persuade people. Not many people can think of themselves as having as much impact and being as convincing as Martin Luther King. But it's interesting to hear or read his speech and notice how he repeats important phrases, uses strong comparisons, and builds up to a strong emphasis on freedom, which he repeats many times. Repeating important points helps people remember them, and King was really good at doing this.

CONCLUSION

A good leader has a set of skills that show they can lead well. These skills are diverse and work together to make successful leadership. The combination of good communication, smart planning, understanding emotions, and being able to adjust to different situations shows how important it is to have a wide range of skills to be a good leader in today's work environment. Leaders need good planning and decision-making skills to deal with uncertainty, make smart choices, and lead their teams towards long-term goals. Understanding and managing emotions, creating good relationships, and making a positive work environment are important skills called emotional intelligence. Furthermore, focusing on being able to adjust and bounce back from tough situations recognizes that things will always change. Leaders need to not only handle problems, but also encourage their teams to keep going and learn from their mistakes. As people and groups work to be great leaders, this study gives a detailed plan for building and improving the many skills needed for good leadership.

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CHAPTER 4

ACTIVE LISTENING AND CONFLICT-MANAGEMENT SKILLS OF LEADER

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ABSTRACT:

The pivotal role of active listening and conflict-management skills in effective leadership. Acknowledging the dynamic and often challenging nature of interpersonal interactions within professional environments, this study explores the symbiotic relationship between a leader's adeptness in active listening and their proficiency in managing conflicts. Drawing upon empirical research, case studies, and practical examples, the research elucidates the strategic importance of honing these skills for leaders seeking to foster cohesive and high-performing teams. The study emphasizes the critical nature of active listening, showcasing its ability to enhance communication, build trust, and foster a culture of open dialogue within teams. Leaders adept at active listening demonstrate an empathetic understanding of team members' perspectives, thereby creating an inclusive environment that values diverse insights. Furthermore, the abstract highlights the significance of conflict-management skills in maintaining a harmonious work atmosphere. Effective leaders navigate conflicts with diplomacy, addressing underlying issues, and steering teams towards resolutions that promote collaboration and productivity. The study explores various conflict-management strategies, ranging from assertive communication to mediation, illustrating their application in diverse leadership contexts.

KEYWORDS:

Conflict Resolution, Empathy, Feedback, Mediation, Negotiation, Problem-Solving, Rapport Building.

INTRODUCTION

Jay Conger, a professor at McGill University, said that motivating and encouraging others is the way leaders communicate. Conger says good leaders can create the organization's mission and communicate it in a way that people really like. These leaders can find chances in their surroundings and explain them in a way that makes them seem really important. They can explain what a company stands for and share it in a way that motivates others. Inspirational leaders tell stories that capture people's imaginations and make them interested. These stories show the values and behaviors that are important to the organization. They adjust their language to match who they are talking to, and use simple words to communicate in a clear and easy-to-understand way. They have learned to use their voice and body language to appear confident, trustworthy, and persuasive. Former President of the United States, Barack Obama and his wife Michelle, have a confident and easy-to-understand way of talking. DeMille Award was inspiring and emotional. She talked about the importance of speaking up for justice and equality, and the significance of women's voices being heard. Oprah's speech was powerful and moved many people. At the 2018 Golden Globe Awards, De Mille received a lifetime achievement award. Her speaking was amazing because she carefully put together her words to make a strong argument. Her delivery was powerful and kept the audience interested. It made a big impact on their feelings. Create a mission for the organization that focuses on goals that are naturally attractive and use values and beliefs that have a positive and important

meaning for the organization's culture. Create attractive connections to the organization's impact on society and genuinely support and include them. The leader's strong beliefs in the organization's goals are important for being inspiring.

These beliefs come after a lot of time spent thinking and trying. When talking about the organization's goals, include the good values that the organization and society believe in. Tell stories that show how these values are being used in the organization and in the marketplace. Emphasize the main beliefs when explaining the mission. Focus on why the mission is important, how it started, who is against it, and why people think it will work. Use more comparisons and stories to help explain things. Keep your message short and clear. Do it over and over again. Try different ways of speaking or writing to see which one works best. Find coaches and ask for their advice. Let your feelings show when you talk. Be aware that persuasive speaking can be harmful. Adolf Hitler was really good at convincing people and because of that, he caused a lot of war, sadness, and many people died. History shows that when a strong leader is good at convincing people, their skills can be used to manipulate and force others. This can happen in small ways in your organization, just like it has happened on a larger scale in global conflicts. Always remember to put your values and principles first before using your abilities and goals. It's important to make sure that you don't hurt others or the environment [1], [2].

Great leaders are also really good at writing and using different ways to talk to people. Not all leaders are good at writing. Use people on your team who can help with editing and catching mistakes in your writing. It is important to carefully check any document before sharing it with the public. Leaders should also make sure any important documents they send to others are carefully reviewed and edited. You should have high standards for how you speak and write. The Advisor says that good leaders think about which way of talking will work best. Even though email is fast and easy, smart leaders prefer talking in person for important messages that might have strong emotions or could be confusing for the other person. The Advisor said important news should be shared in a meeting with all employees. If there are concerns about how someone is doing their job, it's best to talk about it in private. Written communication, like email, is useful for giving instructions about how to do things at work. In short, make sure your message fits your audience and consider what they already know and can do. If you feel unsure about sending something, ask a co-worker to check it before you send it [3], [4].

Tips on Communicating Effectively

Here are some more useful tips from The Advisor on how to communicate better. Make it easy. Use simple words to get your point across and try to be brief. People get a lot of information every day, so it's better to have less. Be careful with your words. If you feel bad, take a break before deciding how you will react and how to communicate. If you need to talk about something hard, think about making a list of what you want to say. This can help you stay on track. Pay attention to how people move their body and the way they talk. People respond more to these things than to the words you say. "Pay attention" Encourage the other person to do most of the talking. = Ask the other person to talk more. You will learn more and it helps you connect with others. You can learn a lot from easy, indirect talks. "Talk to others, or else. Not sharing information gives a chance for workers to come up with their own idea of what's happening, and it's usually not complete or right. Please provide a reasonable and appropriate amount of information. Don't promise things you can't do. This could make your team trust you less and think you are not honest. "I don't know" or "I can't talk about it right now" are both okay answers if you can't answer a question. Find solutions When someone tells you they are worried about something, listen carefully, ask questions, and talk about how to fix it. This shows that people can come to you when they have problems.

Giving talks, making plans, and convincing people can be really important parts of a leader's job. In scary moments, if the leader is not comfortable in public. Leaders typically spend a lot of time talking and interacting with their team, their employees, and with people both inside and outside their organization. We have already talked about how it's important for a leader to be helpful, positive, and motivational. Leaders do a good job when they can give their teams the confidence and support they need with a positive attitude. However, good leaders are also able to deal with problems with how well people are doing their job and different arguments that will surely happen. Conflict resolution skills that help find solutions are a good start. Secondly, it's important to understand when coaching or mentoring can help staff work better and make the department more successful [5], [6].

DISCUSSION

Good leaders are good at listening to other people. If the boss creates a place where people feel free to share their ideas and be creative, it's natural that there will be some disagreements too. This is okay and important if you want to create a place where people can be creative and come up with good ideas. When there are disagreements, a good leader stays open-minded and doesn't judge others. Active listening means really paying attention to what someone is saying and showing them that you understand. Collaborative problem-solving means working together with others to find solutions to problems. These things are useful here.

Stay interested and open-minded, and try not to use words that sound critical. Control your feelings, how you speak, and how you move your body. Ask questions that don't have a specific answer to learn more. Use calm and polite words to avoid upsetting the other person. For instance, questions like "what" and "how" are usually easier to accept, but questions like "why" can sound like you are interrogating or judging someone. Change "why" to "what" or "how." For example, ask "What made you decide that." Instead of "Why did you do that." Find out their needs, interests, beliefs, fears, hopes, and concerns. Keep in mind that you are trying to understand the deeper meanings, as we talked about in the Aspirations. People talk about what they think and want, but the reasons behind it only come out when they feel comfortable to speak freely. Work together to find solutions that work well for everyone involved and achieve the goals of the organization. Support others in maintaining their pride and respect, even when there are disagreements. Get help from a coach or attend classes to learn how to solve problems and work together with others better. This will help you get better at handling conflicts and working with others [7], [8].

Problems happen at work when people fight over things they need, or when they disagree on what to do or how to do it. Conflict happens when people don't communicate well or don't get along. When conflict isn't handled well, people can feel really strong emotions. This can be hard for leaders who prefer to work on bigger things and don't want to deal with everyday problems. Great leaders understand that leading involves determining and sharing an organization's long-term goals and purpose, while conflict means solving the problem right now. A leader must do both things.

"By telling others your goals, helping talented workers, fixing problems, taking advantage of opportunities, expecting high quality work, acting with honesty, you show others how to act in your organization. A good leader puts together teams that get along and work together. As a leader, you help solve conflicts that make team members lose focus, work less, feel less motivated, and get upset. Leaders should understand that some disagreement is normal and important for coming up with new and better solutions, promoting good communication among team members, and promoting understanding and teamwork.

Simpler organizations with fewer layers of authority can lead to more disagreements. When a leader is in charge of a team's work and also manages the projects, they might have to deal with conflicts. These conflicts can be because team members are from different parts of the company and have different goals, or because there's not enough time or resources to do the team's work. But, conflicts in work groups are not always a bad thing. Healthy conflict means being able to discuss differences in a respectful and open way, especially when they come from different skills, understanding, or experiences. We can talk about different ideas and work together to find creative solutions. Some conflict can be good because it makes people talk and share different ideas. Dysfunctional conflict happens when people are not sure what their job is, when they have different beliefs and attitudes, when they bring their personal problems to work, or when they start arguing. Not understanding the task or how to do it can cause arguments, as well as disagreements in who has more control, leadership style, and how we get rewarded for our work.

Good leaders listen well and try to understand what is happening before they try to solve problems. They do this by changing how people see the situation. This helps change the disagreement between people into a problem that can be fixed, by looking at the conflict in a positive way and wanting people to work together and understand each other. Talking well helps people in conflict understand each other's opinions and turn blame into understanding and anger into reasons. It helps them see that there can be different ways of looking at a situation [9], [10].

Conflict Style - the way someone deals with disagreements and arguments

Know how you typically respond to conflicts. Are you someone who likes to tell others what to do or always wants to win. Or do you try to avoid arguments and hope they will go away on their own. Maybe you try to find a middle ground quickly to solve the problem, or you try to keep everyone happy and avoid causing problems. There is a lot of information about how our natural way of dealing with conflict can affect our work. Even though these styles can cause problems, they can also be helpful in some situations. Let's talk about five ways people handle conflicts and what they're good at and not so good at. You will see that the way we handle conflicts is closely related to the way we naturally lead.

Competitive Order

Use when there's not a lot of time, in urgent situations, and when a leader makes a decision. It helps you reach your goal or get what you want. "I am the winner and you are the loser. This makes others feel weak and stops them from speaking. "Does not fulfill what others need. It can feel like showing off and make others upset. You can get what you want fast, but it may hurt your relationships.

"Finding a balance that works well. It's important to keep the relationship good even if you don't get exactly what you want. "Also, it is important when your boss gives you specific instructions. A useful tool that helps you to keep calm and work well with others. A helpful way to handle a situation that doesn't really matter to you, and you can let others take charge. "I win, you lose" can make someone feel upset if they always have to do what others want. People don't say what they really need or worry about because they want to be liked or avoid arguments. If used too much, it can make people feel really unhappy. Some people might take advantage of you if they are very competitive and want you to give them everything [11], [12].

Every party has to give up something they want in order to reach an agreement. Useful when there's not much time and neither person is giving away too many important things. Demonstrates that the person knows when to let others go first. "We both get a little and we

both give a little. But it can be an issue if we have to give up important beliefs or values. Can be used too much and too fast when people are not good at working together. A fast solution that doesn't try to find a good outcome for everyone involved.

Coaching and mentoring can help workers learn and grow, while also making it easier to get along with others. So, how are coaching and mentoring not the same and when should you use each one. Coaching and mentoring both help people reach their goals, but they are done in different ways. According to the expert coach Jackie Arnold, coaches know how to help people develop in good ways. A coach is someone who listens without judging and helps you think about your problems. They don't give you their own ideas or suggestions during the coaching session. Instead, they ask strong and deep questions that make you think about yourself. Coaching believes that the person being coached has a lot of potential inside them. The coach helps them find and develop their hidden talents and skills. Coaching helps with what's happening now and what could happen later on. Coaching helps people get better at what they're already good at, not just fixing what they're not good at. Proactive coaching helps people succeed by building their skills and giving them the tools they need to tackle problems. The coach can be hired by the company or the employee themselves to provide private support.

Coaches help people find their hidden abilities and push them to do their best, while mentors are more involved and less neutral in their approach. Mentoring is a way of helping someone grow that involves getting more involved and showing more care. The mentor helps someone learn better and quicker than they could on their own. The mentor helps people understand their job and the company better by using different skills and methods. They can help and guide, and they have a lot of experience in the mentee's job. They like when you ask questions and they help you think more about your career. Great leaders will use their people skills and communication to make a good working environment, reduce problems and handle them when they come up, and will help their team members improve and make a good, peaceful workplace.

Good leaders need to know how to communicate, stop and handle conflict, and build strong teams. These skills all work together. Teams that work well together often have a leader who sets the rules and values that help everyone to do their best. Conflict is bound to happen, but good leaders can stop a lot of it by using effective strategies when leading teams. Setting specific goals or a vision that aligns with the organization's overall objectives. Making plans for what we need to do to reach those goals. Using words to create trust, inspire new ideas, and get the team excited.

Involving the right people

It's fascinating that people think working in teams is a good way to do creative work at work. But there are many reasons why teams don't work well. Coutu mentioned in the Harvard Business Review that many people struggle with working in a team and often don't even agree on what the team is supposed to do. That's why it's very important for the leader to not only set goals and vision but also make everything else clear.

Clear boundaries about who is part of the team and who is not. Clear and strong direction, and clear rules of behavior with specific tasks. Keep the team small and easy to handle. Coutu says teams should have fewer than 10 people, and 6 is best. The organization needs to support teamwork with rewards, HR and information systems. Teams also need coaching at the start, middle, and end of a project. The leader's coaching helps the team work better together and do their best.

In many government offices, it's common for staff to be constantly changing. Some people fill in temporarily for others who are leaving or getting promoted, and this is considered normal.

This is not a good sign for the teams' success. On the other hand, the best teams have worked together for a long time and have built a strong bond of trust, comfort and confidence in their work. They are familiar with each other and have figured out how to cooperate.

Coutu says that there are interesting examples in the aviation industry, where new team members can be a big problem. Team members should be familiar with each other and have a good amount of trust. It also helps if they have been working together for a long time. 73% of the safety issues happened on the first day when the crew flew together on commercial flights. At NASA, tired crews who had worked together before made fewer mistakes than rested pilots who hadn't flown together before. In the same way, it's important for research and development teams to bring in new people sometimes to keep coming up with new ideas. However, it's been found that adding just one new person every three or four years works the best. Clearly, the fact that things are always changing makes it harder for teams to be successful. This causes big problems for government leaders who need to get work done with a team when people are coming and going a lot.

In a team, it's best when the group works together and comes up with better ideas than each person could on their own. This is because they can share their thoughts and reach the best solution faster. That's why working together in a team is thought to be a good way to make better products and services. A good leader will encourage people to work well together, will appreciate each person's strengths, and will use them to achieve the most success in reaching the organization's goals. Leaders, managers, and supervisors have the difficult job of giving feedback to employees about their performance, including when they need to give negative feedback. Good leaders can tell how someone is doing and give advice on how to improve. This is an important skill to learn. An annual performance review is a time to look back at your accomplishments and recognize your hard work. It's a chance to celebrate your successes and talk about ways to keep up the good work. Sometimes, you may have to give feedback about things that need to get better. When giving feedback, it's important to be both helpful and positive. It is important to remember that feedback should not be used to harm someone, but should be seen as a helpful present. It's important to help your team members grow and succeed. When you have concerns, try to talk about them in a positive way and focus on the future. This will help them understand what changes they need to make.

Feedback should happen more often than just once a year during the performance review. Good leaders give feedback as they go along. They notice and praise the good things, show appreciation and support to the worker, and give guidance when things need to be different. Whether you are giving good feedback or advice for improvement, it is important to use a process that makes the person being evaluated feel supported and encouraged. On the other hand, bad leaders may not say anything when things are going well, and only give feedback when they have something negative to say.

The next few pages give managers useful advice on how to tell employees how they are doing, from the University of South Australia. The goal is to make the staff member feel good about their work and keep doing well. Speak less, listen more. Ask a variety of questions that don't have a specific answer. If something has happened that you think needs to be fixed, here are some tips on how to take charge of the process in a positive way. Show interest in solving any problems to help the person and the whole team or organization. First, talk to your Human Resources department to make sure you know how they want things done and how they evaluate your work. Share your worries and ask what support is available to help an employee be better behaved.

Next, plan to have a private meeting in a suitable place. In this private talk with your employee, be sure to clearly and specifically explain their behavior. Remember, your goal is not to blame, judge, or accuse them. Your goal is to help the person understand the issue better so that they can take responsibility and make things better. You want them to agree to behave differently and to promise to work on doing better. You should think about whether you can get better at this with more training, guidance, or learning new skills.

CONCLUSION

Active listening and conflict-management skills are very important for creating a positive team environment and helping organizations to be successful. Leaders need to be really good listeners and know how to solve problems well in order to handle their work well. This is really important in today's workplaces. Listening carefully is very important in creating work environments where everyone's thoughts and ideas are respected and appreciated. Leaders who are good at this create an environment where people can talk openly, understand each other, and work together. Active listening has a big influence on how happy a team is, how creative they are, and how well they solve problems. It's really important for good leaders to do. Furthermore, the study shows how important it is to have skills in managing conflicts when dealing with problems in teams. Leaders who are good at solving problems don't just handle disagreements well, but they also turn conflicts into chances to grow and work together better. This study looks at different ways to handle conflicts. It gives leaders tools to deal with different opinions, help people understand each other, and keep the team working well together.

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CHAPTER 5

THE ROLE OF INFORMATION MANAGEMENT IN EFFECTIVE LEADERSHIP

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ABSTRACT:

The critical role of information commitments in defining the effectiveness of leadership within diverse organizational contexts. Information commitments encompass the leader's dedication to transparency, communication, and strategic decision-making, all of which contribute to shaping a culture of trust and informed action. Drawing insights from a synthesis of scholarly research, case studies, and practical examples, this study examines how adept leaders manage, disseminate, and utilize information to drive organizational success. The study underscores the significance of transparency as a foundational element of effective leadership. Leaders committed to transparency build trust within their teams and across organizational hierarchies, fostering an environment where information flows openly. Moreover, the abstract explores the leader's responsibility in communicating a clear organizational vision, strategies, and goals, aligning team members towards shared objectives. Furthermore, the research delves into the strategic aspect of information commitments, emphasizing the leader's role in decision-making processes. Effective leaders leverage information to make well-informed decisions, balancing the need for data-driven insights with a keen understanding of the organizational context. The study also examines the leader's commitment to inclusivity, ensuring that diverse perspectives are considered in decision-making processes.

KEYWORDS:

Information Sharing, Integrity, Organizational Transparency, Privacy, Proactive Communication, Responsiveness.

