My Leadership Philosophy

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Abstract

This paper presents a well-articulated and educated personal philosophy centred on empathy, collaboration, adaptability, and purpose, drawing on theoretical frameworks, personal experiences, and viewpoints. This worldview acknowledges the importance of these characteristics in dealing with the varied situations and difficulties of the twenty-first century. It understands society's changing dynamics and the need for effective leadership that goes beyond old conceptions of authority and control. Individuals can establish meaningful connections and create inclusive cultures by adopting empathy. Collaboration allows varied viewpoints and collective reasoning to address complicated problems. Individuals with adaptability can negotiate uncertainty and swiftly changing conditions. The purpose is a driving force that connects activities to values and leads to fulfilment. Unlike my prior approach, which was centred on authority and control, this philosophy equips leaders to succeed in the twenty-first century by addressing inclusive leadership, cultivating a culture of openness and growth, and managing the dynamic demands of an interconnected world. Individuals embracing this idea can effectively fit within the twenty-first-century setting, advocating inclusive and sustainable solutions to societal and global concerns.

Keywords*: Adoptability, Collaboration, Empathy, Philosophy, Purpose*

1.0 Introduction

Leadership influences and guides individuals toward accomplishing a common goal (Northouse, 2016). It entails motivating and inspiring others to perform at their best, make the right decisions, and receive guidance and support. Moreover, it is an ever-changing concept that requires constant adaptation to suit the twenty-first-century context (Antonakis et al., 2004). Due to its dynamic nature, it requires a combination of theoretical knowledge, practical experience, and personal perspectives (Daft, 2014). By incorporating learned frameworks, my own experiences, and contemporary insights, I have created a leadership philosophy appropriate for the twenty-first century. My leadership philosophy is grounded in empathy, collaboration, adaptability, and purpose. The leadership training gave me a better understanding leadership's many facets and nature. I found that effective leadership requires collaboration, empowerment, and adaptation. I learned the value of empathy, active listening, and emotional intelligence in developing strong relationships and fostering a positive work environment. The newfound knowledge enabled me to recognize the value of diverse perspectives and the benefits of shared decision-making rather than relying on one person's judgment. Additionally, exploring leadership theories helped me realize the importance of transformational, servant, authentic, and situational leadership. I now appreciate that leadership is not about exerting control but inspiring and motivating others towards a shared vision. As a result, my leadership style has evolved to one that is more inclusive, collaborative, and focused on nurturing the talents and capabilities of other team members. I create an environment where people feel valued, motivated, and willing to contribute their unique skills and ideas, resulting in a more innovative and successful team.

2.0 Literature Review

Northouse (2016) defines leadership as inspiring a group to collaborate towards a common objective. Yukl (2006), on the other hand, defines leadership as encouraging individual and group efforts to achieve shared objectives and persuading others to concur on what must be done. These definitions emphasise that leadership, which only exists when a leader and followers are present, is a social influence process that results in followers' purposeful and goal-directed behaviour in some formal settings (Husselbein, 2010). From the two definitions of leadership, leadership matters at personal and organisational levels (Allison, 2002). To become a great leader, one must evaluate their strengths and weaknesses, learn about great leadership methods and tools, and figure out how to apply them to daily work (Kouzes & Posner, 2006). After learning these methods, leaders should apply them at organisational and individual levels (Husselbein, 2010). Husselbein argued that leaders maximise their strengths and minimise weaknesses by creating a leadership action plan that assesses their traits and limits related to career goals. Leaders require vision, and trailblazers can motivate followers to achieve their goals (Daft, 2016). Daft highlights that leaders are good role models, and followers copy and conceal their goals because they trust the leader. Personal performance analysis assists leaders in making sound decisions. A leader's bad or good decision is used to gauge performance (Wallin, 2010). Daft (2010) found that people learn more from mistakes than successes. These are the phrases that I embody. Both good and bad experiences have made me learn. Using my leadership abilities, I can motivate and organise others. Whether a manager or a leader, I must motivate others to complete tasks on time.

Leadership requires skills and competencies, which may be discovered by identifying your leadership style (Neck & Houghton, 2019). Competencies are self-motivated abilities that improve performance, and organisations can choose their leaders through competency-based

leadership (Northouse, 2019). According to Fairholm (1995), a lack of initiative may result in an unplanned thought that is vague and indistinct to oneself and others. Strong leaders apply authoritative reasoning and their ideologies to arrive at a careful conclusion based on thought and judgments when making decisions (Daft, 2016). Leadership makes me think of successful people who have aided others. I am a manager and a leader, but I must keep learning to be the greatest. Mistakes are rectified to improve leadership abilities (Bolden, 2004). Successful modern leaders also follow this. They all made mistakes initially but persevered and learned from them (Day & Antonakis, 2012). Leaders should be accountable, self-aware, humble, diverse, and sensitive, practice servant leadership, and communicate well (Neck et al., 2019). These values assist leaders in succeeding in their roles.

A leadership philosophy describes how leaders approach leadership by examining their perspectives, qualities, properties, and desires (Witzel, 2012). Witzel added that leadership philosophy can take many different forms. Their philosophies reflect what they value and the ideals that they uphold. According to DeRue and Ashford (2010), everyone considers what defines effective leadership, and there are no fundamental concepts or ideals linked with effective leadership. According to Gardner et al. (2005), effective leadership philosophies emphasise the openness of direct decisions and a focus on routine operations and responsibilities. My thinking as a leader must demonstrate some critical components, which I must demonstrate if I want to be a leader. From the literature review, understanding my leadership style is critical. The course helped me examine my leadership abilities, appreciate my distinctiveness, and identify areas for improvement. Following the assessment, I read about my dominant style and considered whether the traits helped me lead. The flaws assisted me in identifying opportunities for improvement. The insights helped me shape my leadership philosophy.

Before taking the course and acquiring various insights and theoretical frameworks, my approach to leadership was based on the belief in authority and control (Witzel, 2019). I believed that effective leadership requires a hierarchical structure, with the leader making decisions without consulting the rest of the team or adherents, as Northouse (2019) argued. I viewed success as the capacity to exert power and influence over others (Western, 2014). As I delved into various leadership theories and analysed the evolving dynamics of the 21st-century world, however, my perspectives on leadership underwent a profound transformation. Leadership based on authority and control has advantages which inspired me to use it, and disadvantages, which made me drop it, as highlighted below. Decision-making clarity is one of the authority-based leadership approach's strengths. With this strategy, leaders always have the last word and can make decisions swiftly, ensuring a smooth process and reducing uncertainty. This centralised strategy permits efficient execution, particularly in situations requiring prompt action (Kadalie, 2006). Authority and control instil a sense of accountability within the organisation, according to Western (2014). Western asserts that employees know who is responsible for decisions and actions, creating a transparent chain of command, facilitating discipline, and maintaining order because the hierarchical structure ensures adherence to the set regulations and protocols. Leaders in authority-driven environments often provide a clear direction and vision for the organisation. Their position as decision-makers allows them to set goals and objectives, giving employees a sense of purpose and a road map for success (Germano, 2010).

The authority and control-based leadership approach mostly results in limited employee empowerment (Northouse, 2016). Northouse adds that the hierarchical structure discourages

creativity and innovation since employees have little or no chance to contribute to ideas or challenges that exist in the organisation. The lack of empowerment hinders organisational adaptability and growth (Germano, 2010). When authority and control are the primary focuses of leadership, employee engagement is limited (Bass & Bass, 2008). According to the authors, employees may feel disengaged and disconnected from decision-making, which decreases motivation, job satisfaction, and loyalty. It impacts the company's productivity and overall success in the long term (Northouse, 2016). The authority and control approach can impede the adaptability of business environments, according to Germano (2010). This rigid strategy is slow to adapt to market shifts and emergent trends. Germano concludes that organisations that rely on this leadership style may need help adapting to and embracing new opportunities. This leadership approach mainly depends on the leader for direction and decision-making (Pyschny, 2018). Pyschny states that over-reliance on a single person can be risky, as it may limit the organisation's ability to function effectively without the leader. It also sets back the development of leadership skills among other employees, hindering succession planning and continuity (Northouse, 2016).

2.1 Theoretical Frameworks

Several leadership theories align with empathy, collaboration, adaptability, and purpose in the context of leadership philosophy (Northouse, 2016). Here are four important leadership theories that highlight these values.