INTRODUCTION

Explain the problem clearly and without personal feelings or opinions. Pay attention to what people do, not who they are. This does not judge their personality. Ask them what they think about it. Let them talk about why they think the problem exists. Show how bad behaviors/actions affect them, others, and the organization in a bad way. Explain what you want to see instead. Find ways to make things better so they can meet the goals. Seek out their thoughts and pay attention to what they have to say. Come up with a plan together and decide what we want to achieve. Guide and support them so they can reach their goals. Evaluate if you met your goals and recognize any progress made. This last thing is really important: it's crucial to keep talking about this topic as part of the process. Make sure to pick a day and time to meet again and check how things are going and see what has gotten better. Now is the time to support and encourage them, and to praise the good behaviors you want them to continue using. If you still don't meet the performance goals, you can try again or talk to HR about what to do next. You might need their help or advice if you're thinking about taking disciplinary actions. Because most people feel bad when they get criticism, make sure you also talk about the good things in your review. This tells the employee that you look at them in a fair way, and if they need to improve in certain areas, that's not the only thing you consider. Like we discussed before, good leaders are supportive and motivating. This should also be true when evaluating people. You also want to make sure that their personal goals match the goals of the company. You should set clear expectations for their performance and how they should do their

work. Don't forget: assessing workers and giving them feedback is a chance to praise their skills and acknowledge the things they are doing well. Good leaders also choose good employees. This means you should hire the best person for each job. This will solve a lot of problems from the beginning and give you more chances to celebrate success. You'll also have less trouble with bad behavior. Hiring enthusiastic, skilled and committed workers helps make sure work gets done well and efficiently. It also lets you set high standards for great performance [1], [2].

Studies show that kind and encouraging leaders can have a good impact. Workers who feel their bosses have their backs usually feel happier and more dedicated at their job, and in general, have better overall health and happiness. Bad behavior towards each other at work can cause employees to feel less committed to the company, less happy with their job, less happy in general, and more stressed and depressed. So, it's a good idea for leaders to be positive and emotionally intelligent when dealing with their employees' actions. This will help create a supportive and empowering work environment that helps employees grow. On the other hand, compromise, exchanging favors, and keeping track of who owes what are the results of politics. They don't create agreement or strong support. Effective leaders prioritize the needs of their team and the company as they motivate others to do their best. People and groups show strategic leadership when they think, act, and influence others to help the organization stay ahead in the long term. The next two things in our leadership skills diagram are about thinking ahead, solving problems, and making decisions. Although strategic thinking and its sphere are separate, they are related to each other. Leaders and managers need to make choices and fix issues. It's important to know when these choices are strategic and when they are not. Individuals and groups show strategic leadership when they do things that help the organization stay successful for a long time. This includes thinking, acting, and influencing others in ways that give the organization a strong advantage over its competition.

Strategic Leadership Differ from Leadership in General

According to Hughes & Beatty, strategic leadership happens when leaders make decisions and take actions that impact the organization's strategy. It covers a lot of things and lasts for a long time. It often means big changes in how a company is run. Seeing the organization as a big interconnected system of many parts is important. When decisions are made in one part, it can affect other parts too. The strategic leader thinks about the future and tries to achieve short-term goals along the way. On the other hand, good leaders who run things make sure that the daily tasks are done well and they know how to work with people to reach immediate goals. This work is important, but it doesn't include the big-picture thinking that strategic leaders need to have. Strategic leadership leads to big changes. Being a good leader in everyday tasks doesn't always mean you have to change how things are done in a company. But, when it comes to being a strategic leader, it's important to make changes to how things are done [3], [4].

Hughes and Beatty said that good leaders think and act strategically, and also influence others strategically. A good leader will think ahead and look at what's happening around them to see how it might affect the organization's goals. Thinking strategically means looking at things in a new and different way, finding connections between things that seem different, and coming up with creative ways to respond. It means studying information, patterns, and details. It also includes being able to predict, question, and explain. Strategic actions are linked to making decisions and solving problems, and they become strategic decisions when they affect the organization's long-term health. In order to influence others, you need to understand the politics and not lose trust. You also need a strong vision, get others excited about it, and find supporters in the organization to help you.

Good leaders who make daily decisions are important for the organization, but their decisions aren't as big or far-reaching as the ones made in long-term planning. A good leader should be good at solving problems. At the Ivey School of Business, they teach future leaders to figure out what problems are important, gather information, find new ways to understand the problems, and come up with new, different ideas to solve them. Making good decisions involves understanding and considering other people's thoughts and feelings because most problems involve people. It's important to understand how people think and act when making decisions. It's also important to be able to work with others to lead change, solve problems, and make sense of issues. Solving problems well means thinking carefully and making smart decisions. Leaders who have these abilities can think clearly and logically, solve problems step by step, and make the right choices fast. They think fast and make good choices quickly. They examine all the information, analyze the facts, consider all the options, and decide on the best solution as soon as possible. Good leaders can make decisions even when they don't have all the information or have limited time. They are able to assess when it's okay to take a strategic risk [5], [6].

One of the hardest parts of problem-solving is figuring out what's really causing the problem. Sometimes, what seems like the problem is not really the real cause. Finding out why something goes wrong means you have to look carefully and ask questions. This is explained in the "5 Whys of Root Cause Analysis". Here's a simple example to show why it's important to keep investigating: If the team only changed the cooling fan, the problem would come back again. Asking why again and again shows that there is a bigger problem that has to do with a breakdown in the way things are being done and a lack of training. Leaders who use this easy method need to be cautious not to make it into a situation where people are blamed, and unintentionally create a culture of blaming.

On the other hand, a problem-solving culture creates trust when it involves working together and focusing on what people need. Coming together and looking at problems without bias makes a better atmosphere for people to solve problems together. Good leaders use the strong points of their team members. Understanding what people are good at and using their past achievements as a starting point can help find quicker solutions to problems and get a team ready to handle bigger challenges. A culture that focuses on solving problems also promotes new ideas and careful risk-taking. When people are told to try new things and when they are allowed to make mistakes and learn from them, they become better at solving problems in a creative way. When leaders give their people the power and motivation to work together with good ways of doing things, it becomes easier to make a place where problems can be fixed and good things can happen. The last two skills are about how you organize your things and how you manage your money.

Personal Organization

Being a big picture thinker can make it hard to focus on small details sometimes. Sometimes, it's rare to find someone who is both a great leader and good at organizing things. This means that a leader who is inspiring and has big ideas might need some help with staying organized. If you have a good administrative assistant, make sure they are good at checking details, proofreading, and knowing what you need before you do. Leaders and support staff work really well together when they trust each other and get along. They depend on one another. The best support person might not be a very inspiring or exciting leader, and they might not even like being in charge. But they are really good at helping with the small tasks and making sure the organization does well. And they find a lot of happiness in doing that. Likewise, a strong, inspiring leader will need someone reliable to support them. If you have a great person working for you, you're very lucky. People will be jealous of you. If you're in charge of doing your own

office work, you should learn how to manage your time well, keep your files and emails organized, make schedules, take good notes, and stay organized so you can keep up with all your tasks. Luckily, you can learn these skills from others and by using online resources and training. It may take a while, but once you have good systems in place, you will feel proud knowing that you are becoming more effective and reliable, and that others can depend on you.

Managing money and resources

Government departments always have to deal with budget cuts, which makes it hard for them to keep up with their sustainability efforts. We need to plan and manage our money well. The leader will help the team know what we can spend and what we cannot. As a new leader, it's important to understand financial spreadsheets and how money comes in and out of your organization. You should also know where the funding for your programs comes from. Government leaders need to not only think about money but also consider its deeper and more important aspects when managing finances. You need to be careful with how you spend the public's money and make sure it is used ethically and responsibly to get the best results. Honesty, fairness, and putting others first are important to make sure that money and resources are used wisely and carefully. A good leader's abilities show how they do their work and their personal values and dreams explain why they do it. They collaborate to achieve success for a strong leader. Good leadership requires being able to communicate well in different situations, like giving speeches, writing reports and emails, leading meetings, and talking to people one-on-one. Great leaders understand when to use different communication styles, and they can inspire and easily communicate in ways that are suitable for the situation.

Great leaders don't just give a big picture plan and motivation, but they also help and guide their team to succeed by giving advice, teaching and checking in to make sure they are doing well and feeling supported. Good leaders know how they naturally act in conflict and how to work well with others when they have different opinions. They can ask important questions, understand the main problem, look deeper into things, and can handle and solve conflicts when they happen. This helps them make sure that when there is a disagreement, it is handled and fixed in a helpful way. The leader has skills to build and lead teams. They make sure team members know their roles, get help when they need it, and are guided to a good result.

Good leaders think ahead and make smart decisions to help the organization succeed and keep going. They look at the big picture and plan for the future. They are good at solving problems and making good decisions. They can make decisions about daily tasks or make changes to improve things and be more successful. Leaders who are good at leading are good at having their stuff together in a neat and organized way. They have figured out how to handle all the little tasks of leadership and have created strong support systems with people or technology. At last, they understand how to handle their money and are good at leading and managing finances. They know they are responsible to the public for how they use those resources. They also understand that being sustainable in the future depends on being careful now. They want to be creative and innovative, while making smart decisions for the long term.

DISCUSSION

A good leader shares information in four important ways: within the team, with others, in everyday tasks, and outside the group. We have already looked at what makes a good leader tick, including how they act, what they want, and what they can do. It is very important for a leader to have a strong inner core that guides their actions, priorities and values. This helps them to behave in ethical ways, support others, and be consistent with the kind of leadership that is necessary for people in public service at any level of government. The next three sections will talk about the promises that good leaders make to themselves and keep every week. These

promises lead to the same type of leadership in three important areas: information, communication, and sustainability. You may have noticed that some themes and ideas keep appearing repeatedly. This is because being a good leader means following these important principles about how we talk to, support, motivate, lead, and teach our team. These principles also apply to how we interact with others outside our organization, like stakeholders and the public. These ideas and rules fit together like pieces in a puzzle - you only see the whole picture when they are all in place [7], [8].

Eleanor Roosevelt was a person

This is why we need to keep listening to these ideas and principles over and over until we understand them well. You can't just think about it quickly and then ignore it. If we want to become role models and good leaders, we need to think a lot about these principles and figure out how to use them in our daily life. The concept of information commitments goes in four different ways. Good leaders look for feedback on how they are doing and are willing to admit and fix their own weaknesses. This shows the desire to be the best you can be, as talked about in Chapter Two. The second type is about how good leaders are focused on understanding the concerns and goals of their coworkers, their employees, and other people involved in their organization. This is about being a kind, helpful, and knowledgeable leader, as we talked about before. The third area is about the content of the work. Good leaders are dedicated to understanding the business and mission of the organization or unit they are in charge of. They also focus on measuring, evaluating, and using evidence to make decisions. They know how to define success by looking at measurable results. The fourth type of person cares about what is happening in the world and how it might affect their work. They also make sure to keep up with new research and information to help them come up with new ideas and understand potential risks. Receiving feedback and knowing your weaknesses helps you become a better leader. As we have seen, our inner selves affect how we act.

Great leaders strive to be the best and always work on learning and growing as individuals. Good leaders are confident enough to listen to feedback and appreciate honesty from others. This helps them improve and be more successful. In most government organizations, it's hard for lower-ranking employees to feel comfortable giving their boss negative feedback. Tools like 360 performance reviews can help leaders get feedback from many different people. In a good workplace, employees can talk about tough topics in a nice way. Good leaders make it easy for employees to share concerns in a respectful way. Robert Sutton, who wrote *The No Asshole Rule*, says in his next book, *Good Boss, Bad Boss*, that most bosses don't realize how their employees really feel about them. He wants leaders to think about whether their employees would want to work for them again and if they truly understand what it's like to work for them. His research shows that most bosses think they are better liked and appreciated than they actually are. The important question for employees is, "Would you want to work for him or her again [9], [10].

Usually, workers have learned to understand their bosses, and to figure out the many signs, both spoken and unspoken, that help them know how things are going. They hardly ever show or tell others about what they see and know. In *Good Boss, Bad Boss*, Sutton shows that bosses often don't realize how their employees truly feel about them or how they are affecting the workplace. It's no surprise that workers don't want to speak up. Having control over people often has that result. That's why good leaders work hard to help people know themselves better. They promise to stay open to feedback and keep growing as a person.

Sticking to promises made to others

Understand what your colleagues, employees, and other people involved in your work are worried about and what they want to achieve. We have already talked about how it's important for leaders to work together, pay attention, listen well, be good with people, and support their team. We are committed to caring about what our followers need and want. Good leaders care about their team's needs and will do their best to make sure they have what they need to be successful. Leaders who care about their followers' worries can get advice on how they're doing and on any problems that might be affecting how well they're working. A good leader also cares about what their followers want and helps them to reach their goals [11], [12].

Good leaders care about what their followers need, worry about, and want to achieve. Encourage them to achieve their dreams whenever they can. Clearly, it's important for leaders to work towards the goals of the organization, but they also want their team members to do well, succeed, and be happy at work within those goals. In *Good Boss, Bad Boss*, Sutton believes that a good boss helps their employees feel respected and proud of their work by being kind, understanding, and showing leadership with empathy.

Leaders who act like this are more likely to have employees who are highly committed to the company and to their leader. This type of loyalty is developed through many different strategies that have been carefully studied in the field. Leaders who offer guidance, help, and pay attention to what their team members need will make employees more committed to the organization. Leaders who showed servant leadership behaviors had more committed employees compared to leaders who used these behaviors less often. Authentic leadership means being honest and doing what you say you will do. This helps to build trust and loyalty from employees.

When a leader cares about the needs and concerns of employees, it creates a good work environment for everyone. Leaders can make employees feel more involved by getting to know them, giving them training and development, recognizing their work, coaching them when needed, and encouraging them to work together with a focus on the client or customer. This promise of information also applies to groups of people who have an interest in the company, both inside and outside the company. Great leaders also care about the needs and worries of these groups, so they can make sure they know everything that's going on. This is a key part of working together: it's hard to work well with others if you don't know what they need or what problems they have. Although we want people to be open, it can be hard to get the information we need if others don't want to share their thoughts. Sometimes, in government, people don't feel safe being honest about their thoughts and feelings because of the culture. Over time, government workers get used to speaking in a very careful and neutral way so that they don't upset anyone or express their own opinions. In these places, it can be tough for good leaders to figure out what people really think and feel because they have to work extra hard to see past the polite behavior.

The *Approachability Playbook* explains this situation as a difference in power. The more control you have and the bigger the difference in power between you and the other person, the more likely it is that others will be careful with what they say when they talk to you. If you see your employees talking like this and you feel like they're not telling you everything about the situation, you can try using some conversation starters from.

Of course, if you want your team to be open, it's important to make sure they feel safe and supported so they don't regret being vulnerable. The book *The Approachability Playbook* says that being open means being available, friendly, and creating a comfortable space for people to share their feelings. It's important to show understanding by being caring, listening well, and

showing empathy. Continue to help by listening to what they say, and make sure to do what you promise, so your actions match your words and intentions. Leaders who do this are better at bridging the gap caused by power, they can lessen fear, and make stronger connections. It's important to be there for people and listen to them when they need you. Try to have an open-door policy and put away phones and computers so you can focus on the person talking to you. Look up and smile, be friendly and show that you are interested in others. Leaders who show these actions are silently telling others that they care about them. This shows that they are willing to listen to the thoughts and worries of the people around them.

It's important to know your organization's business and mission really well if you want your followers to respect you. Why do we need to include this. In government, staff come and go a lot with promotions, leaves of absence, retirements, and other changes in personnel. This can make young leaders feel like they have to earn respect from their followers while they are still learning and growing in their role. Therefore, it is very important for leaders to understand the work and goals of their department and organization as soon as possible. Being a leader who can inspire others is hard if you don't know the mission and vision. Great leaders are devoted and committed to the goals of the organization, and understand them very well. They are experts in their field and can lead with confidence because they know they are following the organization's mission.

Good leaders also make sure to measure and evaluate things. This helps them figure out what success is and see how well the department is doing. Many times, companies believe they are doing well, but they don't have the proof to show that they are actually getting the results they think they are. More and more, people in the field want to use evidence and data to make decisions. This means we need tools to measure how well programs are working, and ways to check if the work is being done efficiently. This is very important for the government because it depends on money from taxpayers. Governments must show they are making good progress in a clear way so that people can trust them. This must be proven with evidence to make sure that success is real and not just to make people feel better. Making decisions based on evidence helps an organization avoid wasting time, money, and resources on programs that won't work. This helps leaders use the organization's resources wisely.

Promise to share outside information

Government leaders need to keep up with what is happening around the world, in our country, and within our communities. Global events and new trends can change how governments act. Sometimes, a country's government can learn from other countries' successful programs. Copying successful programs from one place to another increases the chance of success. In the same way, if leaders in one place look at what is working and what isn't in other places, they can avoid making the same mistakes in their own area. We talked about how important it is to be innovative. It's even better if the work you do is well-documented and evaluated, so that others can learn from your success too. Also, when we try new things, we might not always get the results we expect. We should think about these unexpected results too. Great leaders are dedicated to using good research and knowing about important events and trends that can affect their work. Commitments are not just things we want to do; they are things we have promised to do. They go beyond wanting something and commit to it more deeply within themselves. This shows in how they behave and act at work, showing that they are keeping their promises in what they do every day. Great leaders have personal commitments to gathering information: they are committed to always improving and are open to getting feedback and information on how they can be better at what they do. This helps them to be more effective in the long run. Great leaders make sure to understand what their team members, coworkers, and other people

involved in the work need and worry about. This helps create a good work environment and encourages working together.

Great leaders are really committed to their responsibilities, which shows in how they act and work every day. In the day-to-day work, it's important for a good leader to know a lot about the business and goals of the organization, and to have ways to check if things are working well. Being committed to making decisions based on evidence means staying informed about what's happening in the world, both locally and internationally, and staying up-to-date with the latest research that could affect the organization's work. This means the leader can decide what success looks like and keep track of how well the organization is doing. They also stay informed about what others are doing that could affect the organization's success. These promises make sure that the leader in government is accountable, responsible, and working for the benefit of the public.

CONCLUSION

In the changing world of leadership, this study shows how important it is for leaders to be committed to sharing accurate information. It is a key part of being a good and ethical leader. Leaders need to be clear and open when they communicate and make decisions in order to navigate modern organizational dynamics. Transparency, as shown in this study, is really important for making teams and organizations trustworthy. Leaders who are open and honest when they talk help create a place where people feel comfortable sharing information and working together towards common goals. This clearness helps organizations come up with new ideas, work together, and adjust to changes. These things are important for organizations to do well today. The research also shows how important it is for leaders to use information to make smart decisions. Good leaders use data and make sure everyone's opinions are heard and valued when making decisions. By doing this, they make a culture that encourages being creative, strong, and able to adapt.

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CHAPTER 6

COMMUNICATION COMMITMENTS: A FRAMEWORK FOR EFFECTIVE LEADERSHIP IN GOVERNMENT

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ABSTRACT:

The pivotal role of communication commitments as a strategic framework for effective leadership within government contexts. Distinguishing between aspirations, skills, and commitments, the research emphasizes the significance of promises made by leaders to consistently uphold specific behaviors. The core commitments analyzed in this study encompass expressing gratitude, fostering transparent communication, developing accessible communication systems, engaging in active listening and consultation, and promoting information-sharing with stakeholders. The commitment to daily practices of expressing gratitude is positioned as foundational, contributing to the cultivation of positive, encouraging work environments. The study underscores the challenges inherent in consistently acknowledging and appreciating team members but highlights the potential for leaders to foster loyalty and support through genuine expressions of gratitude. Transparency in communication emerges as a critical commitment, emphasizing leaders' responsibility to communicate truthfully, honestly, and openly. The study establishes a positive correlation between transparent communication and higher levels of trust among followers, particularly during periods of organizational change or stress.

KEYWORDS:

Active listening, Clarity, Consistency, Empathy, Openness, Precision.