2.1.1 Transformational Leadership Theory

According to Northouse (2016), transformational leadership theory has received much attention and recognition because of its good impact on businesses and their members. It focuses on inspiring and motivating followers to reach their maximum potential. Leaders that use this approach demonstrate empathy by understanding their team members' wants and problems. They work with their followers to demonstrate teamwork and cooperation (Moss, 2019). Adaptability is an important aspect of transformational leadership because leaders must constantly modify their approach to fit the changing needs of their team and company (Nurdin & Ismaya, 2017). Furthermore, transformational leaders create a feeling of purpose and meaning in their followers by linking their ambitions with the broad vision of the firm (Northouse, 2016). The emphasis on intellectual stimulation is another part of this theory (Bass & Riggio, 2006). According to the writers, transformative leaders urge their followers to think critically. By fostering intellectual growth and creativity, these leaders enable their employees or team members to broaden their knowledge and abilities, resulting in new outputs and improved performance (Pyschny, 2018). In addition, transformative leadership emphasizes individualized attention. Leaders that apply this idea understand each team member's unique qualities, talents, and goals. They approach leadership in a personalized manner, providing direction, support, and mentoring geared to the individual requirements of their followers (Northouse, 2016).

2.1.2 Servant Leadership Theory

Servant leadership emphasises the leader's position as a servant to their people (Dennis et al., 2010). According to the authors, leaders who use this idea prioritise empathy by actively listening to their team members' needs and concerns and providing help when necessary. Collaboration is also essential in servant leadership since leaders work alongside their followers, incorporating them into decision-making processes and appreciating their feedback. Adaptability is also important because servant leaders tailor their leadership style to the

different demands of their followers (Northouse, 2016). The ideology of servant leadership promotes community within the organisation (Liden et al., 2008). The authors assert that servant leaders strive to establish a good, inclusive work atmosphere where employees feel valued and connected. They inspire teamwork, open communication, and collaboration among team members (Valente, 2014).

Servant leaders increase employee satisfaction and develop a shared vision and commitment to attaining company goals by fostering a strong feeling of community (Bass & Bass, 2008). Servant leadership philosophy illuminates the value of personal development and progress for leaders and followers (Antonakis et al., 2004). Servant leaders invest in their team members' growth by giving them chances for learning, skill development, and progression (Eva et al., 2019). They assess an individual's strengths and shortcomings and provide guidance and support to help them reach their goals (Northouse, 2016). Northouse adds that servant leaders build a motivated and empowered atmosphere capable of achieving excellence by prioritising the personal growth of their followers. Promoting ethical behaviour and social responsibility is another important part of servant leadership (Celikdemir, 2022). Honesty, justice, and ethical decision-making are important to servant leaders. They serve as role models, exemplifying honesty, integrity, and a commitment to ethical behaviour. Servant leaders actively participate in activities that benefit the larger society and support social concerns. Finally, servant leaders motivate their followers to be socially conscious and positively impact society by acting as responsible corporate citizens (Dennis et al., 2010).

2.1.3 Authentic Leadership Theory

Northouse (2016) defines authentic leadership as leaders who are true to themselves and their principles. The leadership acknowledges that effective leadership transcends formal positions and titles instead focuses on developing true relationships with followers (Gardner & McCauley, 2016). According to the authors, authentic leaders are self-aware and understand their values, abilities, and shortcomings; they are comfortable being themselves and do not need to imitate others. Empathy is a critical component of authentic leadership (Bennis, 2009). Bennis argues that authentic leaders seek to understand and empathize with their team members' experiences and emotions. They actively listen to their issues, points of view, and ideas, resulting in a helpful and inclusive workplace. Through displaying empathy, leaders can develop meaningful relationships with their followers based on mutual understanding, respect, and trust ("Empathy," 2015). Collaboration is another important aspect of authentic leadership. Authentic leaders encourage open and transparent communication among team members, encouraging everyone to express their thoughts and perspectives ("How to Enhance Collaboration," 2018). They foster a dialogue-friendly environment and actively involve their team members in decision-making. This collaborative approach instils team members with ownership and empowerment, improving engagement and productivity ("The Benefits of Collaboration," 2010).

Another important feature of authentic leadership is adaptability (Western, 2014). According to Western, true leaders are receptive to critique and eager to learn and progress. They realize their flaws and are willing to change their behaviour and decisions in response to new facts and insights. This versatility enables them to navigate complicated and frequently changing settings (Northouse, 2019). Authentic leaders are motivated by a strong purpose (Northouse, 2016). Northouse posits that their behaviours and decisions are aligned with their fundamental principles, and a strong moral compass guides their leadership. They provide a good example for their team members and inspire them to find meaning and purpose in their job. Purpose

develops a shared goal and motivates team members to go above and beyond to attain common goals (Paige, 2020). Authentic leadership theory nurtures leaders to be true to themselves, practice empathy, promote collaboration and adaptability, and align their actions with purpose. By embracing these qualities, authentic leaders can create positive work environments and inspire their teams to reach their full potential (Northouse, 2016).

2.1.4 Situational Leadership Theory

Situational leadership theory emphasises leaders adapting their leadership style to their teams' situations and needs (Humphrey, 2017). Humphrey argues that it understands that different situations necessitate different leadership methods. Leaders must be adaptable and flexible to handle the intricacies of varied situations effectively. Empathy is essential in situational leadership because it allows leaders to assess their team members' skills and provide the necessary support and advice ("Situational Theory of Leadership," 2013). Adaptability is also important in situational leadership since leaders must modify their leadership style to fit the scenario. According to this notion, no single leadership style can be completely utilised. Instead, leaders must assess their followers' needs and abilities and change their approach accordingly (Thompson & Glasø, 2015). The concept of readiness is also an important part of situational leadership (Northouse, 2016).

According to Northouse, readiness relates to the followers' capacity and willingness to do a task or accept a specific obligation. Leaders must assess their team members' readiness and provide the right assistance and direction. For example, a highly experienced and driven employee may need little supervision, whereas a less experienced or motivated team member may require more instruction and support (Daft, 2015). Collaboration and involvement are also important aspects of situational leadership (Holladay, 2014). Holladay believes leaders should involve their followers in decision-making and seek knowledge. Leaders can exploit their team members' collective knowledge and expertise, establishing a sense of dedication to their duties. This collaborative method encourages open communication and trust among team members (Daft, 2015). Situational leadership theory also recognises the necessity of aligning goals and tasks with the overarching vision and objectives of the business (Bolman & Deal, 2013). According to the writers, leaders must guarantee that the actions and efforts of their followers are consistent with the company's aims. This alignment promotes a sense of purpose and direction, encouraging team members to work together towards common goals (Daft, 2015).

2.2 Influence of Theories on my Leadership Philosophy

Using the theoretical frameworks in leadership practice can transform behaviour and thinking (Smith, 2009). Smith highlights that leaders who practice empathy become active listeners, acquire a real interest in the well-being of their team members, and demonstrate understanding and compassion. Collaboration-oriented leaders stress connection development, aggressively seek other perspectives, and promote teamwork and knowledge sharing (Hougaard & Carter, 2022). Leaders that respect flexibility have a growth mentality; they view obstacles as opportunities for advancement and encourage experimentation and innovation to help the organisation grow and function smoothly (Neck et al., 2019). Furthermore, they are open to feedback, think flexibly, and encourage a culture of continual learning. Purpose-driven leaders inspire and encourage their people by expressing a clear vision, integrating individual and organisational values, and fostering a collaborative atmosphere (Leadership et al., 2011). Leaders can modify their behaviour and thinking by incorporating these frameworks into their practices, resulting in more effective leadership and organisational success (Hurd, 2012). As

firms negotiate the problems of the modern world, leaders must embrace these theoretical frameworks to generate positive and impactful change (Brown, 2015). Individuals, teams, and organisations can benefit from implementing empathy, cooperation, adaptability, and purpose philosophy (Northouse, 2016). Those attributes are pillars of my leadership Philosophy. In the section below, I have discussed each pillar in detail.