INTRODUCTION

Good communication is important for leaders to be successful. Being able to talk and write well in different ways is important for the job. We also figured out the different between what we want to do, what we are good at, and what we promise to do. Once again, we should remember that commitments are the promises we make to ourselves to act in a certain way again and again. We don't want to do it; we promise to do it. Dreams and goals push us to improve and learn new things, making us better leaders. Our commitments show what we care about, what we can do every day, and our values [1], [2].

In this article, we will talk about leaders and how they communicate. We will specifically focus on the important parts of communication where leaders need to be consistent. Our first two communication promises start with how we think and feel about others, and how we act when we talk to people. Commitment one is about saying thank you and giving support. Commitment two is about having honest, open conversations and creating a good workplace environment. Commitment three is about making it easy for people to communicate with each other. Commitment four is about practicing active listening and being open to other people's perspectives in both big groups and one-on-one conversations. Our final promise is to be open and honest with the government and others by sharing information in a good way.

Being able to talk to others is very important for leaders to do their job well. Being able to communicate in different ways is important for this job. This shows the important ways leaders promise themselves to keep doing something consistently in their communication. This makes

it a natural part of working with that leader every day. Like always, our promises to communicate are based on our beliefs and principles. We will keep these promises in line with our moral values and ethics [3], [4].

A good leader needs to be good at talking and listening

Communication Commitment Communication Commitment means expressing your thoughts and ideas clearly and making a promise to follow through on them. Showing thanks and being thankful are important for valuing our team members. It shows that we care about them and want to support them. It might be surprising that this is at the top of the wheel, but here's why: it's not easy to show appreciation, value, affirm, thank, and encourage co-workers and employees every day. Additionally, it is closely connected with the characteristics of servant leadership, which is well-suited for people working in public service. The honest answer is that we are human, so we naturally think about ourselves first - our own happiness, what we want, our goals, and how successful we can be. It is normal to want to do things that are good for yourself. It is difficult to prioritize the team's happiness and consider how others are feeling. This is where it's helpful to think about what really drives us. Do we only care about being successful, even if it hurts others? And how do other people see us. Do they think we're like those people who act nice but are actually not trustworthy?

Having a thankful and appreciative attitude is more than just being polite to people when it's expected. We are trying to understand something very important, something that is connected to the center of who you are. It's about not letting your ego or selfishness get in the way and instead thinking about what others need and how you can help and support them. It's about helping others even if you don't get anything in return. But the most interesting thing is that leaders who support their teams like this often get loyalty and support back from their team. The team knows their leader is their main cheerleader and won't let them down.

It means making sure that people are recognized for their work, not just by them, but also in front of other people. It means saying thank you when people have to do more than their usual work. It means spending time to understand your people, their wishes, and goals, and supporting their development. It means telling someone in many different ways, "I'm happy you're on my team. I see the good things you do here and I really appreciate it. It makes a positive difference. Recognizing and thanking people is like putting time and effort into them. It's important to notice and praise their work. When a worker feels appreciated by their bosses, they feel more valued at work and this can make them want to do better at their job.

Life has a lot of hard moments and bad things that happen. Sometimes we don't know how hard work and personal life can be for people, and it can make them feel really negative. When we encourage and thank others, it helps them feel better, like giving water and nutrients to a wilting plant. It perks them up and helps them do well again. We already talked about how being positive and hopeful is important for keeping everyone happy at work, and this is related to that idea. When leaders see the good things their colleagues do and say thank you, it makes a positive and encouraging workplace. And it also helps to make this behavior a normal part of our culture and a good example for others to follow [5], [6].

If we practice noticing good things, we can become more positive thinkers. Another good thing that happens when you are grateful is. This is about how our minds make things seem bigger and more important when we think about them a lot. If we only think about bad things, then that's all we'll see. If we focus on the good things and learn to be positive, we will be better at thinking in a positive way. In the past, we talked about how being positive and optimistic can be good for your body and mind. Now, let's talk about another way to practice being positive.

Thankful people feel more satisfied with their lives, are more hopeful, have more energy, and have better relationships with others. This is good for our organizations.

DISCUSSION

You need to practice this every day to make it a regular part of your work life, so we think you should commit to doing it every day. If it's hard for you, just start by noticing and saying thank you for one thing someone else did each day. Keep doing this every day, and practice noticing the good things that other people do, even the little things. Then start noticing and appreciating good things more often throughout the day. Pay attention to them. Recognize them Express Doing it will make you a better person and make your team happier.

We have mentioned before how it's important for a leader to be honest and trustworthy so that their followers feel inspired and believe in them. Nothing makes people not trust you more than feeling like you lied to them, tricked them, or used them. Great leaders always tell the truth and are open and honest. They also try to share as much information as they can, while also respecting the need for confidentiality in their work. As we mentioned before, knowing things is important. Moreover, knowing and keeping information gives a person control. That's why many leaders keep their information secret, even when they don't have to be so careful. Good leaders are smart about how they use and share information. They make sure to keep things private when needed, but also understand that it can be helpful to share information with the group. Great leaders are careful and smart about how they handle things, and they think that being open and honest is important. This is really important in government, because people expect their public money to be spent responsibly and the government to be held accountable [7], [8].

The good news is that when leaders communicate openly and positively, their followers trust them more and think they are better at their jobs. This is true not only when things are going well, but especially when a company is going through changes, making staff smaller, or dealing with other difficult situations. Being positive and honest when talking to others helps them feel more comfortable and trust you, especially during times when the government is making cutbacks. Being transparent in this situation means that leaders are open and clear in how they behave towards others. They share information, listen to others, and show their personal values and feelings. This helps followers understand if the leaders are competent and moral in their actions. Being transparent means being honest and making sure your actions match your words. When a leader is transparent, their followers can see what the leader cares about and believes in, and that the leader knows and respects them too. Leaders can do specific things every day to show that they are transparent and open. The University of Florida's Human Resource Services gives these tips to encourage openness and honesty in the workplace.

Let others know you are concerned about them. People do well when they make and keep close relationships with others. Building relationships makes people feel safe, understood, valued, and dependable. When workers feel like their boss pays attention to them, listens to them, agrees with them, and helps them, they're more likely to stay loyal and supportive of their boss. Be open and honest about your feelings. Most workers like a boss who is real and sincere. Being vulnerable shows honesty, and makes people trust you more. The leader needs to be mature and make good decisions about what to share with employees and how they will understand and pass on the information. One important thing is to ask for feedback on the leader's work to see how others view them. This shows employees that feedback is important for getting better and for making a strong team. Be very honest. Be clearer about how decisions are made. This helps make it feel like there are no secret plans happening. If you're missing some pieces or need more information, just let us know.

Have difficult conversations. Don't ignore problems with how well you are doing. As we talked about before, the leader's job includes giving both positive and helpful feedback to help people improve and grow. Workers should have a workplace where there is no bullying, rude behavior, gossiping about others, blaming others, or negative actions that hurt the team's ability to reach their goals. A transparent leader makes sure that employees know that difficult conversations will happen when necessary. Be aware of how people are feeling in the office. Pay attention, watch, and show that you care about how the employees feel at work. Tell your co-workers that you are aware of these things, and be aware of your own feelings. Your emotions can influence the team, so it's important to be positive. Do what you say you will do. This shows how the organization works and helps people trust it. Arrive on time for meetings, reply to emails quickly, and check back on requests you've made to your employees. These small actions help to build trust for important things. Share your promises in a straightforward and understandable way to prevent confusion. Leaders who can control themselves, stay calm, and be patient can reduce stress and doubt in the workplace. Workers are always looking at their bosses, so be confident; smile a lot and be caring. This makes the workplace less chaotic and ensures that a strong, caring, and confident leader is in control. Give bad news nicely. This shows bravery and proves that you are willing to do what's best for the organization and the team. Bad news spreads quickly, so deal with it quickly with your workers. Share what you can without telling secrets and don't try to blame others. When workers are worried or look unhappy, hear them out so they know you are supporting them and not leaving them to deal with it alone. Tell them what they need to do to fix the problem and keep them updated on what you are doing to fix it [9], [10].

The University of Florida's Human Resource Services says that when employees feel like they work in a place where there are no secrets, they are more connected and care more about the results. This means no hiding information about how much money is coming in and out, how much we work, what to wear to work, how we decide who gets a promotion, our goals and plans, what we expect from each other, and how valuable each person is to the team. Transparency takes time to build through doing the same thing over and over. It can't be done just once. You need to keep doing the same thing. It's not always easy and leaders might make mistakes, but the rewards are worth it. Great leaders understand the importance of being open and honest, and how it can help make everything they do better. Government leaders need to support technology and data systems that make it easy for people to talk to and get information from government offices, as part of being open and transparent. Many people find it hard to use government websites and online applications, especially those who struggle with using online systems for different reasons. People who struggle or need support the most should get help from the government. So, it's important that everyone can easily communicate with the government. In today's world of machines doing work, it can be really annoying for people to have trouble talking to a real person. This can happen if there are complicated phone menus, busy signals, or long waits on hold. The government needs to make sure people can easily use their communication systems. We can't be okay with bad customer service just because it's always been that way. Government rules can make things complicated, so good leaders need to promise to fix it. They should make plans to make things go faster and be easier for people to understand. This way, taxpayers and the public can get the information they need quickly and easily.

Sharing information between government departments can help them work together better and not be so isolated. This can improve how they collaborate. Information-sharing platforms make it easier for workers to get and pass along information. When using information-sharing technology, we need to think about the rules and steps to follow, as well as the technical, legal, and organizational issues. But it's important to also think about how we can make the sharing

of information better. Basically, when teams share information with each other, they tend to work better together. This should make leaders think about how information moves in and through their teams, and how it can affect how well their work gets done [11], [12].

Welcoming Other Perspectives through Consultation and Active Listening

In the past, we found that working together is very important. We also recommended using a communication style that involves listening carefully. We should remember what active listening is and how often we use it each day. Active listening means more than just being quiet when others are talking. It also involves really thinking about what the other person is saying, asking questions to learn more, and using communication skills to make sure you understand them. Active listening means talking to someone while really trying to understand their point of view. This is not about only sharing your own opinion or arguing about the topic. Active listening means being curious and open to understanding how other people see things? It means understanding and caring about how they feel. It helps you to understand more about what is important to you and what you are worried or curious about. Sometimes we don't talk about these things unless someone asks. It also means being quiet and letting the other person take time to think and feel.

Active listening is important for governments to understand the issues and concerns of communities and individuals. It can happen in one-on-one conversations or meetings, but many levels of government are also using it in larger processes to involve the community and ask for their input. Making big decisions in a group is hard without getting people to agree and support it. So, governments are starting to realize that they should ask people who live in a place for their opinions before making decisions that will impact their lives.

Talking and listening to others will make it clear when we don't agree on things. People see things differently based on their experiences and what they know. Good leaders are not scared of this - they are prepared for it. It's not considered a danger, but a normal part of figuring out how to make strong and thriving communities. Great leaders regularly listen to others and involve them in decision-making when it affects their lives. A good leader will listen to different ideas from others because they believe that having various ideas can help to come up with a good solution for problems.

Sharing information with stakeholders and building the right information systems to help with it is important. It's linked to the earlier commitment and involves similar issues and values, but might be done in a different way. Stakeholders are a group of people who care a lot about what the government is doing because it affects their job, the people they help, or their everyday life. Stakeholders are people inside or outside the government who are affected by what the government does, what it wants to achieve, and the things it provides, like services or laws. Commitment #5 and Commitment are alike. Share stakeholder information by making friendly relationships and following formal procedures for giving and getting information. Effective leaders in government help to build strong and positive connections with all the people involved. Deloitte & Touche suggest that organizations should make a plan for how they involve people who care about their work. This will make the process better and reduce the chance of making mistakes that could hurt the organization's reputation.

Although it may seem like just following a set of steps, the process is a series of logical steps to make sure that there are ways to ask for and gather information about what people need and care about, and to find ways to share and use that information in a smart way. All levels of government deal with community worries about keeping people safe and wanting everyone to be successful and healthy. Understanding the views of the people who will be impacted is important in finding good solutions to these problems. That's why talking with the community

is becoming more and more important. Sharing information with people who are involved in a project may also mean getting better access to technology, especially online systems that help make it easier for the government and the public to talk to each other.

Being open and welcoming to different ideas can help governments talk to the public better. These tools help leaders show they are open to different perspectives and welcoming to everyone. This helps to make it easier for government departments to communicate with the public. It also helps stop the government from making policies that people in the community don't understand or agree with. Good leaders make a promise to communicate well and they show it by being open, honest, and caring about others every day. This shows through kind actions like really listening, supporting, thanking, and complimenting others. It also includes asking for ideas and creating ways for information to get to the right people easily. Communication promises also make sure that we can get information from the people we work with. We start each day by saying thank you and showing appreciation to the people around us, including those who work for us. This helps create a good and supportive work environment where workers are more involved and motivated. We promise to communicate openly and honestly with our teams and others. We also promise to have easy ways for people inside and outside our organization to communicate with us. We also make sure to listen carefully, ask for opinions, and consider other viewpoints. Commitment four means having conversations with one person at a time and in group meetings. It also includes getting input from many people, which shows that we care about hearing what others think. Finally, commitment five is focused on sharing information with government stakeholders, who have a special relationship with us.

CONCLUSION

In summary, being committed to communication isn't just a theory but actually shapes effective leadership in government. When leaders show these commitments in their everyday actions, they build trust, work together, and achieve good results. This helps government organizations to be successful and strong in serving the public for a long time. This study is asking leaders to include these promises in how they lead, so that it can change how the government works and how public services are provided. The promise to have easy ways to communicate understands the special problems in government and shows the leader's job to support technology that is easy for people to use. Leaders help everyone talk easier and make sure information is easy to find. This makes it so more people can join in conversations about our community. Commitment four means the leader will listen carefully, ask for advice, and appreciate different opinions. This shows that the leader is dedicated to understanding and valuing what team members and stakeholders have to say. Leaders make it easy for people to talk about difficult things and fix problems quickly. This helps employees feel like their voices are heard and encourages them to work together. The fifth promise is about sharing information with people involved and understanding their special role and interests. Leaders who focus on creating good relationships, setting clear engagement rules, and communicating openly help people to have better discussions and be more involved.

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CHAPTER 7

SUSTAINABILITY COMMITMENTS OF A GOOD LEADER

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ABSTRACT:

The imperative role of sustainability commitments in shaping effective leadership within diverse organizational landscapes. Focusing on the principles of environmental and social responsibility, the research investigates the commitments made by leaders to foster sustainable practices, ensuring the long-term well-being of both their organizations and the global community. Through a synthesis of scholarly research, case studies, and practical insights, this study examines the multifaceted dimensions of sustainability commitments and their impact on organizational culture and success. The study highlights the commitment of leaders to embed sustainability principles within their organizational strategies, acknowledging the interconnectedness of business operations with environmental and social ecosystems. Leaders who prioritize sustainability demonstrate a profound understanding of the ethical, economic, and societal implications of their decisions, fostering a culture that values responsible resource management, environmental stewardship, and social equity. Additionally, the research explores the commitment to fostering a culture of innovation and adaptability within organizations, emphasizing the role of sustainability as a catalyst for creative problem-solving and resilience. Leaders who integrate sustainability into their organizational DNA empower teams to embrace forward-thinking practices, positioning their organizations as pioneers in a rapidly changing global landscape.

KEYWORDS:

Accountability, Biodiversity, Circular Economy, Conservation, Eco-Friendly, Environmental Stewardship.

INTRODUCTION

Government leaders have a special role in leading with good plans and new ideas that are careful and lasting. In the last two sections, we talked about different promises about information and communication. In this, we want to think ahead and take care of our organizations and the people who work with us for a long time. Sustainability is a well-known term that many companies, businesses, non-profit organizations, and government departments are thinking about. They want to find ways to be more sustainable. What does sustainability mean for people who work for the government? It includes taking care of the environment and being responsible towards society. However, being sustainable as a company also means creating a good work environment where employees stay for a long time and there are plans for them to move up in the company. It also means having employees who feel valued and are thriving in a culture of support and respect. Sustainability is also about new ideas, getting bigger, and always making things better. In business, this is really important and can determine whether a company stays open or has to close. However, government offices can continue to exist even if they are not very good at their job, don't come up with new ideas, or if the workers aren't happy but stay because they have job security, good pay, or good benefits. So, leaders in government who are good need to do more to make sure that sustainability also includes keeping employees healthy and happy at work. In some ways, it's the government's

responsibility, not businesses', to be at the forefront of being socially, financially, and environmentally responsible. This is because the government has a duty to serve the public and the taxpayers. They do not want to make money by doing something that goes against their beliefs. Governments are there to make rules, keep people safe, and help improve everyone's lives without making things worse. They should not be selfish organizations. So, leaders in different levels of government have a special opportunity to provide smart and forward-thinking leadership that is responsible, long-lasting, and creative. From a business point of view, sustainability means showing that a company cares about both making profits and doing what's best for the community. Even though companies are focusing more on the environment, sustainability and social responsibility look at how decisions affect people's safety, health, and the environment in the long run, not just in the short term. This means putting social responsibility into how we do things and being responsible for the effect our decisions will have on the company. Is the government really so different. The worries are the same, and good leaders need to think about the effects of their decisions on the people working, the environment, and everything else. We should try to balance getting good results with thinking about what's best for everyone. The Cambridge Program for Sustainable Leadership says that a sustainable leader is someone who encourages and helps others to work towards making the world a better place [1], [2].

We think about making organizations last in two ways: by looking at people and how the organization runs. Taking care of people's health and happiness at work is important for the long-term. It means making a daily effort to have happy, dedicated workers who are satisfied with their job. Doing this means promising to treat others well and creating a work environment where everyone feels valued and respected every day. Taking care of people for a long time and planning for the future is important for the organization to keep doing well. This means making sure that people get the training they need at the right time. Taking care of people is an important part of keeping the organization running smoothly. This means building good connections with everyone inside and outside of the company, as well as with your employees. Operational sustainability is about making sure a company or organization can keep running smoothly for a long time. It shows a promise to carefully consider new ideas for making things better. It means always trying to make things better, because we want things to be really good. We make sure to regularly check and compare our work, and we have ways to evaluate how well we're doing. This is all part of our effort to do our best. Operational sustainability also means thinking about how the institution or company is seen by others. A good leader keeps working to make their organization look good to the public. Ultimately, operational sustainability commitments mean planning for the future and being responsible with money and the environment [3], [4].

Human sustainability

Means making sure people can continue to live and thrive in the future. To be successful, we need to focus on taking care of people and making sure our leaders are doing a good job. It's hard for a company to do well if the employees are not happy, leave quickly, or have bad attitudes that make it hard to get work done. This is why we think that good leaders need to make more than just environmental promises to be sustainable. They need to deal with the basic idea and character of the workplace. As we have mentioned before, good leaders show others how to behave and what to do by the way they talk and act. They set a good example for others to follow. However, just copying the actions you want others to do is not sufficient. Good leaders make sure that their employees are happy and working hard.

Employee Job Satisfaction

Being happy with your job is linked to how dedicated you are to the company. They feel a strong connection to the organization. They are willing to work hard for the organization and want to stay with the organization. They are faithful. What does the company need to do to make employees loyal and committed. Some obvious things are giving fair pay, benefits and chances to move up in the company. However, feeling happy with our job goes beyond just being content. It means having strong feelings for and feeling connected to your job. It is influenced by how employees get along with their coworkers and bosses, as well as how they see the company's culture and their own work. It is also connected to how their leaders act. Research shows that employees who feel their bosses are open to their ideas and involve them in decisions are more dedicated to their jobs, happier at work, and do better in their roles. Good leaders are seen by workers as being able to change plans if needed, giving advice to workers, but also letting them come up with their own ideas and be creative. This matches what we mentioned before about working together, listening to your team, sharing information, giving your workers power, and getting advice from others. Every day, we need to be committed to these values and practices to have a strong and lasting work force. Keeping employees healthy and well is important for the long-term success of the company. Taking care of people's health and safety and promoting a healthy lifestyle can help the organization stay strong and keep going. Even though workers spend a lot of time at work, their lives are much more complicated and have many different aspects. Feeling upset, having money problems, or not being healthy can all impact how well people do their job. Sickness makes employers lose money, and it's better for everyone if employees stay healthy. As a result, many workplaces are realizing that supporting the health and fitness of their employees, along with good eating habits and other wellness activities, leads to long-term benefits. A group of employees who are healthy usually work better and are usually happier. Encouraging wellness means encouraging a way of living where we take care of our thoughts, body, and feelings, and where we think about our mental and physical health. Leaders always set a good example for the rest of the team to follow. They can help make sure that people are encouraged to be healthy every day, and this means spending time, money, and resources to make sure that being healthy is a part of the organization's daily routine.