2.3 Pillars of my Leadership Philosophy

My well-informed leadership philosophy is founded on four critical pillars: empathy, collaboration, adaptability, and purpose. These pillars form the cornerstone of my leadership style, influencing my actions and decisions to generate great outcomes for individuals and organizations. Tzouramani (2016) defines empathy in leadership as the leader's capacity to comprehend, value, and identify with the emotions and experiences of others. It entails providing a safe and welcoming environment where people feel heard, appreciated, and understood. Empathy allows leaders to connect more deeply with their teams, fostering a sense of trust that boosts overall team morale and productivity (Ventura, 2019). Leaders may inspire loyalty, increase employee engagement, and foster a positive business culture by displaying empathy (Northouse, 2016). Empathy involves the understanding and sharing of the feelings, perspectives, and experiences of others (Hougaard & Carter, 2022). The authors stated that empathy goes beyond sympathy or compassion in leadership. It entails stepping wholly into the shoes of others, acknowledging their emotions, and responding with genuine care and understanding. This empathetic mindset creates an inclusive environment where everyone feels valued and understood. Leaders who demonstrate empathy build trust, enhance communication, consider others' emotions, and foster a supportive work environment that fosters a sense of belonging among team members (The Power of Leadership Empathy, 2022).

Within a leadership setting, empathy fosters effective communication and understanding (Tzouramani, 2016). Empathetic leaders actively listen to and validate their team members' views, feelings, and problems (Northouse, 2016). Leaders create an environment in which open and honest communication flourishes by doing so. This fosters trust since employees feel free to express themselves without fear of judgment. Further, empathic leaders are adept at interpreting nonverbal clues like body language and tone of voice, allowing them to identify better and solve underlying issues (Gentry et al., 2016). Any successful team or organization is built on trust. Empathy is essential for establishing and maintaining trust among team members. When leader's express empathy, they demonstrate a genuine concern for their employees' well-being and success. This increases trust by ensuring team members that their leader is looking out for their best interests (Ronay & Carney, 2012). Additionally, empathy assists leaders in creating an environment that promotes collaboration and teamwork (Ventura, 2019). According to Ventura, leaders may create a sense of psychological safety by considering diverse perspectives and respecting the contributions of each team member, allowing members to share ideas, take risks, and work more effectively.

According to Brisciana (2018), empathy is an important leadership quality that drives success and strengthens relationships within organizations, not a soft skill reserved for the emotionally inclined. Leaders who embrace empathy can promote a culture of trust, improve communication and understanding, and foster collaboration. Embracing empathy as a guiding principle is critical as we traverse the ever-changing leadership landscape, converting organizations into spaces that live on compassion, understanding, and collaboration (Ventura, 2019). According to Mahsud et al. (2010), empathy allows people to better comprehend and connect with others, resulting in stronger relationships and communication. Empathy enhances

collaboration and cooperation by recognizing and valuing team members' viewpoints and emotions. The writers concluded that empathic firms understand customers' requirements and give better products or services, resulting in higher customer satisfaction.

According to Kellett et al. (2002), exercising empathy needs emotional intelligence and knowing how to successfully control and regulate emotions, which can be difficult for people who are not naturally oriented toward empathy. Biases and subjective interpretations affect empathetic responses, which can lead to favouritism or inequitable treatment if not carefully managed, and constantly empathising with others' emotions can be draining for individuals, highlighting the importance of self-care and emotional boundaries (Ventura, 2019). As a leader, I have come to value empathy's transforming capacity. One example is when a team member was dealing with a personal problem. Instead of focusing just on work-related issues, I took the time to listen carefully, empathize with his difficulties, and help. I was able to relieve his worry and assist him in navigating the circumstance by demonstrating real concern for his well-being. This empathy improved our working connection and instilled in the team a sense of loyalty and devotion.