Cultural respect

As we talked about, it's important for a company to have happy, healthy and engaged employees to keep the business running smoothly. Great leaders not only help with this, but also promise to make a place where treating others with respect and keeping their dignity is normal. Sutton's book says good bosses do a great job and treat people with respect and pride. Sutton believes that bosses should be evaluated based on what they and their team achieve, and how their employees feel throughout the process. Great leaders want their employees to feel proud and respected. They create an environment where everyone is treated with respect and encouraged to do their best. Keeping your employees happy is important because if they are not happy, they may not stay with the company. Good leaders make sure that people feel good at work. They make sure that everyone feels important and respected. They also make sure that everyone is heard and feels proud of their work [5], [6].

DISCUSSION

The next promise is about helping and guiding your team or employees. This includes making sure they receive training and have opportunities for growth. Helping people feel strong and confident involves making sure they can keep learning and growing. This not only shows they are doing well and helps them to do even better, but it also helps them keep getting better over

time. Great leaders care about helping new leaders grow by supporting and training them, so they can take on more important roles as they get more experienced. If some employees don't seem right for the job, a good leader is already working on a performance review to help them find a better job. Committing to sustainability means making sure you have the right workers and giving them training and support to keep doing their job well. Our latest promise to sustainable practices includes not only our workers but also other people and groups who are important to our success. Their help is crucial for us to achieve our goals. Great leaders always work to create good connections with the people inside and outside their organization, and they keep these connections strong. As we have said before, working together is really important. Respecting others and their opinions, working together as a team, and being open-minded are important for having good relationships. This may be hard in a government setting because people have different opinions and needs, and it can be a challenge to meet everyone's requests. Good leadership means being proactive and involving all the people who are affected. It also means promoting open conversations and discussions to make sure decisions are made in a fair and moral way [7], [8].

Responsible leadership means taking the lead by talking to and involving everyone who is affected, and encouraging discussions that will help make good decisions based on ethics. Good business leaders need to navigate the moral challenges that come from dealing with different groups of people who have a stake in their company. They also understand the importance of creating long-lasting and positive relationships with everyone involved in their business. Government leaders all have the same difficult task and duty. Developing good relationships with people involved in a project is an important part of building social capital, which means building connections with others for the benefit of everyone. Social capital is the connections and trust between people in a community that allow them to work together. Leaders need to make sure their organizations are fair and inclusive for everyone, including those who have been left out in the past. This also means considering the needs of future generations. In places where politicians are in charge, they have to make decisions quickly because of the election schedule and the limited time they have in office. Good leaders don't just think about what's happening now, they also think about how it will affect everyone in the future.

In short, good leaders care about people's well-being for the long term. They make sure the workplace is respectful and treat employees well. They also support employees' health, learning, and development. They want employees to be happy with their jobs and they help them stay dedicated by giving them training, chances to learn new things, and opportunities to move up in their careers. They think about the future and make plans for when things will change. They have a good plan for when someone new will take over. Looking at the big picture, they make sure that people connected to the organization have good relationships, which helps everyone work together to reach their goals. They are focused on creating a healthy future for people now and in the future. Operational sustainability means making sure our business can continue working in a way that is good for the environment and our community [9], [10].

Good leaders need to think about how to keep things going well for a long time. Here are the things that people generally think of when they hear the word sustainability. This means doing things that are good for people and the environment, and making choices that help everyone. It also needs the organization to promise to do certain things to make sure they reach these big goals. This means we will think about and review ideas for new and improved ways of doing things. This means always trying to make things better, because great leaders want things to be really good. Continuous improvement is helped by regularly checking and evaluating our work,

comparing it to others, and trying to find the best way to do things. It also means being focused on the future and being careful with money.

Continuous Improvement through Monitoring, Assessment, and Evaluation

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Forward-thinking Fiscal Responsibility

Leadership in sustainability means being responsible with money. Leaders take care of things like people, money, stuff, and nature. People often complain about how the government spends money, saying they either spend too much or too little. This means that important programs and projects for the public benefit might not get enough money. When the government needs to spend less money, there is a lot of pressure on them to save. This can lead to each department only caring about its own budget and not working together. It would be better for the government to look at all the departments and figure out how to save money across all of them, instead of just cutting from one department at a time. Moreover, making small smart investments can bring in big profits sometimes.

People often complain about how governments spend money and think that they either spend too much or too little. For instance, in the healthcare field, some drugs are cheap to make and sell, so it might be good for the government to promote their use to lower healthcare costs. However, there are cases where this kind of thinking can cause the opposite result. Warfarin is a type of medicine that has been around for a long time and is cheaper to buy than newer blood thinners. It's no surprise that this would be a favorite choice when the government is covering the cost of a person's medication plan. Warfarin is very poisonous. It was first made to kill rats and it does this by causing big bleeding inside their bodies.

When doctors created a test to see how Warfarin affects the blood, they could start using it to prevent blood clots. However, because it can be harmful, the patient needs to have their blood tested often to make sure they stay healthy while taking the medicine. This means the health care system has to spend more money because the patient needs to be checked by a doctor often and do regular lab tests. But, if the doctor and lab expenses are paid by a different department than the one that pays for the medication plan, we may not see these costs right away. Each department will think they are spending the right amount of money. A better way to look at it, and a fairer one, would be to see how much it costs for both departments to use a new, safer drug that doesn't have bad side effects or need as much follow-up. Buying the different medicine may cost more at first, but it will be better for the patient's health and save money in the long run.

Another important example of budget stability is about spending on buildings and roads. Governments often want to put off big projects that will help taxpayers for a long time because they have to focus on getting re-elected every four years. Looking at things in the short term can make things less safe and cause more environmental issues. Putting off the work could make it cost more when we finally start the project. This is also true for keeping people safe in public places. Not focusing on stopping crime and helping people in neighborhoods can make it cost more for police, fire departments, and hospitals. Sustainable leadership means thinking about how our actions will affect the future, not just what needs to be done now. Good leaders are brave enough to think about the future. Sustainable leadership is hard to understand. It

requires people and resources to get the job done. "It is based on what is important and what we want to achieve." The Spencer Foundation looked at how eight different schools in Canada and America changed over 30 years to see which ones were more successful than others. A researcher looked at their study and found seven ways to be a sustainable leader, which are listed on the next page. The first one is about education, but the others are important for other government leaders too.

Sustainable leadership helps to create and keep ongoing and long-lasting learning. Effective leadership that lasts a long time is achieved by planning for future leaders and managing the transition to new leadership. Sustainable leadership helps other people become leaders by sharing leadership roles and preparing people to take over as leaders in the future. Sustainable leadership cares about fairness and knows that what you do can impact the world around you. "Sustainable leadership helps people and things grow instead of using them up." It is good at saving money without being stingy; it looks after resources while also helping people to look after themselves. Sustainable leadership helps the environment grow and become stronger. Supporters of sustainable practices create a workspace that can encourage constant improvement in many areas. They help people adjust and thrive in their changing world by sharing and learning from each other's different ways of doing things. Sustainable leaders work actively to protect the environment. This could mean working closely with people involved, forming important partnerships, and making connections to make the changes needed to protect our environment in the future. In conclusion, good leadership includes commitments to sustain and take care of people and operations.

They make sure that people have a good environment to work in, where they feel valued and respected. This helps workers to be happy with their jobs and to keep improving. Future leaders are prepared and taught to make sure the company continues to grow and to plan for the future. Training and learning new skills helps us to get better at our jobs. Evaluation and assessment help us understand where we need to improve. Being creative and coming up with new ideas can also help us get better at what we do. Sustainability commitments focus on how people outside the organization see it and its relationships with them. Building social capital means creating strong connections with people who respect and support each other. It also involves making sure that the organization's image and reputation are well taken care of. Taking care of the environment and being responsible with money are part of keeping promises to be sustainable. It's also important to think about how our actions affect society and to make sure they are fair for everyone. This is important for the government to do well in the eyes of the people, the community, and society as a whole. This means taking care of resources, finishing projects on time, using evidence to make decisions, and being responsible for the environment.

CONCLUSION

In the always changing world of leadership, this look into sustainability commitments shows how important they are for creating good and responsible leaders. Blending environmental and social responsibility into leadership principles shows that the organization is changing to focus on overall success in a new way. This research shows how sustainability commitments affect how organizations work, their ability to bounce back from challenges, and how society is doing in the long run. Leaders who promise to make sustainability part of their company's plans understand how business and the environment are connected. When making decisions, it's important to think about managing resources, taking care of the environment, and being fair to everyone. This shows that we are dedicated to being responsible leaders, especially when dealing with important worldwide issues. Promoting new ideas and being able to change easily are important for making big changes in companies. When you make sustainability your main focus, it helps you find new ways to solve problems and helps you bounce back from

challenges. Leaders who make sustainability a priority for their organization help their teams adapt to a fast-changing world, and set their organization as a progressive trailblazer.

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CHAPTER 8

LEADERSHIP EDUCATION AND TRAINING: BEST PRACTICES AND INNOVATIONS

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ABSTRACT:

The multifaceted domain of educating and developing leaders, examining the diverse strategies employed and their consequential impacts on leadership efficacy. Through an extensive synthesis of academic research, case studies, and practical insights, the research explores the various dimensions of leadership education and development, addressing both individual and organizational perspectives. The study scrutinizes the foundational aspects of leadership education, emphasizing the importance of formal educational programs, leadership courses, and experiential learning opportunities in shaping the knowledge and skills of aspiring leaders. It investigates the role of academic institutions, training modules, and mentorship programs in cultivating a leadership mindset that transcends traditional paradigms. Additionally, the research explores the dynamic field of leadership development within organizations, delving into strategies such as mentorship, coaching, and on-the-job experiences. It investigates how these initiatives contribute to the enhancement of leadership competencies, fostering a culture of continuous learning and adaptability within organizational settings.

KEYWORDS:

Coaching, Continuous Learning, Curriculum Design, Development Programs, Leadership Competencies, Personal Growth.

INTRODUCTION

Discover a way to take care of your inner self, your inner values that will show you the right way. For a lot of people, this isn't just a thinking task; it's like a journey for their soul. Just like we said at the start of this book, not everyone can be a really good leader. We can all try to be good leaders and do what it takes to become one. We all make mistakes and have to learn and grow as part of getting better. However, we can still promise to try to be a leader who shows what we have learned here. Our world really needs good leaders. Furthermore, the government's operations depend on the honest and moral values of leaders, who guide their teams and departments with behaviors, goals, abilities, and dedication that show a strong foundation of good character. This is an important part of being a leader who thinks ahead, gets things done, cares about people, and communicates well. They also lead with new ideas, bravery, and a focus on long-term success.

For some people, becoming a good leader on the inside might be really difficult. We want you to learn how to be a good and responsible person at work. Discover a way to take care of your inner self, your sense of right and wrong that will lead you in the right direction. For a lot of people, this is not just a mental activity; it's like a journey for the soul. Good leaders who truly make a difference in their workplaces often have a special quality that sets them apart. Learn about it, do some investigating and exploring to find out what it really is about. We want you to keep working on your inner strength, because life will always bring challenges. Maybe it's time to think more about yourself. You might have realized that there are some parts of your

leadership that need more focus. We want you to try out the tools that will help you reach your goal [1], [2].

When considering this, remember that people usually won't directly criticize you. This is even truer when they really care about and admire you. They will have thoughts about it and share with others, but not with you. That's why it's important to think carefully and take action to improve yourself. In the end, it's important to remember that we can't be who we need to be if we stay the same. Using a 360 tool helps you understand how you and others are seen as leaders. Management consulting has different ways of using these tools. Usually, they are simple surveys made and given to get private opinions from workers and other important people about their co-workers, bosses, and managers in a company. The questionnaire will have a list of important qualities for being a leader or worker. When looking at each thing that describes a person, the person judging will mark a box or give a score to show how much they think the person being evaluated shows that characteristic. All the answers from everyone who filled out the survey are shown to the person being evaluated. This presentation usually goes along with a talk about how the person evaluated themselves using the same method. So, the person being evaluated will be able to see if their own view of themselves matches with how others see them. It helps to see what you are good at and also shows what you can get better [3], [4].

A 360 tool can really help employees and others give feedback in a nice way, both good and not so good. But it needs to be done correctly. These tools are only good when a lot of people use them, so that no one person can be singled out. And the people using them must have enough experience and knowledge to make a fair judgements. "They should not be used to say mean things or betray someone to benefit themselves. Also, we need to make sure that workers do not team up and help each other in a way that is not fair. A 360 tool only shows one part of the picture at a specific time, and it should be used along with other methods for help, growth, and assessment.

It also needs to be fast and simple to finish and easy to manage. Additionally, it is important that the person in charge is really good at giving and talking about feedback in a helpful way. If not, it can be scary and make you feel bad about yourself. It is also important to not only use these tools when things are not going well or when an employee is not doing a good job. Often, bosses forget to notice when things are going well, and they may not do performance reviews when they have no worries. It's not right to use them to get someone fired or to ignore giving them regular support and feedback. It's smart to not use them for promotions or deciding pay [5], [6].

Even though there are warnings, there are many reasons to use 360 tools if you want to improve your strengths and focus on areas that need improvement. To learn about basic leadership skills, please take a look at the 360 tool in the Appendix. It is based on the leadership qualities we talked about in this book. You might find it useful compared to other 360 tools out there. Also, remember to think about "what comes next" after giving a 360 feedback or any other type of feedback. Coaching and mentoring become really important in that situation. It is also a place where you can learn and get trained. A 360 tool can help leaders learn about themselves and improve their skills. It can work with other strategies to support learning and growth. As mentioned, they need to be given in the right way and shown to the person being evaluated in a way that helps them improve and grow, instead of making them feel bad about themselves.

DISCUSSION

It is important to know that researchers often learn more about bad leadership when they try to figure out what makes a good leader. As we mentioned at the beginning of this book, there are

a lot of bad leaders. Most people can remember times when they had bad or harmful leaders. As we finish this book, we should remember some of the mistakes to avoid.

A study from 2009 at the University of Leicester found that leaders who are not good at leading are not trusted, they do not act with honesty, they do not listen to other people's opinions, and they ignore problems. Those leaders who are not doing a good job are showing behaviors that are the opposite of what we have been talking about as the basics of good leadership. Other studies have found that bad leaders are not trusted, they do not act with honesty, they do not ask for input from others, and they ignore problems. Mistakes to avoid: thinking your promotion will make you powerful; assuming things instead of talking about your goals and asking for advice; not setting a good example as a leader; getting too comfortable in your job; and, taking away the fun at work.

Teaching, training and making leaders better is very difficult. In the business world, most leadership training programs are not working as well as they should. Training programs that are the same for everyone are not giving the benefits we want for younger leaders. According to leadership expert Mike Myatt, training programs often teach people only specific methods and don't provide a chance for discussion. This makes the learning experience dull and less interactive. Instead, we should focus on mentoring and coaching more and think about changing to a growth-focused approach instead of a standard training program. It's important to know that not all good leaders are good at teaching. Sometimes it's helpful to have extra help from outside experts who are really good at listening, helping, and encouraging open conversation when training leaders. This can help make sure people talk openly and honestly about their questions, problems, and worries. It's also important to know that the workers who were the most happy with their company's leadership training were from companies that spent a lot of money and time on their leadership programs [7], [8].

Choosing people to lead

Choosing the right people for leadership positions is really important for any area, and it's even more important in government jobs. In government jobs, where it's common to have job security for a long time, it's really important to hire and promote people wisely. Hiring from within can be a good idea because you already know the person and how well they will fit in with the company. Investing in planning for the future and developing leaders can help make sure your organization has good leaders in the future. This works well with bringing in new people from outside to make sure the organization stays fresh and doesn't get too stuck in its ways. Becoming a good leader takes a long time. Great leaders always keep learning; they are committed to always improving and getting better which pushes them to keep going. As you think about what you have learned in this book, think about how you can start using the ideas and principles from the book. Consider the attitude you have when you come to work. What do you want to achieve. What makes you want to do your best? What are the promises you have made to yourself that have influenced the kind of leader you are today. We hope you will think more seriously about the important parts of being a leader, and reflect on what is most important to you. Without a strong inner core, it will be hard to lead well for a long time. We want you to think carefully about the important aspects of leadership and what values are most important to you. This will help you make good decisions and be a strong leader. It will also help you develop your skills and abilities. Leaders who have these essential qualities can be confident of achieving more success, and they can feel good knowing that they will have a positive influence on those who look up to them.

Leadership considered as critical component of good governance

Leadership is becoming more and more important because our public organizations are not meeting the needs of the nation and its citizens. This gap is getting bigger and needs to be addressed. In our country, we usually have good plans that are guided by thoughtful thinking and expertise. But we are not very good at carrying out these plans and making them happen in real life. We need to put our plans into action and turn them into good results and positive outcomes. In order for this to happen, we need strong government groups that can make sure things are run well. In a very helpful book from the OECD about "How the Government is Run in the 21st Century", governance is explained as the way a country's important beliefs are made into official laws and rules. This could involve things like having different branches of government, making sure everyone has a fair say, being open about decisions, taking responsibility, and being willing to listen and act. However, in order for these values to be put into practice, public officials need to follow them in all their actions. They need to be part of the culture. The OECD publication says that leadership is like the flesh on the bones of the Constitution. It is essential for good management. We need this important thing in order to improve our ability to manage and the performance of our organization [9], [10].

Leadership and how to run things

Leadership means different things. At times, it means having good qualities like bravery, strength, or being likable. Sometimes, it means being in charge and having important duties. The idea of leadership is not new to government organizations. This is one of the first ideas to be talked about in the writing about public administration. But as people try harder to make changes, they are becoming more interested in the topic of leadership. People understand that the most important thing for the success or failure of an organization is the quality of the leaders. It is needed in all levels of our public organizations.

Leading position

Leadership helps make changes happen by talking to people and getting their support. It brings together different departments and government levels to work together. It uses new technology to make things work better and changes how the organization works to provide better service in new ways. It helps people, groups, and organizations get better at handling difficult tasks. It connects government and private groups to reach goals and strategies for development in a way that lasts. In conclusion, being a good leader is really important for running a government well. Good leaders help government organizations go from planning to doing, from possibility to success, and from theory to action.

The modern era

We live in a modern time. The OECD book talks about why governments need to be aware of big changes in the world and how it affects them. Globalization means the process of interaction and integration among people, companies, and governments of different nations. It allows trade, communication, and travel between countries to happen more easily. We should think about the effects of globalizing economic and social policies. This means we need to develop new skills to take advantage of new opportunities and to handle new problems well. Decentralization means spreading out power or control away from a central authority to different places or people. With national policies becoming more decentralized, there is more splitting up of who is responsible for making policies. This creates big problems with coordinating policies, being responsible and working together. With the advancement of technology, governments can quickly and openly deal with new issues. To deal with tough competition, rising public expectations, advancements in technology and changes in the global

economy, government organizations need new ways of leading. We need new leaders at all levels of government, not just at the top. The new leaders need to change and improve organizations, while also making sure that everyone is working together and policies are followed. Leadership means guiding and leading a group of people, while management means being in charge of organizing and making decisions for a team or organization [11], [12].

These two ideas are often mixed up, but they really mean two different things. Over time, management methods have improved a lot to make sure companies run well and perform better. Exercise authority means to have control or power over something or someone. Give orders means to tell people what to do. Provide solutions means to give answers or fixes to problems. Expect compliance means to anticipate or require people to follow rules or instructions. Organizations use plans, rules, and structures to keep things running smoothly and consistently. However, the old tools cannot handle the changes that our public organizations are facing today. The old tools don't help much with dealing with the growing need to respond to changes, adapt continuously, and help people in the organization feel confident and know where to go during times of uncertainty. Leadership deals with these challenges. In a traditional hierarchy, leaders are the few people in higher positions. More and more, experts in leadership say there are three types of leadership in the hierarchy. This is needed for the top levels. This means thinking carefully, being politically smart, having a clear vision, being aware of the world around you, and being good at persuading and understanding other cultures. This is needed more by people at the middle level than others. At this stage, it's important to work well in a team and get along with others. This is needed for lower levels. This highlights abilities needed for work.

Struggling to deal with change

A recent study looked at how countries, governments, and public agencies struggle to adjust to new situations. Such changes might be too big for the current ways of doing things. These changes make people and organizations feel worried. Let's look at some ways people try to avoid stress, but don't work very well. One bad habit is to always try to find someone or something to blame for this stress. In simpler terms, someone is being blamed for something. By putting the blame on someone else, the problem seems easier to handle and it can help reduce stress. For instance, a previous government or an international organization could be said to be the ones really behind the issues. Another problem is when we rely on one person to save us. By relying too much on one person to solve all the system's problems, we avoid dealing with the actual issues and difficulties.

Two parts of making changes - change and involving people

The new leaders need to be careful to avoid these two problems. New leaders need to encourage organizations to change in a way that benefits the public. To make changes happen, they need to focus on two important things: Change and People. Leaders need to improve how people get along with each other. Good leaders motivate and encourage others. By having leaders at all levels of the organization, the organization can maintain and spread new values to bring about successful government reform. Leaders should not try to have too much control, instead they should be able to convince people and work together for a common goal.

Teaching and learning

To be the leaders of learning, leaders must help and encourage others. They need to act in a way that encourages sharing of ideas and information. When leaders ask good questions and listen and answer in a way that makes people want to learn more, they help create a good learning environment. Peter Drucker believes that the biggest mistake in management decisions

is focusing on finding the right answer instead of asking the right questions. Asking good questions makes people think deeply and reflect on the important parts of a situation. Questions can help us understand problems, give directions, get information, analyze things, make connections, gather opinions, and confirm choices. Questions should be made to help people talk about their opinions and think about why they believe what they do. Asking good and inspiring questions can make a big difference in an economy that values knowledge. The best questions help us learn better. Instead of making you feel worried about not knowing, they make you feel excited about learning, which helps you do really well. When we ask questions carefully, they help us learn instead of trying to control others. They find problems that make change hard and motivate people to do something about it. Asking questions provides the information we need, but listening helps us use it well. Listening requires paying attention and showing real interest. It can usually get better by following some easy rules.

Replying or answering

Executives need to be good at both answering questions and listening carefully. Answers could be thoughtful and focused on the person speaking, or they could be more direct and involved. Some ways to respond include being quiet, repeating what was said, and making things more understandable. These types of responses help the speaker feel important and can lead to them talking for a longer time. On the other hand, some leaders respond by making fun of, not believing in, or threatening their followers. This makes them use their power openly and creates distance between them and their followers. Encouragement and suggestions are positive and supportive but also include a perspective. The decision about which approach to use depends on the specific situation and the culture, and it shows what problems are being dealt with. Usually, when the aim is to help people learn, leaders should try to use reflective and facilitative responses more often. Fighting styles can work, but if they are not used carefully, they can make employees feel upset. In short, group leaders should encourage real discussion and debate, while also creating a friendly, team-oriented atmosphere. The first part makes sure that ideas are always growing and changing, while the second part makes sure that the group stays strong and can make decisions together.

Weak leadership

A recent survey by the Corporate Leadership Council found that leaders think being good at managing people is the most important skill for good leadership. This was then followed by using important management skills. Natural personal traits and skills in managing tasks were seen as important, but not as important as other things. Leaders from many different organizations said that their organizations did not have enough good leaders. Many organizations are run well, but they do not have good leadership. As the world changes, it's really important for organizations to develop strong leaders.

CONCLUSION

In summary, this study shows that teaching and training leaders is important for creating successful leaders. The things we learned from this study help us understand the strategies used and their effects. This can help teachers, groups, and decision-makers improve leadership education in a world that is always changing. The research shows that it's important for leaders to keep learning and be able to adapt to changes in order to handle the challenges of today's work environment. The research also looks at how technology is used in teaching leaders today. It looks at how online classes, virtual mentoring, and digital learning platforms help reach different kinds of people and make learning easier. Additionally, the study looks at how teaching people to be good leaders affects society as a whole. It explores how having well-trained leaders helps companies do well, keeps workers motivated, and helps societies progress.

The research also looks at how leadership education is changing in order to deal with new problems, like diversity and inclusion, ethical issues, and the need to think globally.

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CHAPTER 9

KEY ELEMENTS OF LEADERSHIP DEVELOPMENT

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ABSTRACT:

The key elements integral to leadership development, unraveling the foundational building blocks that contribute to the cultivation of effective and resilient leaders. Through a comprehensive synthesis of scholarly research, practical insights, and case studies, the research investigates the multifaceted aspects that form the cornerstone of successful leadership development programs. The study dissects the significance of self-awareness and emotional intelligence as fundamental components of leadership development. It delves into how fostering a deep understanding of one's strengths, weaknesses, and emotional responses lays the groundwork for effective leadership, emphasizing the role of self-reflection and continuous personal growth. Furthermore, the research explores the pivotal role of mentorship and coaching in leadership development, investigating how guidance from experienced leaders can provide invaluable insights, enhance skillsets, and contribute to the holistic development of emerging leaders. The study scrutinizes the characteristics of effective mentorship programs and coaching relationships, highlighting their impact on leadership competencies. The study also assesses the importance of experiential learning and practical application in leadership development. By analyzing the effectiveness of on-the-job experiences, real-world challenges, and simulations, the research unveils how hands-on learning contributes to the acquisition of leadership skills and the ability to navigate complex situations.

KEYWORDS:

Communication Skills, Emotional Intelligence, Feedback, Leadership Competencies, Networking, Personal Growth.

INTRODUCTION

Generally, people find that getting feedback and working on relationships are really helpful for becoming a better leader. Put simply, important people should be able to hear what others think about their work. Without this important feedback, the pace of progress is slowed down a lot. People in important positions should have chances to talk about their opinions and goals for improvement, and to share any difficulties they have with learning, with others. In lots of forward-thinking companies, people in charge set aside time to help others become better leaders. The Corporate Leadership Council found that autonomy is very important for developing leaders. The more power we give to leaders to make decisions, the faster they will develop as leaders [1], [2].

The process of becoming a better leader

When we study how leaders in different countries are trained, we see some similar methods that are often used. The OECD publication on leadership explains how leaders in OECD countries typically do their job. Here are the main steps: The first thing we did to develop future leaders was to figure out what skills and qualities they will need. The skills needed for future leaders might be different from the skills needed for current leaders, in terms of what they have to do, what they can do, and their job. For this step, we need to guess what the future will be

like and think about the problems that leaders might have to deal with. This ID would be based on the skills needed for leaders in the future. One important decision is whether we should pick future leaders from outside or develop them from within our own organizations [3], [4].

Promote helping and teaching others

We need to work hard to train the next generation of leaders. Some countries have made special places for teaching people how to be leaders, and others have created new classes for older people within their current training places. Ensure that leadership training is long-lasting and continues to meet the needs of the organization over time. We need to remember that it takes time to become a good leader. In order to continue making progress for a long time, we need a thorough plan involving the entire government and make sure that important leaders spend time on development programs. In short, we outline the main steps that government organizations use to improve leadership skills in the government.

Studies show that good leaders are not born with their skills; they develop them over time. People who have a strong desire and determination can become effective leaders by constantly studying, working hard, and training. They believe that experience is important, but learning is even more important. All of us face big problems in our lives. We will have some wins, some losses, and maybe some really tough times. By turning these experiences into lessons, we grow as people. This book has many things to help you think about yourself. These can also be used to get opinions from others. When we get honest feedback from others and talk about our goals with our mentors, we improve our leadership skills faster. Most people do the job of an assistant. Hurry up, the boss is waiting. Grow and change as they go through different experiences. Often, the learning happens too slowly. By learning faster, we become better leaders sooner [5], [6].

Information, help, and encouragement

The good news is that anyone can learn to be a leader and get better at it, no matter how old they are. However, the necessary skills for being a leader don't always develop through life experiences. Leaders who want to get better at their jobs can do it if they have the following:

Simple words: People need honest feedback about what they are good at and what they need to work on from people who know them well and whose opinions they value. Advice: They need a clear plan for their development that uses real work situations to help them learn. Help: They need someone to talk to while they learn how to deal with different situations, what to do when they make mistakes, and how to learn from their mistakes and setbacks. Leaders can develop specific skills that will last for a long time if they work hard and practice often.

DISCUSSION

When people are asked to talk about the perfect leader, they often say it's important for them to be smart, strong, focused, and have good ideas. These are the traits typically linked to being a leader. These skills are definitely needed. Research shows that they are not enough for good leadership. Having good analytical and technical skills is important, but research shows that being emotionally intelligent is what sets great performers apart from just okay performers. That's why emotional intelligence is seen as more important than IQ for being a leader. Leadership research shows that not being good at getting along with others and not being able to change are the main things that can make a career go off track. Today we know more about how important it is to understand and use emotions. This can help us become better leaders and communicators [7], [8].

Without emotional intelligence, people can have excellent training, sharp minds, and lots of good ideas, but they still won't be great leaders. Emotional Intelligence (EI) is about understanding yourself and being able to motivate yourself. It's also about understanding others feelings and being good at connecting with people.

Taking care of yourself means

The ability to know and understand your feelings, emotions, and actions, and how they affect other people. Being able to manage or direct strong feelings and emotions that cause problems. This means you need to be able to hold off on making decisions and to think carefully before doing something. You also need to have a strong desire to work for reasons other than just money and status, and you need to be able to work hard and keep going even when things get tough. Leading and supervising people involves: Understanding and connecting with how people feel; knowing how to treat them based on their emotions, and being good at building relationships and finding common interests with others.

The consequences of having a high level of emotional intelligence

Getting more emotional intelligence helps people and groups handle change better, do better at their work, and be more successful. People who have high EI are good at working well with others, are helpful members of teams, and are able to manage their emotions like anger. Co-workers and those who work under them see managers with high emotional intelligence as friendly and easy to be with. In conclusion, being a smart leader is not enough to be effective and stay successful. We know that traditional IQ tests measure how well you can think, do math, and use words. In the same way, there are tests to measure emotional intelligence. Studies show that having a high EQ is what makes the biggest difference in how well a leader performs. It accounts for over 90% of the difference between leaders who are not very effective and those who are very effective. Good leaders make the team work better and provide better service [9], [10].

Leadership models or structures

Many people understand that good leadership is important for doing well over a long time. Leadership skill is seen as an important asset for a company. Leadership is not just for the people at the top of a company. It is important for everyone in the company to have leadership skills. When a company wants to help people become leaders at all levels, it's helpful to create a plan for how to do that. The framework will show the things that are important for being a good leader in this situation. It is then used to help people become better leaders. In this part, we give quick overviews of different leadership methods used in many different situations. We start with models that were made in three different countries by the government. Next, we will examine two well-known companies in the Indian private industry. Finally, we will talk about two big companies, one based in North America and the other in Europe. In the last part, we suggest a plan for how government organizations in India can be organized. In this part, we will talk about leadership models made by famous groups in different areas. Health Care services in the UK, Australia, and the US. The Office of Personnel Management has outlined important traits, attitudes, and actions that leaders in government should aim for. In India, Infosys and Tata are well-known for their modern ways of working. Even though they are private companies, we will give a quick look at how they do things. We will quickly talk about the leadership styles of GE and Siemens, which are both big international companies. We know that both these companies are well-respected for their good management and leadership. Interestingly, the various frameworks have a lot of things in common. After looking at how these organizations do things, we suggest a leadership plan that works for government organizations in India. We talk about this in the last part of this section.

Australian public service

Top leaders in the Australian Public Service are important for making sure the Service does its main jobs well. They give advice to the government and carry out government programs, like providing services to the community to reach the goals set by the government. They need to concentrate on the results that are important for their agency and how these results are connected to the overall goals of the government. This means they need to come up with a plan and goal for their company that everyone can agree on, so that they can encourage and inspire their employees to do their best. The Public Service and Merit Protection commission has worked with APS agencies to create a framework for senior executive leadership. The framework aims to help everyone understand what is important for leaders in APS to be successful. It helps to choose the right people, train leaders, evaluate performance, and plan for the future. Programs and activities are set up to help people improve their skills [11], [12].

The top leaders of the U. S

To make sure we have good leaders who care about serving the public, the Office of Personnel Management has created 27 different skills for leadership. The ECQs are made from a lot of research about what makes executives successful in their jobs. This information comes from both private and public sectors and is the result of input from many experienced executives and human resources professionals. The Office of Executive and Management Development was made to help people figure out what they are good at and what they need to work on through week-long assessment programs. Also, there are workshops and chances to keep learning. The leadership potential seminars are for people who are ready to become leaders. The seminars focus on the skills a new supervisor needs, like how to work well with others and manage projects.

Healthcare for people in the United Kingdom

The framework explains the important qualities, attitudes, and actions that NHS leaders should try to have. It tells what qualities NHS leaders should have. These qualities are ranked at different levels of how well they work, so we can figure out how well someone is doing at a specific time.

Characteristics of a person

Personal traits and beliefs are at the center of the framework. The big and complicated changes in the NHS need leaders to use their personal qualities to handle the challenges of the job. This group has the qualities listed in the box.

Choosing a path

Great leaders create a vision for the future by using what they know about their organization and being aware of the situation around them. This, along with being ready to take action and being able to change their thinking, helps them switch between seeing the overall plan and dealing with the small tasks. This group has specific qualities that are listed.

Providing the Service

Great leaders work with the whole organization and the community to get things done and achieve goals. They use different styles that challenge old ways of working and focus on teamwork and empowerment. This group has the important qualities of helping and working together with others. Infosys leadership framework outlines the qualities, behaviors, and skills expected from leaders in the company. Infosys wants to be a leader in the rapidly changing industry it works in. The company thinks its leaders need to be open to learning and always

working on getting better at their jobs. To be a good leader, people need to keep learning about technology, management, leadership, culture, communication, and other important skills.

Tata's way of leading their company

The Tata group made a plan for all its companies to have the same leadership style, even though they work in different industries like chemicals, engineering, power, software, steel, and tele-services. The framework is based on Tata Leadership Practices, which are a set of behaviors that reflect the Tata leadership values and are designed to address the challenges of the future. They are called 'practices' to focus on specific actions instead of complicated ideas. The idea is that changing our actions is a better way to change our beliefs and ideas, rather than trying to change them directly. So, the TLPs are made to help develop leaders. The Tata Leadership Practices talk about different parts of being a leader. Leaders need to show good leadership in all these areas. TLPs help people figure out what they are good at and what they need to work on. They help choose who gets promoted and develop leaders. GE leadership framework is a way for leaders to guide, develop, and manage their teams in a consistent and effective manner.

GE thinks that having the right leaders is very important for a company's success. Good leaders can help a company move forward, while bad leaders can hold it back. The company has a detailed plan for training and growing leaders. Leadership skills are well-defined, and GE evaluates all leaders through a thorough assessment of these skills. Siemens leadership framework is a plan for how leaders at Siemens should behave and make decisions. The Siemens Leadership Framework explains how managers at Siemens are evaluated and what skills they should have. Siemens has clearly defined the standards for what makes a great leader. These factors are very important in the Staff Discussion, especially for the managers. Good leadership can be understood differently in different cultures. The outcomes are good for everyone - excellent financial results, happy customers, motivated workers, and better processes. The company checks how well leaders are doing in four areas: money, customers, employees, and processes. Another important sign of being a great leader is making sure employees feel motivated. Every year, all Siemens managers get feedback from their employees on ten specific things. The feedback from employees helps managers improve their leadership skills in specific areas and also affects how their performance is evaluated. The company thinks that Siemens managers need to have four important skills in order to be really successful. At the annual Siemens Management Review, they talk about the people who currently have important jobs and the ones who might take over those jobs in the future. The Executive Managing Board and the leaders of the corporate groups/regions are part of the participants who choose and train the company's top leaders. In this part, we suggest a leadership plan that can be used in our government organizations. We used a lot of different ideas from leadership books and talked to important leaders to come up with our plan.

Person in charge

Government organizations. Government groups In our investigation, we studied times when older people showed leadership qualities, what they did, and how it made a change. We also studied the behaviors that were not present in the leaders who were not very successful. Our research showed some very clear patterns. So we are suggesting a EPIC Leadership Framework that focuses on four "areas of critical influence." According to a famous author named Peter Drucker, leadership isn't about having a high rank or job title. Leadership is about getting good results. Leaders are people who take action, are accountable, and have a positive impact. The first important part of the framework is how leaders motivate and inspire unit members to be committed. This helps us learn how to work well together as a team, so we can do a really good job. War is hard because even though the main ideas are simple, there are lots of small things

that can go wrong and make the whole plan fail. It's like trying to solve a puzzle with lots of tiny pieces that need to fit together perfectly. Leaders need to make sure their organization is ready to handle any small problems that come up. They should be able to deal with these issues quickly and effectively. Leaders make sure that important members think about the big plan and figure out a detailed plan with clear responsibilities, deadlines, and budgets. To help with doing things and make sure plans are carried out well. So, the second part of our framework focuses on Planning and Achieving Results. An organization has its own way of making plans, organizing things, solving problems, trying new ideas, watching what we do, and making sure things get done well. This is also called the way a company does things or how they work. Some parts of our daily habits and traditions may still go on even if they are no longer useful. The way we do things needs to change to fit new situations. We will discuss this part in the third section of the model under "Making necessary changes. " We will discuss how to make alliances and partnerships that benefit everyone in the fourth part of the model. Our organizations are strong because we can work well with others to achieve our goals. Leaders need to be good at creating relationships where both sides benefit. They need to get better at handling differences, giving useful feedback, and building relationships where they both have an impact on each other. In conclusion, we suggest a leadership plan that focuses on four important areas. Each category has lots of things in it, and you can find them on the next few pages.

As leaders, we motivate and guide our team members to do their best. In the end, the way we think and act doesn't just come from our intelligence. Feelings and the desire to do something are really important too. The more excited and motivated we are, the more we will change the results of our thoughts and actions. If we can motivate our team, we can think better and learn more. But if we don't motivate people, we miss out on their valuable ideas and perspectives that could help us find the solutions we need. To some extent, the leader is like a doctor who helps people feel better and brings joy to their lives. We have some tools in the article that can help you and your co-workers solve the problems of your team together. We used some interesting sources for our information.