Collaboration allows leaders to leverage individual talents and competencies, resulting in more effective problem-solving, new solutions, better employee engagement, and improved decision-making processes (Northouse, 2016). Incorporating varied perspectives and ideas is one advantage of cooperation in leadership (Wallin, 2010). According to Wallin, when people from various backgrounds, experiences, and expertise come together, they share various perspectives. This diversity fosters innovation, creativity, and investigation of novel problem-solving approaches (Northouse, 2016). Northouse concludes that leaders can learn new and important insights, challenge existing preconceptions, and discover roadblocks to success by accepting varied perspectives. It allows teams to analyse many possibilities, assess risks, and make informed decisions based on a thorough grasp of the problem (Wallin, 2010). Collaboration boosts corporate creativity and issue-solving ("Embracing Innovation," 2020). According to Embracing Innovation, leaders may foster an environment that supports experimentation, risk-taking, and learning from failures by supporting open discussion and a culture of collaboration. When team members cooperate, they pool their collective knowledge and talents to solve complicated challenges (Hickman & Sorenson, 2015). The authors assert that collaborative efforts frequently drive creative thinking and generate breakthrough ideas that would not have evolved from individual contributions alone. Collaboration also fosters a sense of shared ownership, which leads to improved dedication and accountability among team members (Northouse, 2016).

As a leader, I have witnessed teamwork's transformative power. I have witnessed greater motivation, commitment, and a sense of ownership among team members by actively incorporating them in decision-making. This resulted in increased creativity, productivity, and job satisfaction. I arranged frequent team meetings and fostered an environment where everyone's voice was heard and respected to improve collaboration. There was a larger exchange of ideas and opinions by fostering open and polite conversation. Collaboration platforms and tools like Zoom and Skype make it much easier to communicate and collaborate regardless of physical location or time zone (Daft, 2016). There is a lot of change and uncertainty nowadays (Leadership et al., 2011). To lead effectively, leaders, according to the authors, must embrace adaptation. It is critical to recognize that change brings possibilities for progress rather than threats. Adaptable leaders constantly seek to learn, unlearn, and relearn to stay ahead of changing trends and technologies. They urge their teams to embrace change, try

new things, and adapt to changing situations. By cultivating an adaptation culture, leaders empower people to thrive in uncertainty and promote positive change (Daft, 2016).

Adaptability is the ability to change, modify, and respond successfully to changing conditions and unexpected hurdles (Heifetz et al., 2009). According to the writers, it requires being open-minded and adaptable to identify novel answers. A flexible leader can handle ambiguity, embrace uncertainty, and make educated decisions in dynamic situations. Adaptive leader fosters growth and secures their teams and the company's long-term success by recognizing the need for change and quickly adapting plans (Motamedi, 2017). Northouse (2016) asserts that change is unavoidable, and leaders who embrace it position themselves and their teams for success. Embracing change enables leaders to remain relevant, identify new possibilities, and compete in their respective professions. Continuous learning is an important part of adaptability because it allows leaders to gain new knowledge, develop new abilities, and widen their viewpoints (Heifetz et al., 2009). Adaptability is a cornerstone for resilience and agility in a dynamic and unpredictable environment (Motamedi, 2017). The author states that when leaders are adaptable, they can effectively respond to unforeseen circumstances, quickly set strategies, and navigate challenges. By remaining flexible and open to change, leaders empower their teams to embrace new ideas, experiment with innovative approaches, and learn from failures (Northouse, 2016). Northouse concludes that the culture of adaptability enables organizations to respond swiftly to market shifts, capitalize on emerging trends, and maintain a competitive edge.

Some people may resist change and find it difficult to adapt to new situations, necessitating help and encouragement to embrace flexibility. The frequent changes may cause ambiguity, making it difficult to make informed judgments or precisely forecast results. Change implementation and adaptation to new scenarios may necessitate more resources, like time, money, or experience, which may provide issues for companies with limited resources (Baker, 2023). Throughout my leadership path, I have encountered many situations requiring adaptability. One such case occurred when my team encountered unforeseen market disruptions that led to the delayed procurement of goods. Rather than fighting the change, I pushed my team to embrace it. We launched brainstorming sessions, worked with the technical team in the country office, and implemented new ideas. We decided to enter a long-term framework agreement with select suppliers for key items at a negotiated price rather than seeking requests for quotations every time we require items. We overcame the hurdles, and the goods could be supplied within a short notice period.