This tool helps you stay connected with your friends, work and activities, even when you are very busy. Studies show that many employees worry about not being able to talk to their boss in person. If you regularly communicate and connect with your employees, you will stay in touch with them and your work, even when you are very busy. When it is done well, DC can make your people feel energized. A DC is a regular meeting between an employee and their supervisor to discuss work issues, problems, and progress. The meeting should only last 10 to 15 minutes. Make sure all your employees come to meetings with you regularly. Make sure to spend 10 to 15 minutes each day meeting with one of your team members. Carefully look at your work schedule and pressures, then make a plan for your day that you can follow. Make a schedule where you meet with a different team member every day. If you have 10 workers, then each worker can meet with you once every 10 days. Follow your plan and be strict about the time - 10 to 15 minutes. Don't try to take charge of the session; what's important will come up naturally. When you make DC a part of your work culture, your staff will remember questions, problems, and issues to talk about during their regular DC. They can also ask for special meetings for more urgent or complicated matters. Having regular meetings with employees helps them to work together as a team. If you spend time helping your people, they will do better work. This tool helps us work better as a team by making sure everyone knows about important news, issues, plans, and when someone needs help.

The 'CELL' meeting can happen at the end of a project or big activity, or after an important event in a project or activity. All the important people involved in the project meet to talk about

what happened, why things went well or not so well, and find ways to do better next time. The meeting looks at how things were supposed to go versus how they actually went, and then figures out what we can learn from it for the future - what we should keep doing and what we should try to do better. So, the main goals are: not making the same mistakes again; finding ways to do better; and creating a collection of rules and good ways of doing things.

By focusing on learning, we don't criticize or judge what happened or if we succeeded or failed. Learning needs a place where people are honest and supportive, talk to each other, and remember what they have learned. Bring together all the important people who are part of the project or activity. Save all the information for later use. Get someone to help lead the talk. Ask people these questions: What were our goals. What really happened. What went well and what didn't. Why did we do certain things. How did people react. How did our actions affect the results. What can we learn from this. Everyone in the meeting should feel trust and the focus should be on solving problems in a practical and helpful way. We should focus on the process, but also be kind to each other. Summarize what we learned and make sure to share it with the right people. Do your meetings share important information and solve problems, or do they just waste time. The "Meeting Audit" can help you figure that out. Many people believe that meetings waste a lot of time, even though it may not be true. People say that meetings are often late, the reason for the meeting is not known beforehand, and people don't understand why they were invited. Maybe meetings are used too much but not used effectively in management. However, it is not hard to plan and have a successful meeting. The "meeting audit" is a useful tool that can make your meetings better. Answers to these questions will show you if your meeting was useful and if people could share their thoughts freely.

TV show

This tool helps you have good discussions in your meeting by getting everyone involved and listening to their views and ideas. The usual panel discussion is not very interesting. Three main issues: the screen is usually in the front of the room, it is often raised up, and it typically faces an audience sitting in rows, making it hard for them to interact with each other. Usually, older people talk the most. People take their turn based on their position in the hierarchy. This really holds back new thoughts and viewpoints. We can control and guide the discussion by using a "Talk Show" style, and we want everyone to feel comfortable sharing their thoughts and opinions. Many people get a chance to share their thoughts and worries, and this leads to better communication. There will be more talking and sharing ideas.

A 'fat' unit has a lot of extra stuff that slows things down, like delays in fixing problems, activities that don't add much value, or issues that don't get resolved because people aren't working together. 'Workout' solves this problem by getting the right people together to solve problems from both inside and outside the group. It is a great way to solve problems because sometimes the right people are not available to help or the person who has the problem is afraid to ask for help. Exercise helps by including the people who need to come up with and carry out solutions. It gets the right people to solve problems fast. The people who are most affected by the problem know best what solutions will work and which ones won't. People are more likely to follow through with decisions when they are involved in finding solutions to problems. This makes the decisions more successful.

Pick a main goal for your workout and make sure to explain it clearly. People should be picked based on what they know and what they can do, rather than their position or where they live. Make sure everyone gets a message before about the problem and what they need to do in the group. Exercise at work often so that it becomes a normal part of the everyday routine, not just a special occasion. Get someone to help with the process. While exercising, the group should

talk about the problems they face and find similar patterns. Then ask them for their ideas on how to solve the problem. Adjust the suggestions so they are better for the people who will make the decisions. It's important to know that the workout team and the implementation team are not the same. Exercising does not affect the jobs of current work groups. Decide how long to work out based on how hard the problem is. It usually lasts for half to one day. Organize a meeting where people who work out can share their ideas with the people who make decisions. The people in charge should try to make a decision right away. Appreciative inquiry is a way to approach problems by focusing on the positive aspects and strengths of a situation.

This tool recommends focusing on a positive approach to health, instead of a negative focus on sickness. Changing the way you ask questions will affect what you find out. Diagnosis usually focuses on identifying illnesses. In one way of thinking, we focus on what's not working and needs fixing. In another way, we focus on what is working well and how we can make it even better. Appreciative Inquiry follows the second way of thinking and asks how we can build on the things that already work well in an organization. When we focus on problems, it makes us feel tired and slows us down. Getting a diagnosis can be tiring and takes a lot of time. It can leave you with no energy to do anything else.

This is an easy way to figure out the main reason for a problem. This picture helps a group find the main reason for a problem, even if it's hard to see because of other problems. We begin by asking, "What is causing the problem. By asking multiple times, team members dig deeper to find the main cause of the problem. This method helps you understand the problem better. It is helpful when team members are struggling to figure out why something is happening. It is a method used by a team to find the main reason for a problem. By asking why five times, you can help the group understand the problem better and see how it affects different parts of the organization. This shows how the different parts may have caused the problem.

CONCLUSION

In the complicated process of learning to be a leader, this study looks at the important parts and shows the basic building blocks that are important for creating strong and successful leaders. Creating leaders who can handle today's complex work environment requires a mix of self-awareness, understanding emotions, guidance from mentors, learning from real-life situations, and a dedication to always improving. Knowing and understanding yourself is a key part of being a good leader. It's the strong base that effective leadership is built on. The research shows how important it is for leaders to know their strengths, weaknesses, and feelings well. Being able to think about yourself and keep learning is not just a skill, it's a way of thinking that leaders need in order to deal with new problems. Teaching and helping, seen as important parts, have a big impact on becoming a better leader. The study shows how helpful it is for less experienced leaders to get advice from more experienced ones. It can help them improve their skills, give them important information, and influence how they become leaders. Good mentorship and coaching programs help share knowledge and build leadership skills.

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CHAPTER 10

LEADERSHIP FOR STRENGTHENING ORGANIZATION: A COMPREHENSIVE GUIDE

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ABSTRACT:

The critical role of leadership in fortifying organizational strength, examining the key principles and practices that leaders employ to enhance resilience, foster innovation, and promote sustained success. Through a comprehensive synthesis of scholarly research, practical insights, and real-world case studies, the research investigates the multifaceted dimensions of leadership that contribute to organizational strength. The study scrutinizes the strategic importance of visionary leadership in setting the direction and goals for an organization. It explores how leaders articulate a compelling vision, inspire teams, and align organizational efforts toward shared objectives, serving as the driving force behind the strengthening of the organizational fabric. Furthermore, the research examines the significance of effective communication as a linchpin for organizational strength. It analyzes how leaders cultivate transparent and open communication channels, both internally and externally, fostering a culture of trust, collaboration, and adaptability within the organization. The study also delves into the critical role of strategic decision-making and adaptability in organizational strengthening. It investigates how leaders navigate complex challenges, make informed decisions, and foster an environment that embraces change and innovation, positioning the organization to thrive in dynamic environments.

KEYWORDS:

Change Management, Collaboration, Decision-Making, Employee Engagement, Innovation, Organizational Culture.

INTRODUCTION

This tool helps you and your team to figure out the specific steps needed to make the solution happen. It helps you make a plan that explains how the actions will be done. This is an easy way to think about other solutions. It can help to figure out the steps needed to make the solution happen and make a plan. It can also help find other ways to solve a problem. This process can help team members find the right way to solve a problem. This activity helps people to understand their thoughts about the problem and how to fix it. Find the right group of workers. Explain why we are doing the exercise and tell how to do it step by step. The things that were written down can help with planning how to put the plan into action. Begin by giving a general overview of the solution that we are going to think about. Draw the answers on a basic picture. How do the people you work with feel about the new idea or change you want to bring in. Do they think it's good? Do they want any changes? This tool can help you find out. Focus groups are meetings where people talk about specific topics in a planned way. These are meant to gather opinions from a group of people you work with, like employees, partners, or clients. You gather everyone with a facilitator to hear what they think about any new ideas you have. Groups usually have 6 to 12 people and last for 90 minutes to 2.5 hours. People are chosen because they have similar backgrounds or experiences related to the topic being studied. Focus groups provide information about how a specific group of people, usually customers, feel or think about a certain topic. Focus groups are not meant to agree on things or make decisions about what to do next. However, they can be used to try out new ideas and new ways

of doing things that would affect employees, suppliers, or partners. Choose 6 to 12 people from your employees, partners or clients and ask them to join in. You can either ask someone in your organization to help you, or you can hire a professional from outside the company [1], [2].

Pick a good place and try to keep the Focus Group meeting short, less than three hours. Offer drinks and snacks. Before the real test, practice the questions with a few co-workers. Use different tools to gather information. Use the feedback from your focus group to make small adjustments to your plans, or if the reaction is really bad, think about a completely new idea. They might say it's not worth it to make the change. Benchmarking means comparing the quality, performance, or processes of your company with other companies in the same industry.

This tool helps us learn from what other successful organizations are doing. Benchmarking is when you compare an organization's services and practices with those of a top performer in the same area. Benchmarking is not just comparing our organization's practices and processes to another. It's about using that comparison to make our own process better. Benchmarking uses information to make decisions and improve the way a company does things to be the best in their industry. Benchmarking is a way of looking for the best ways to do things and then using those good ideas to make things better. Presenting your idea in a short speech that only lasts for two minutes.

How can we clearly and quickly explain the important changes in a way that gets people excited? This tool will help you do just that. Imagine you randomly meet the person in charge of the company. He saw you at an event and asked about the idea you're working on during a break. You need to go back to the meeting room in a few minutes. You need to make a good impression quickly so that the people in charge will support your idea for change. How can you quickly show the main idea of the change we want? The manager will pretend it's happening and make a strong, short, and convincing two-minute speech. Why do we need to learn to explain something in two minutes? It's not just for talking to the CEO in a short amount of time. The exercise is helpful because it helps managers figure out how to talk about a big change in a short amount of time. It's important to be clear and get people excited about the change. The two-minute pitch is about organizing your ideas and getting others interested in the change [3], [4].

Dip' Test

We have important things to do, but do we actually spend time and focus on them. This tool helps you close the gap between what you say you want to do and what you actually do. The DiP Test checks how much time you spend on things. It tells us two important things: Leaders need to spend time on their projects to be successful, and a manager's actions should match their words. At some time, we have probably thought about how things could be better if we used our time better. This tool helps us figure out how much time we spend on each activity. That will help us know how much time we spent on the most important tasks at work. We can look at how we use our time and make sure that we focus more on important things instead of less important ones. People choose 4 to 5 important goals for work or personal life and look at their schedules for the last month or two to see how much time they spent on these activities. The differences are noticed and team members talk about how to make sure they use their resources better in the future. The test is done regularly as things keep changing.

Avoiding power outages in switching systems

This tool helps you get people to support and commit to making changes. It helps everyone involved in the process work together. A change agent might not succeed if there are problems with how the people in charge are using their power and making decisions. A power failure

happens when important leaders don't support the change, and others make things harder by not doing anything. This makes everything much more difficult. When there isn't much help, the change slows down and eventually goes away [5], [6]

Write down all the people or groups who are really important for making the change successful on the up and down line of the chart. At the top, write down how much you support something: "Really Against", "Kind of against", "Not Sure", "Kind of Supportive" and "Really Supportive". Put an "O" in the box that shows the lowest amount of commitment needed for each member or group on the left. Now look at each person and group as they are right now. You can make the person do something by asking someone they trust to talk to them. You can make him promise by giving him facts, convincing him personally and other ways. A statement of intentions is not the same as an action plan. Big plans might not happen unless we test them to see if they will work. This tool helps you make your action plans better and free from mistakes. We need to begin by saying what we want to do and setting big goals, but then we have to make a plan with smaller steps and deadlines, and make sure everyone knows who is responsible for what. Once we know what needs to be better, we make plans to start working on it and achieve our goals. An action plan is like a map that helps us reach our goals and objectives. It tells you "What" will happen and "How" it will happen. It tells you how long it takes to finish each step. It tells us 'when' it will be done. Each step has a clear responsibility. It explains who will do it. It gives a plan for checking how things are going and fixing any problems along the way. After making a plan, you need to do things to make it more likely to succeed. This tool helps you reach that goal. Use this worksheet to make your action plans stronger. By asking these questions, we can see if the plans are good and likely to work. This format is helpful for making your action plans better and reducing mistakes. The tough questions will help your team make a better plan before showing it to the department leaders for approval. The boss should use these questions to help the team think about what else they need to do to make the action plan stronger.

DISCUSSION

This part gives useful tools for a team to work together and solve the problems mentioned earlier. Team members can use tools to share their knowledge and make their organization stronger. This part has useful tools for leaders to make their organizations stronger. But first, let's think about why we need to make our organizations stronger. Simply put, we need to do this to meet the needs of the people outside our organization. Other people are also asking for more in the same way. If a company wants to meet or do better than those expectations, it has to improve its own abilities. This needs attention on the problems within the organization. For instance, the way we work should be changed to make it more dependable. Performance should be regularly checked so that we can fix any small problems quickly. The team needs to work together so that even if some people are not there, they can still do a good job. Basically, the organization's ability has to meet the organization's expectations [7], [8].

Put simply, the rate at which we improve our skills and abilities needs to be at least as fast as the rate at which others expect us to improve. If not, the company wouldn't meet the standards for how well it should perform. The organization's expectations are influenced by the world around it. A company can't make the customers, government, and other people lower their expectations. The organization must look at itself and figure out how to make itself stronger to meet the expectations. This part gives a plan for solving problems and talking about them in a organized way. This has been made for smaller groups within a bigger organization. To get the most out of this workbook, remember to follow the rules and avoid making mistakes. In conclusion, when we use the tools/exercises in this section, we should remember that if we have to jump over a well, we need to do a full jump to get any rewards. A great diagnosis or a

good plan is only helpful if we actually do it. We need to be committed to doing things carefully and taking responsibility by being willing to take the lead and be accountable for our actions [9], [10].

Group leaders and those in charge should watch out for these issues and try to fix them or make them better. Group members are giving unclear and not very specific ideas to solve a problem. The group is getting distracted by unimportant things and forgetting what they are trying to achieve. Some people are talking a lot and not letting others share their thoughts, so they are taking over the group. Facilitators should make sure that everyone has a turn to talk. Some people in a group try to make everyone agree with their idea. Some people talk for a long time without saying anything important. The person in charge needs to make sure that people give helpful and straightforward ideas. He needs to step in and stop when people are avoiding the main point. A group wants to work on too many ideas and is not focusing their energy and effort on the most important priorities. Sticking to one idea for too long stops the group from moving forward. This makes it hard for the group to work on different ideas and only allows them to work on a few ideas. Team members are fighting for no reason. The facilitator needs to help without making the fight worse. Team members often choose the first idea without considering other options; members tend to stop thinking after the first idea is suggested. The facilitator should ask people to come up with as many ideas as they can and not just stop at the first idea. Taking charge in making sure everyone knows and agrees on what the goals are, what's important, and what their jobs are. People who have clear goals achieve more and feel happier in life. People who only react to things and stay busy don't achieve anything meaningful.

Create specific and agreed-upon targets for our team: To do this, we need to decide what new tasks our office should do, how it can run more efficiently, and how our staff can collaborate better. The first activity in this part helps the team understand their goals in different tasks. During the process, the team will also come to understand what the unit is mainly responsible for and what other tasks it should also take care of. People having the same understanding help to work together in a coordinated and unified way. Choose what's most important: Figure out our main goals so we can use our time and resources well to achieve them. The second activity in this part will help team members understand where they need to work harder. The team will all understand which goals are most important and why.

Make it clear what each person's job is and how they help the team: Each team member should have specific, measurable, achievable, relevant, and time-bound goals. Setting SMART goals helps the team to stay focused, work together, and achieve good results. Every team member can use the third exercise to better understand how they will help the team reach its goals. Having clear expectations helps people do their job better. Exercising can also help decide who will take over when a team member is not there. By deciding on specific goals, your team can concentrate on what needs to be done each day, week, month, and year. The goals give the unit a clear direction and help improve performance. This tool will help your team understand their goals in different work areas better. During this process, your team will also understand together the main and extra things they are responsible for. This tool helps team members communicate and have a discussion about how they can make their unit more effective. Team members should have a discussion every six months to talk about what the customers and other people involved need, and any changes happening in the company. Set targets and make plans for different jobs. Not every goal is equally important. A team needs to understand which goals are most important to the organization, and why. It should also be clear which things are the most important and challenging, so they can get special attention. With this tool, team members will figure out where they need to focus their time and work. So, important places will receive

the focus they should. Once we know what our team needs to do, each person should also understand how they will help to get it done. When people know what is expected of them, they can do their job better. It's also important to know who will take over if a team member is missing. The tool uses specific criteria to make the role definitions better. The team needs to talk openly about their goals and what they expect from each other. This will help everyone understand what they need to do to reach these goals and who is responsible for specific tasks. In simple words, 'work process' means how we get our work done. Most tasks get messy and inefficient as they grow and change. Procedures are made to make sure work is done in an organized and effective way. But as time goes on, they become so hard to understand that they make it difficult to get work done. In this part, we show you two easy tools for checking and making your work methods or processes better. Getting rid of waste and making work simpler: This tool uses the everyday experiences and practical ideas of your team to quickly look at and understand wasteful work practices. It can make things easier and faster. Making things better: Your team can use this tool to study a important task, look closely at where things go wrong and where things get slowed down, and come up with ideas to make the work process better. Getting input from citizens: This tool can help find and change processes that need to be reviewed [11], [12].

Waste elimination and simplification of work practices

Most people in the department can point out things in their daily routine that they don't understand. These ways of working take a lot of time and effort, but they don't seem to make things better or as good as the effort put in. People who do the actual work know the most about what needs to be changed. With this tool, your team can find and stop doing things that waste time and resources. This method uses the everyday knowledge and judgment of people who actually do the work to find and fix inefficient work habits. This tool makes things easier and faster.

Have each group member fill out the Wasteful Work Practices worksheet on their own. When filling out the worksheet, each person will choose one or two things they can change or get rid of to help the organization work well. After everyone in the group finishes the paper, each person will talk about what they noticed. Other people can ask questions to understand better. The leader or coordinator will put together the forms and make a list of all the activities that people have listed. The goal is to find things that people are worried about. One important question to think about is whether we would lose anything important if we change the way we do our work. The leader will talk about the group's ideas for making the process easier. A short written summary will be made quickly to get approval at a meeting later. Simplified form for reducing waste and making work easier.

Please tell us about some things that you or your team do that might not be very useful. In simple terms, it takes a lot of time and effort to do these work practices, but they don't actually make things better. What do you think should be changed? Please give detailed suggestions. Once you pick an important task, you can use this method to break it into smaller steps and see where things can be done better or where there are problems. Fail/ Delay points are things that slow down or make it harder to do a good job quickly. It could be things like doing extra steps, wasting time, or anything else that gets in the way of providing good and fast service. Once your team finds a problem, they will try to figure out why it is happening. This will help you figure out why things are late or not dependable. By getting rid of those reasons, you would make your work process better.

Job tasks sheet

Identify the main tasks that your group does. Next, pick a few things that you want to make better. List each step or activity in order for the chosen processes in the first column. List everything carefully and include all the details. Review each action and ask if it helps the company or the customer. The team needs to ask important questions like: Is the step not needed. Does it make things slower? Are there mistakes. Does it cause bad service? Write down the problems in the second column. Next, come up with ideas for making things better or solving the problems we found. Put the solutions you picked in the third column. The person in charge will talk about what the group agreed on to make the process better. A written summary would be made quickly so it can be approved at a meeting later.

Getting opinions from citizens.

Government agencies are there to help people. It's important for any department to ask people what they think about its services. Departments can find out which processes make people unhappy by asking them for their opinions. Departments can change and improve these processes and work methods to make them more focused on helping people. This tool can be used to find out what problems people are having with the government services. This way of doing things can also be used to find public procedures that need to be looked at and changed. It can help the person trying to make a change to figure out what is making the people they want to help unhappy.

The change agent needs to talk to the right people. Explain what you will do in the exercise and the steps you need to take to do it. Each person should be given a copy of the format. Each person will fill out the form by saying what they believe are the issues with the department's services. The person making the change should ask everyone to quickly talk about what they noticed. Others can ask questions to clear up any confusion. During the talk with the people involved, the person making the change should try to figure out what worries everyone shares. The person in charge of making changes will talk about what the group agrees are the most common problems. Afterwards, he will gather information about different issues and figure out which methods are causing problems. He will check and change these methods and come up with the right solutions or actions that are needed.

CONCLUSION

In the complex workings of organizations, this study on leadership looks at how to make organizations stronger. It reveals important ideas and ways of doing things. Combining strong leadership, good communication, smart decision-making, and a positive work environment is important for leaders who want to make their organizations successful in the long run. Strong leadership with big ideas is like a compass that shows the way for an organization. The study shows that leaders who have a clear vision and inspire their teams can make a big difference in reaching goals together. A leader with big ideas can bring a team together and make them strong when times get tough. Good communication is really important for a company to be strong and successful. The study shows how important it is for leaders to encourage honest and clear communication, build trust, work together, and be able to change when needed. Leaders who make communication a priority build strong organizations that can deal with complex situations clearly and together.

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CHAPTER 11

ANALYZING THE FOUNDATIONS OF PUBLIC LEADERSHIP UNLOCKING

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ABSTRACT:

The complex realm of public leadership, exploring the strategies, challenges, and transformative potential inherent in guiding and governing diverse communities. Through an interdisciplinary approach, the research synthesizes academic insights, practical experiences, and case studies to unravel the multifaceted dimensions of public leadership. The study begins by dissecting the distinctive nature of public leadership, emphasizing the unique responsibilities and accountability that leaders bear when serving the interests of diverse and often interconnected communities. It delves into the challenges posed by the public sphere, such as navigating political landscapes, fostering transparency, and managing public expectations. Furthermore, the research examines the strategies employed by effective public leaders to build trust, engage stakeholders, and drive positive change. It investigates the role of communication, collaboration, and inclusive decision-making in establishing resilient and responsive leadership in the public domain. The study also confronts the challenges inherent in public leadership, including the complexities of balancing competing interests, managing crises, and sustaining public trust. It evaluates the impact of ethical considerations, accountability mechanisms, and the role of technology in shaping the landscape of contemporary public leadership.

KEYWORDS:

Decision-Making, Democratic Governance, Empowerment, Ethical Leadership, Public Service.

INTRODUCTION

We might not be able to predict everything that will happen, so things probably won't go exactly as we thought they would. We might not be getting the results we planned for in terms of time, money, or impact. So, it's important to keep a close eye on things and hear about what's going well and what's not going as planned. Our system needs to use data to start fixing a problem. If the monitoring system doesn't do the right thing when there's a problem, then it's not working like it should. So, checking how things are going helps us see if we're doing what we planned, notice if there are any issues, and make changes if needed. This tool helps team members check if the monitoring system in their department is working well. For instance, does the monitoring system pay attention to important things? Are we not keeping track of some important parts and keeping an eye on unimportant things instead. Can the system help us fix problems? Do we make sure to respond quickly when using the monitoring system? The tool allows team members to talk about these important questions and improve their monitoring and control system. Monitor in simple words means to observe or keep track of something. It can also mean a screen used to display images and information from a computer or other electronic device. The accuracy of the results and judgments mostly depends on how well monitoring and evaluation is done. How do you keep track [1], [2].

Effective monitoring means paying attention to what happens and checking up afterward to make sure everything is on track. It searches for 'what is going right' and 'what is not going well' in terms of reaching planned goals. It writes down what happened, gives advice, and then carries out decisions and actions. Project design means planning how a project will work and what it will look like. Good supervision relies heavily on good planning. If a project is not planned well or based on wrong ideas, even good monitoring won't make it successful. It's really important to carefully plan out the steps and activities that will lead to specific results. Change agents should not use monitoring to fix problems that keep happening and need a long-term solution [3], [4].

Check to see how things are improving

Effective monitoring needs leaders to visit regularly and focus on results. They need to follow-up to check and confirm progress. Regularly checking project reports is an important part of good monitoring. Keeping an eye on things also benefits from involving everyone in the process to make sure they are committed and involved, and to give feedback on how things are going. This is really important for keeping track of progress. We need to know what stakeholders are doing in order to see how things are going. Different ways for people to get involved are outcome groups, stakeholder meetings, steering committees, and focus group interviews. Good monitoring means finding ways to measure progress and performance using clear criteria and indicators. To see how things are going, people who want to make changes need to work on making their system for measuring progress better. They can do this by creating their own ways of measuring and setting starting points.

Encouraging excitement and motivation

An organization's success doesn't just come from having a good plan, systems, or skilled employees. The "will" is very important in the equation. 'Will' means how determined and excited people are about getting things done. Where there's a strong desire to do something, people can find a way to make it happen. This part talks about the very important problem of motivation. Motivation comes from different things like when work goals are set together, when the team has challenges and the company's goals are clearly communicated, when good work is acknowledged, and when the leaders create a supportive environment. This paper helps team members talk about how motivated they feel at work, what makes them feel that way, and what can be done to make it better. Rewrite this text in simple words: Please rewrite this text in simpler words First, the team needs to finish Part A of the 'Building Enthusiasm' worksheet. The second point is to be rewritten in simpler words. He lied when he said he was sick, but I caught him going to the movies. A simpler version would be: "He lied about being sick, but I saw him at the movies. Every team member will talk about what they have noticed. After that, we will talk about the things that are the same and the things that are different [5], [6].

Please simplify this text: Then the team will look at Part B of the worksheet and discuss it. They will see if the team can use some of the ideas in Part B to make their unit more motivated. Keeping an open mind is important so that the team does not quickly reject an idea without thinking about it enough. At the same time, the team needs to be aware of the problems they might face when they try to put the plan into action. It should talk about how to solve these problems. Please rewrite this text for me to check. The team needs to give specific jobs to people who will lead the introduction of certain processes and systems. We need to figure out what we need to do to keep the changes going and to stay motivated.

Developing win-win partnerships

We usually don't work alone as part of a government department or organization. We work with other departments, customers, and community groups. However, most relationships and partnerships within organizations and with customers/community groups are not very good. Each organization is focusing on its own needs and goals, which is causing problems for the overall goals and customer focus of the organization. Good leaders work on this problem so that each part of the organization can reach its goals without stopping the whole organization from reaching its main mission. Leaders make their relationship better by working together on a few important things: knowing what the other person wants and needs, talking to each other often, and finding ways to make both sides happy. They carefully pay attention to the various groups and organizations that the unit is connected to, and consider how they can form mutually beneficial relationships to take advantage of the natural benefits of those relationships.

We can work together better in our relationship by: - Understanding what the other person needs and wants - Talking to each other regularly and getting feedback - Creating ways to make sure both of us benefit from the relationship This tool helps us think about the different groups and organizations we work with and how we can build good relationships to benefit from working together.

Creating a helpful teamwork paper

There are many things that we would like to accomplish in life, but it's important to focus on the most important ones first. By setting priorities and staying focused, we can achieve our goals more effectively. Each person in the team will talk about what they saw. Next, we will talk about the organizations or groups that our unit works with the most. During the process, the group will make a list together of which interfaces are most important to us compared to other units. Rewrite this text using simpler words. Then the team members will share their thoughts and ideas in the second part of the worksheet. This will be followed by the group sharing and talking about it.

Translate the above paragraph into simpler language. The leader of the team should help everyone see what ideas they all have in common and where they differ. The team needs to think about how to create systems and processes that will make communication and connections between different parts of the project stronger. The team will give certain people the job of starting new processes and systems to make relationships with specific groups and organizations better. It should also look at what we need to do to keep the changes going. Please tell us which organizations or groups we need to work closely with. Please think about all the different parts of the organization, like customers, NGOs, and the media, when making the list. Show how important it is to work well with each group for the best results. Please use this scale to rate. Fill out the response sheet for any organization or group that your group members think is "Very Important" on the next page. Answer these questions for each group involved.

Final thoughts

This book is made to help you think about important parts of being a leader in government organizations. We tried to share what people think, their ideas, tools, and how they do things about the topic. The government is changing to make sure its services match what people need now. This process of change brings three big challenges for our companies. First, they need to be good at saving money and using materials wisely. Second, they need to listen and act on what customers, citizens, and the community think and need. Third, they need to keep on learning all the time. To solve these problems, good leadership is really important. With the strong forces of globalization, decentralization, and advancements in communication and

technology, we are living in a time of constant change. In a changing world, is there anything in a company that should always stay the same? We think that the basic values that guide how leaders act should never be thrown away. Most people would agree that we live in a society where knowledge is very important. Information is always getting updated and different. New information is taking the place of what we already know. Information is becoming more and more important for people to have a good position and to have money and influence. The tools and methods in this book are what you need to know to be a good leader. They are the leaders of a company. Simple words: Compassion, tolerance, respect, service, trust, and integrity show what's important to someone.

DISCUSSION

Every group or society needs rules to live and be successful. Every type of government needs someone to be in charge and make decisions. They need to keep things organized, give guidance, and motivate people. They also need to be able to solve problems and make changes when necessary. Rules, procedures, and routines in institutions are not enough to deal with conflicts, changes, surprises, opportunities, and challenges that groups and communities face. Deciding when and how to create, protect, improve or change government institutions and making sure those decisions are acted upon are important parts of being a leader in the public sector. In many government systems, there are important jobs in politics, government agencies, and professional fields that give people the power to lead. But these jobs also have limits on how leaders can act, because of rules and ethics. We understand that we need strong leaders, but we also know that giving too much power and attention to just a few people can be dangerous. These people in public office are not the only ones who can provide leadership. Other people and groups outside of formal leadership can also come up with ideas for solving government problems, gather support for those ideas, and challenge or work with the public office leaders. Leading in public is a job for some people, but for others, it's something they feel called to do, or an opportunity that has come their way. You need to exercise, but it can also be risky. It can make us feel better and inspire us, but it can also make us feel bad [7], [8].

The big challenge is how to use and control leadership within democratic governance. There are many different places where people lead in liberal countries, which makes the systems for running the government complicated and difficult to understand. How do the different leaders in government, organizations, and communities work together or cause problems for each other. How can we make the tension between them useful? One thing is clear: we don't learn much from focusing only on the traits, skills, and actions of a few people in top government positions who are always in the news. Being in charge and getting attention doesn't always mean you're a good leader. In societies that are open, many people, both in and out of government, can do leadership work for the public.

A main concern for people in charge of democracy and governing is: How much room should we give to different leaders and ways of leading, and how should they work together. In good governing systems, there are many leaders and roles that exist at the same time - leadership opportunities are usually shared out. In places where people work together and make decisions as a group, leaders have reasons to work together and use what is called 'shared', 'collaborative', 'team' or 'tandem' leadership. However, there can also be good reasons to compete against each other, with leadership becoming a more back-and-forth, if not outright competitive, process. Imagine the competition between the government and the opposition, and the roles of their leaders as symbols of the struggle for authority and power. It's ironic because they both help create each other's leadership impact. Or imagine the competitions between CEO's of big companies and the leaders of non-profit organizations who check and publicly criticize the actions of those companies [9], [10].

Sharing leadership may seem disorganized to people who like clear structures and leaders who give orders and control everything. But it's obvious that systems of governing work well when there are a lot of different people and groups involved, all working together and competing with each other. Yes, these systems have costs when doing transactions. Getting enough people and organizations to support a certain set of ideas or policies can take a lot of time and be complicated. However, according to Lindblom and others, having various institutions in place ultimately leads to better and stronger public policies, and prevents the constant threat of power becoming too proud. On the other hand, leadership systems based on one powerful person and charm are not only unstable and not morally acceptable but also do not have the ability to effectively solve social problems. They are only ruled fairly when the main leader and their group are intelligent, sensible and truthful. However, they easily become tyrannical, stupid, and corrupt when the leaders become too attached to their own power, or are replaced by less capable and morally good people. This happens a lot in politics and business.

First, we need to understand how leaders work before we can create institutions that help them and make sure they do their job well. How can we recognize and understand good leadership in public. And how can we make it better. Since leadership is a complicated and varied field of study, it's important to understand where public leadership fits within it. So, for the rest of this, I will explain the main ideas.

Understanding leadership: art, science, industry

Can people learn how to be leaders? Many people throughout history have described leadership as an art. Leadership cannot be understood through scientific observations only. And it can't be taught in a school or business class. Max Weber said that being a good leader means having both passion and good judgements. This is hard because leaders have to make tough decisions while balancing their strong emotions and sense of responsibility [11], [12].

Leadership, according to important scholars, involves a lot of practical wisdom. This insight can only be gained through direct personal experience and thinking a lot about it. The important qualities of leadership like understanding others, making good decisions, and being creative, are hard to study or explain in a clear way. Learning about leadership comes from experiencing it: being led, living with and advising leaders, and being a leader yourself. We can learn about leadership by observing and learning from other leaders' experiences. So, people still really like reading about CEOs and politicians' lives, and now they also want to meet them in person at events. If we can't get the real thing, we will still pay a lot of money for events and classes led by top leaders who are able to learn from the best. Challenging this strong belief, a new way of studying leadership emerged in the second half of the 20th century. Many teachers study leadership as a subject and write about it in books, articles, and lectures. They treat leadership like any other topic they teach. Many of them become consultants and advisors in the public leadership world, and they are often paid very well for it. Surely if the knowledge they were offering was not helpful in solving some of the problems that leaders face, it wouldn't continue to be used. This type of leadership is now being seen in many efforts to establish leadership as a profession. Leadership language is used in job descriptions, training, and performance evaluations for government workers, even those in lower management positions. Many government organizations are creating leadership frameworks that connect specific leadership skills to different leadership roles.

In order to move up in the company, people have to do certain things like taking classes, following the company's values, filling out job applications a certain way, and taking tests. When they complete all the requirements, they are welcomed into a group similar to a secret society. We encourage everyone to be the same and reward them well for it. Leadership

education is everywhere. Everyone goes to meetings where leaders and experts give talks. The goal is not to give information, but to make sure everyone understands what it means to be professional. The tools for sharing are the newest ideas, examples, and comparisons. The audience is captivated and willing to stay, but some people, like leadership expert Barbara Kellerman, might be wondering how long this will last.

Clearly, when people have extreme assumptions about what leadership means, it can lead to ridiculous results. This can be seen in the exaggeration of unique "charisma" without much evidence, or in the forcing of a one-size-fits-all approach that many public servants around the world have to follow. Both give more importance to one type of knowledge than any other. Both create supporters and believers, who benefit from the arrangement – but the quality and diversity in leadership are questionable. This avoids going to either extreme. This text is meant to teach students and professionals about leadership. It focuses more on the second approach than the first. I understand that academics and others can only explain public leadership to a certain extent because it is subtle, complex, and sometimes confusing. I will try to examine public leaders in some places and times to help you understand better. But after that, you're on your own.

Public leadership as cause and consequence

Let's start from the start. There are two very different ways of looking at leadership. One way to look at it is as a powerful influence in society and to study when, why, and how it operates, and what results it has. It is a force that gives energy to things that are usually still. Similarly, leadership is often seen as a powerful force in politics, giving energy to government institutions and political activities as they deal with big environmental changes. In this perspective, being a leader means sharing new ideas and goals with everyone, and understanding how things are now and how they can change for the better. Leadership brings people together and rallies their energy for a shared goal. Great leaders are often seen as people who make important events happen. They have a lot of influence and can change the course of history with their ideas and ambitions. Leaders are like influential people who inspire others to follow them on journeys they wouldn't have thought of taking. They are seen as visionaries and entrepreneurs who can persuade others to go on new adventures.

Similarly, many descriptions of leadership emphasize that leaders have the final say in making decisions. When everything is considered and the organization or nation needs to make important decisions that no one else is able or willing to make, someone has to take the risk and be responsible. On Harry Truman's desk, there was a sign that said "I am responsible." He made important decisions, like using nuclear bombs, and said he never felt bad about it. Some leaders really like being in charge and want to be involved in every important decision. They feel sure about solving hard problems, dealing with the unknowns, and questioning the motives and assumptions of people trying to persuade them to do certain things. Some leaders don't like making choices, especially when they are risky and can't be avoided. Some people might feel stressed because the issues and policy-making process are too complicated. George said that US president Warren Harding told a friend that he was really stressed about the tax issue and couldn't figure it out. I listen to one group of people and they sound correct, then I listen to the other group and they also sound right. I don't know who to trust to find the truth. Wow, this job is really tough. The idea is that leaders are seen as being in charge and able to change the world, regardless of whether they like their job or make good decisions.

It's important to try to understand why leadership is important. Even though many things in society follow the same traditions and rules, there are still some problems that don't have easy solutions. Recognizing, understanding, and convincing others to change or stop doing things is

an important part of being a leader. If you look at the history of major changes, you will see that leadership is important. It's often not just one person who gets all the credit, but a group of leaders working together. Understanding leadership as a cause means asking important questions about how different leadership styles and ways of communicating affect different groups and situations. When do things work?

Another important factor in understanding public leadership is to examine how it develops, grows and diminishes. Leadership is not the cause of something, but rather the result of other factors. In simpler terms: In academic language, leadership is the main thing to be explained by looking at other things that affect it. For instance, if we believe that the people in charge of important government positions are important leaders, we might want to learn about the type of people who get these jobs. Learning about who becomes a leader can help us understand more about the leaders and the societies they are a part of. Nicolas Sarkozy and Barack Obama becoming president of their countries would not have been possible a few decades ago. The fact that they reached the top shows that things are changing in France and America. For example, immigrants and minorities have more chances to move up in society and have a say in politics. This will affect what future presidents focus on and what motivates them.

CONCLUSION

In the complex world of leading people, this study shows that there are many different strategies, challenges, and potential for change. Combining what we learn in school, our real-life experiences, and examples from real situations helps us understand how different leaders can be successful in different communities. Leadership in serving the public has special responsibilities and duties that are different from other types of leadership. The difficulties in dealing with the public, such as managing politics, being honest and meeting public expectations, show how hard it is for leaders. Effective public leaders use strategies like talking and working together with others, making decisions that include everyone, and being able to adjust to challenges. These strategies are very important in creating strong and adaptable leadership. The research shows how important it is to build trust, involve people who are affected, and be able to change in order to deal with the complicated ways that the public works.

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CHAPTER 12

ANALYSIS OF PUBLIC LEADERSHIP AND PUBLIC MANAGEMENT

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ABSTRACT:

The dynamic relationship between public leadership and public management, elucidating the intricate interplay that defines effective governance in the public sector. Drawing upon a synthesis of scholarly research, practical insights, and case studies, the research explores the multifaceted dimensions of leadership and management within the public domain. The study begins by delineating the distinctive roles of public leadership and management, emphasizing their complementary nature in addressing the complexities of governing diverse societies. It examines how leadership sets the vision and strategic direction, while management focuses on operational efficiency and implementation, creating a symbiotic relationship critical for public sector effectiveness. Furthermore, the research investigates the challenges inherent in public leadership and management, including the need to navigate political landscapes, ensure accountability, and foster innovation. It analyzes the impact of public expectations, ethical considerations, and the role of technology in shaping the landscape of contemporary public governance. The study also explores strategies employed by effective public leaders and managers to navigate complexity and achieve organizational objectives. It highlights the importance of communication, collaboration, and adaptability in fostering responsive and accountable governance within the public sector.

KEYWORDS:

Policy Implementation, Public Administration, Public Policy, Regulatory Compliance, Stakeholder Engagement, Strategic Planning, Transparency.

INTRODUCTION

About thirty years ago, people in high-ranking jobs in the government in English-speaking countries were being seen as public "managers." They were taught about using management methods and strategies from the business world. However, at the same time, high-ranking business people were supposed to be more than just managers. They were expected to be "leaders," and preferably "transformational" leaders. Managers were seen as people who took care of stores that already exist, while leaders were seen as people who started new stores and made them better. Management is about the professional skills of making plans, organizing tasks, hiring people, keeping them motivated, making decisions and making changes in a regular way. Leadership is about the personal skills of having a vision, inspiring others, coming up with new ideas, re-evaluating and looking at things differently in times of uncertainty and change. At first, people thought it was just a way to describe different ways of running organizations. But soon, some ways were seen as better than others. Management is an important job, but it's not seen as very exciting. The leaders of companies are the ones who are truly making a difference between just being good and being great. Managers fix problems and try to keep things the way they are, while leaders create new challenges and use problems to make things better. Middle managers were expected to be good at managing, but if you wanted a high-level job, you had to show that you could be a strong leader too. A decade later, these differences became important in the government, and they still exist today. We often hear

government workers saying that someone is good at managing, but not at leading. This is not a small compliment; it means that this colleague has no chance of being promoted [1], [2].

I can tell the difference between leading and managing, but I don't think leading is more important than managing. Both are important tasks in running organizations, and they depend on each other to work properly. The idea from business expert John Kotter makes sense and could be used in public policy with a few changes. Leadership and management are two different but important ways of getting things done. Each thing has a purpose and specific things it can do. Both are needed to succeed in a more complicated and unpredictable environment. Every plan involves making decisions, building connections with people, and making sure they do what needs to be done.

The main difference between the two is what they focus on, according to Kotter. Management is about handling difficult things, and it tries to make things organized and consistent in areas like how well programs and services are run. Leadership is about dealing with change, whether it's sudden or gradual changes in technology, population, economy, military strategy, regulations, or society that affect public policies and institutions. Not all leaders have to be agents of change. In this, the main goal of leadership is to encourage groups to think about their values and reasons for doing things, especially when the group is facing changes. Leaders need to make decisions about whether to keep, protect and adjust the important parts of the group, or to completely change the way the group works. Learning to lead is all about learning how to manage change, according to Bennis. This is about understanding how people in charge of public things lead, not saying that they are better than everyone else at doing public work. The whole series is called Public Management and Leadership. This part is about public leadership, and it also includes a part about public management. In section 2, we describe the important qualities and types of leadership that politicians, government workers, and community leaders do. We need to figure out if we want to understand the people in charge or the concept of leadership. Many experts study the traits, beliefs, and actions of important people in public life to understand leadership. These are important and experienced politicians, such as leaders of the government, top ministers, senior lawmakers, and important party members. In this group we should also mention important advisors to these top politicians, who usually work behind the scenes but are thought to have a lot of power [3], [4].

Senior public officials are not as easy to see for people from outside, but for those who understand how the government works, they are very obvious. This group includes high-ranking leaders in government who give advice to ministers and create and manage policies and programs. It also includes leaders of organizations that carry out these policies and provide public services. Although their job is to serve the public and manage things, the top people in the government are very important in deciding what the government does and when it does it, because the public's needs and the world around us are always changing. Similarly, but in a different way from government workers, people in high positions in the legal system are also seen as leaders in the community. Their legal independence and important role in explaining the law and settling disputes gives them the power to influence public policies, norms, and discussions. Finally, many people who lead the public don't have an official government job. Non-government organizations are very important and come in many different types. Democracies support a strong civil society and appreciate its role in politics, even if some civic organizations and leaders criticize the government. Prominent people who lead trade unions, churches, social movements, mass media, community organizations, and business corporations are seen as important public leaders. They may not have an official title, but can still have influence through their numbers, ideas, access, moral authority, or popular support to help solve important public issues [5], [6].

Studying public leadership by looking at the lives and personalities of public leaders helps us learn more about it. It's based on the belief that 'the person in charge is important'. This means that politics and government are influenced by the people who are in charge at a particular time. Their views, abilities, and personalities play a big role in shaping public debates and decisions. This type of leadership analysis has been very important in history and has been used in many studies and papers about business leadership.

The way of analyzing leadership that focuses on the leader has become very popular. To an extent, it has taken over the usual way of seeing leadership as the important job of guiding groups to handle change. In his important book about leadership, Burns criticized the idea that we know a lot about our leaders but not enough about leadership. We don't understand what makes a good leader for today, so we can't even decide on what qualities to look for when hiring or not hiring them. In the years since Burns said this, things have been somewhat fixed. Many people think and study public leadership as a process where leaders, the people they lead, and the environment all interact with each other. This new way of looking at leadership created a new plan. Aside from Kotter saying leadership is about dealing with change, he also believes that the people being led are important. With this in mind, the first thing to understand about leadership is that it involves relationships.

In a democracy, leaders can't do whatever they want. To be a leader, you have to meet certain requirements, and leadership roles and resources are spread out. Even in the private meetings with their team, very few prime ministers always get what they want. They know that if they push their cabinet and parliamentary colleagues too much for too long, their leadership can be weakened. Studying public leadership is not just about the qualities of leaders. Understanding leadership means knowing when, how, and why certain groups of people see and accept certain individuals or small groups to lead them. This means to pay attention to things other than the qualities of the leaders themselves. First, we need to understand the thoughts, feelings, and identities of the people who are not in charge, but being led by leaders. Who do leaders try to persuade and why. What do people want from leaders? What do leaders do for the groups they want to lead? Then, we look at the reasons why leaders have power and how much power they have over the people they lead. What kind of agreement do leaders and followers have, and what power do leaders get from it. How do leaders convince groups to listen to them and follow their decisions? What are groups okay with when it comes to leaders? And how do groups choose, give power to, and get rid of leaders. Leadership goes both ways.

In its extreme form, focusing on leadership instead of leaders means looking at it from the perspective of the followers. This means that leaders are mostly influenced by the identities, needs, desires, and fears of the groups that have chosen them. Leadership is better thought of as a process where leaders and their followers work together. It also involves leaders using their skills and resources to influence their followers. Also, James M. Burns described two different kinds of leadership: one that just gets things done and one that inspires change. This way of thinking about leadership shows it's a give-and-take process. We look at how public leadership is connected to relationships and how it involves going through a series of steps. We study how leaders interact with their followers when there is no clear leader and everyone has authority. Leadership happens when people who are not in charge choose someone they trust or respect to lead them. However, each way to lead is temporary and depends on the situation, except for when someone is a very captivating leader. Leaders need to carefully build and take care of their leadership skills. But being a leader means using those skills a lot, not just having a title. Leaders can't make everyone happy all the time. They have to face tough truths, make tough decisions, and choose some values over others. Leaders usually don't keep all their promises, so they often disappoint their followers.

DISCUSSION

It's important who is in charge. Comparing how different leaders in similar situations affect the lives of people can show the importance of their beliefs and leadership style. In the late 1990s, Nelson Mandela led the government in South Africa and Robert Mugabe led the government in Zimbabwe. They led their countries in very different ways. Mandela wanted to bring people together and form big political groups. Mugabe made racial tensions worse and used them for his advantage. Mandela wanted to make democratic rules and ways the normal way of doing things, but Mugabe deliberately weakened them. Mandela decided to leave his position willingly and let someone be elected democratically. Mugabe tried to stay in power for a long time and fought against the democratic opposition. He eventually agreed to share power, but then tried to use it to make himself more powerful. Studying the decisions and actions of people in important government jobs and the people who come after them shows that leaders can have a big impact on how well an organization does. After the Berlin Wall fell and the Cold War ended, security and intelligence agencies worldwide lost a crucial reason for their existence. Everyone was trying to find new jobs and reasons to still be around. The Dutch intelligence service was a good example. In the middle of 1989, right before the Wall fell, a new person was chosen to lead this agency that most people didn't know much about or appreciate. When Arthur Docters van Leeuwen was chosen for the job, he was supposed to update the organization. But soon after, he ended up fighting to keep the organization from being shut down. He started to make big changes, knowing that the organization needed to change fast or else it would fail. He found new dangers, new things that were not certain, and new customers for his organization's intelligence products, both inside and outside the government. The products and how they were made and advertised would need to change a lot. He made big changes to the agency's mission, methods, organization, technology, and how it manages its employees. He finished his job in 1994. When he said he was leaving, people in the organization were nervous about who would take over. When they announced his replacement, a former admiral who said he wanted to go back to the way things used to be, the people who wanted to make changes in the BVD were sad, while the people who didn't want changes were happy. Both groups understood that the new leader would be able and willing to delay or undo van Leeuwen's changes. Questions about what could have happened if leaders did something different at important times in history make us think. What if different people had been in charge at important times in history? How would things have turned out? Like if James Callaghan was the prime minister during the Falklands War instead of Margaret Thatcher. Or if Robert Kennedy had been president instead of Richard Nixon during the Vietnam War. And what if Al Gore had won the 2000 election instead of George Bush, would the US have still gone to war in Afghanistan and Iraq after 9/11. It's important to understand how leaders act and make decisions so you can see what they are good at and what they need to improve on in their jobs. Fred Greenstein, a scholar who studies US presidents, says there are six important skills that leaders need. These skills can help us understand and judge how well a president is doing. They can also be used to see how other democratic leaders are doing too [7], [8].

Greenstein is one of many researchers who study leadership styles and create tools to understand and assess them. Studying how leaders behave is not just something for academics to do. Doing this also gives others who talk to those leaders a chance to deal with them in a good way - to tell them, give them advice, persuade them, outsmart them, and influence them. This is why intelligence agencies like the CIA spend a lot of money on profiling methods to understand the personalities and leadership styles of important politicians worldwide. Leadership scholars are always watching how important people in public positions behave. Studying how leaders act is important for understanding what drives them and predicting the impact they will have. Friends, counselors, people who work for them, people against them,

and other people who care about what they do all pay attention to how they use their time, make choices, treat others, handle difficult situations, resolve disagreements, and do their work in front of others. They have good reasons for doing that. Just like everyone else, leaders have their own habits that they stick to. Throughout their lives, both personally and professionally, they develop unique ways of thinking and acting. This helps others to make smart guesses about how they might feel and what they will do when something new happens. The better you know a leader's personal style, the more accurate your educated guesses will be. Are they smarter, more confident, or morally better than others? In today's democratic societies, not many people believe these things because there is evidence that shows the opposite. Many American presidents had low self-esteem instead of feeling good about themselves. Some, like Calvin Coolidge, were very sad for a long time.

When it comes to being clever, Ronald Reagan is an intriguing example. He didn't really care about learning before doing things, so a lot of people thought he wasn't very smart. During his second term, it became more obvious that he was getting older and had Alzheimer's disease. However, he eventually became one of the most highly rated US presidents of the twentieth century. This is mostly because of his strong mental health and high emotional intelligence, which made up for his possibly lower IQ. On the other hand, smart but emotionally struggling people like Richard Nixon and Bill Clinton always rank lower than Reagan. This is mainly because they couldn't control their bad feelings while they were in charge. James Buchanan, Jimmy Carter, and Gerald Ford were seen as smart and good people, but they are not remembered as great presidents. Roosevelt and Abraham Lincoln are remembered as great leaders. Roosevelt and John F. are both famous people. Kennedy and Nixon were not feeling well, and Nixon took too much medicine to hide it from people because he was on TV. In summary, if we think that actors are more important than contexts, there is still a lot to discuss about what specific things make them good leaders. Leadership researchers have focused a lot on motivation as one of the personal factors. The claim is that people want to be leaders for certain reasons [9], [10].

They sometimes act in a way that is clearly harmful to themselves, like when US president Woodrow Wilson made it harder for himself to create a League of Nations after World War I by treating anyone who had doubts about the US joining with hostility. Some successful leaders like Konrad Adenauer and Tony Blair stay in office for too long, which can hurt their party, government, and reputation. Some big companies, not known for caring about public values, suddenly start giving a lot of money to help people. To answer these questions, leadership scholars have looked at the personalities and motives of leaders, and why they use their skills and resources. There are two ways to understand what motivates people: looking at their feelings and thoughts or looking at their actions. The first one is influenced by the ideas of thinkers like Sigmund Freud and Erik Erikson. It believes that the things that happen to people when they are young shape who they are as adults, both in what they are aware of and what they are not aware of. Zaleznik talks about two kinds of leaders: those who are born as leaders and those who have to learn to be leaders. Moving out of their childhood home and becoming independent as an adult is quite simple for the person who used to live there. Their ability to lead when they are older is a result of how they grew up. The second group of people have a hard time as they get older. They feel like they don't fit in with their family and friends, and they start to think a lot in their own mind to help them deal with it. As they get older, they can become independent, self-reliant, confident, and sure of themselves. They became leaders by creating themselves. The way people act is shown in the work of David Winter and his colleagues. They use a different type of social science research that focuses on measuring specific behaviors of many people. Winter and others. Researched how many US presidents and other political leaders talk. They wrote down what they found in the literature about three

basic reasons why people do things: wanting power, wanting to achieve things, and wanting to connect with others [11], [12].

It is important who is in charge. The place, time, and situation where leadership is needed is also very important. When we study leadership in governance, we should not assume that one person completely controls governments, parties, or non-profit organizations. In a world where leadership is shared, policy decisions and public institutions are often influenced by many different people. Surprisingly, some decisions made by the public and organizations are not made by specific people but are heavily influenced by outside forces. This brings us to another important group of ideas, about how people take action. Do we think that leaders are independent people who can create their own success, and their influence comes from their personality and behavior? If we do, then it makes sense to study their personalities and actions very carefully. Or, do we think of them as weak people floating in a world of powerful forces that determine how they come into power, act, and eventually fail.

When we look at this question, studying leadership is just like studying any other social thing. The idea of agency and structure is very important in the social sciences, as is the idea of the connection between ideas and reality. The question is whether human behavior is shaped by actual physical and social realities, or by interpretations of these realities that are made by society and can be argued about. This has been a topic of discussion among scholars for a long time, and the most reasonable view is probably somewhere in between these two ideas. It doesn't always matter who is in charge. Hardship in the economy and government can limit what leaders can do, but it doesn't completely control their choices. The best thing to do is to think that it can be different for each situation, and not only focus on the person in charge, the ideas, or the materials when talking about leadership. To be a good leader, you also need to be smart. This means understanding the situation and using that knowledge to your advantage. If we want to learn about leadership, we need to understand how and why leaders and their surroundings work together.

Understanding public leadership can mean different things depending on whether you are looking at it from a theoretical perspective or a practical perspective. Greenstein once explained when it's good to focus on the person making the decision when trying to understand public policies. The extent to which these conditions are met differs a lot depending on the issue and situation. In a lot of situations, it doesn't really matter to focus on the personal qualities of a leader because evidence shows that the leader either didn't care enough or didn't have enough influence to make a difference. So overall, leaders have the most influence in making public policy decisions when they are powerful and have a strong personal interest in the issue. This is especially true when the issue is strategically important and cannot be easily handled by regular policy processes. We should not overestimate how much general ideas and rules can fully understand the complex nature of public leadership. We need a more detailed analysis. Is it good to be a leader in public. Should we see a difference between leaders who work together with their followers and follow the rules, and leaders who use manipulation and force to get what they want. If we make this distinction, leaders like Napoleon, Hitler, Stalin, and Mao would not be considered good leaders. Each of these gave permission to use harsh force against many people they thought were not good or risky. However, calling them only powerful people would ignore the fact that, whether we agree or not, each of them was able to express a vision and convince many others to believe in it at least for a while. Furthermore, they were all involved in dealing with and creating big changes in society. Even though we don't like their values and goals, we shouldn't ignore the fact that they were leaders. Bush and Barack Obama have faced criticism for their decisions and policies. Many people are upset with Bush and Tony Blair for lying about why they started the war in Iraq and for allowing torture during the

war. Can't they be leaders just because of that, or should we see these incidents as examples of "bad" leadership instead.

Public leaders in democratic societies have a lot of ethical challenges to deal with. Democracy needs good leaders to work well. However, the idea of being a leader may not align with the belief in equality in a democracy. When democratic leaders are too controlling, they seem less democratic. When they act like good members of their party, they seem less like real leaders. Faced with this problem, most scholars tend to think that leadership is important in real life but don't really think about it in theory. As a result, they don't give a clear way to measure leadership in a democratic system. Leadership is important for running things smoothly. If we get rid of it, things might not work as well. In real life, democracy doesn't get rid of leaders, but it creates more leadership positions and opportunities. It also holds leaders accountable.

However, sometimes leaders who are chosen by the people have to make difficult decisions: they may have to use questionable methods to achieve noble goals. During the process, some people wrongly think that just because they have an important job, they have the right to do whatever they want. For example, US president Richard Nixon thought that if he said something was okay, it couldn't be against the law. He used this idea to explain why he ordered the Watergate break-in and tried to cover it up. Going too far is a big mistake that can have serious consequences for many people, including the leaders who make the mistake. But the story doesn't stop there. Richard Nixon is known for doing some very important things that a lot of people really liked. Not looking at the man and his time in office as a public leader will not help us understand it better. Similarly, leaders who have taken power in non-democratic ways and sometimes use fear, intimidation, and blackmail to govern, may also work toward common and morally right goals. They might pursue the goals using very good ways, which makes most people happy. Aren't they leading. Public leadership is about leading and following, being good and bad, being capable and not capable, winning and losing.

This is exactly why it's so hard to evaluate public leaders - because understanding them is crucial but challenging. We will look at these complicated issues and create a way to evaluate how well leaders are doing in public positions. We will take into account the difficult decisions leaders have to make, rather than ignoring them. If leaders have a strong group of people supporting them, they can go against what most people think, take a risk on making history, and make big changes and improvements. Many leaders who act this way may be seen as unrealistic and may be punished in some way. Some people did well: Martin Luther King in the 1960s, Ronald Reagan in the 1980s, and Hugo Chavez in the 1990s.

So, it's good to ask why some leaders can go against the current way things are done and make things better, even when it's hard. The temptation to think that leaders are special and have special qualities is always there. This is called the 'great man' theory of leadership. But when we look closely at that story, it's usually not very convincing. I don't know any public leader who was able to always achieve all their goals. However, the person likely had the same personal qualities throughout their time as a leader. Famous people like Abraham Lincoln, Mahatma Gandhi, and Winston Churchill had a lot of failures and made mistakes before they became really important in history.

They never worked alone. Every 'great' leader has important people who help and advise them, without whom the leader's success would not have happened. We are deliberately taking a different perspective from others and becoming an important supporter of a leader with big plans for change. Using the knowledge from political science and management studies about how to lead change in systems where many people can say no, and also learning from advisors

like Machiavelli who watched leaders in action, we are now going to give advice on what leaders should do. We give some important tips for leaders who are trying to make big changes.

CONCLUSION

The way public leaders and managers work together helps us understand how government works better. This study looks at leadership and management in government, using research, real-life examples, and practical knowledge to understand the different aspects and difficulties involved. The study shows that public leadership and management work together and depend on each other to handle the challenges of governing diverse societies. Leadership means having a vision and plan, while management focuses on getting things done. Together, they need to work well to make public projects successful. The way people expect the government to work, the rules about what's right and wrong, and how technology is changing things, all require a complete understanding of how things are changing in public leadership.

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