3.0 Purpose in Leadership

In the twenty-first century, purpose-driven leadership has grown in popularity. Leaders that express a compelling vision and tie it to a greater purpose excite and encourage their staff (Dantley, 2003). In leadership, purpose refers to a leader's mission, which drives their actions, decisions, and direction (Daft, 2016). It includes a sense of purpose, values, and direction for the leader and their team (Cherkowski et al., 2020). Personal values and beliefs must be aligned with the organisation's mission to create a strong feeling of shared purpose (Cardona et al., 2019). By linking individual and corporate goals with a larger purpose, leaders foster a sense of meaning and fulfilment in their teams (Hickman & Sorenson, 2015). This congruence boosts employee engagement, fosters loyalty, and improves long-term success. Individuals are driven to exceed their daily tasks when personal and organisational goals are correctly matched (Rey & Malbai, 2019). It develops a shared understanding of the organisation's mission, enhancing dedication and participation (Northouse, 2019). When personal and organisational goals are

not linked, it can lead to disengagement, annoyance, and a lack of motivation (Cardona et al., 2019). According to the authors, individuals may feel alienated from their work, limiting productivity and pleasure. When personal and corporate goals are linked, individuals experience fulfilment in their work when their efforts directly impact the organisation's larger ambitions (Northouse, 2019).

Purpose tremendously impacts inspiring and motivating teams to achieve goals (Northouse, 2016). When leaders convey a clear and compelling purpose to their employees, it instils meaning and significance in their work (Klein & Kozlowski, 2008). According to the writers, purpose fuels an individual's devotion and perseverance to achieve common goals. According to Kempster et al. (2019), purpose-driven leadership inspires teams by providing direction and a vision of achievable goals. It depicts a brighter future and shows how the team's efforts contribute to a more productive atmosphere. This sense of purpose raises team members' aspirations and inspires them to stretch beyond their comfort zones to achieve extraordinary results (Northouse, 2019). Purpose fosters a strong sense of teamwork and collaboration. Team members are more likely to support and uplift one another when they have the same goal. They recognise that their collaborative efforts are critical to cultivating a spirit of camaraderie and solidarity (By, 2021). When personal and corporate goals coincide, a powerful force emerges that motivates and engages teams, resulting in greater performance, innovation, and goal achievement. By embracing purpose-driven leadership, leaders can positively impact their businesses and the people they manage (Sims et al., 2014).

Throughout my leadership path, I have witnessed the power and influence of purpose-driven leadership. I once sat down to consider my basic principles, passions, and the influence I wanted to have as a leader. My purpose has been described as a motivator for positive change and empowering others to realise their greatest potential. By infusing purpose into my leadership strategy, I noticed several good consequences. It has given me a clear compass to guide my decision-making. When faced with difficult decisions, I constantly reflect on my purpose and evaluate how each option corresponds with my beliefs and mission. This has aided me in making judgments that are both beneficial to the organisation and consistent with my principles. I have built a more inclusive and engaging work environment by using a purpose-driven leadership strategy. I instilled a sense of ownership and dedication by sharing my purpose with my team members and engaging them in meaningful discussions about our collective objective. This resulted in increased levels of motivation, creativity, and teamwork among team members. Empathy, cooperation, flexibility, and purpose philosophy can all provide significant benefits, but tackling the obstacles connected with each principle takes time and work. Organisations and individuals who prioritise these ideals do well in an ever-changing and interconnected environment.

3.1 Personal Values and Leadership Philosophy

Personal values and beliefs are important in determining a leader's approach to many facets of their leadership role (Bruno & Lay, 2008). As a leader, I must always maintain my values of empathy, teamwork, adaptability, and a sense of purpose, as they are all important qualities and beliefs determining the success of my leadership (Northouse, 2019). I have explained how my values relate to my philosophy in the below section. An empathic leader examines how their decisions will affect others. They consider the emotional and psychological repercussions, ensuring fair and caring judgments. This method develops connections, fosters trust and promotes open communication (Skinner, 2001). A collaborative leader solicits feedback from team members and values different viewpoints and insights. This collaborative decision-

making strategy results in more informed decisions and a sense of ownership among team members. It also encourages mutual respect and cooperation, strengthening the team's efficacy (Hugman, 2013). A flexible leader accepts risk and takes smart chances. They assess changing conditions, look for opportunities in challenges, and adapt plans accordingly. This approach enables them to make quick judgments, seize opportunities, and effectively lead their teams through change (Moss, 2019). A purpose-driven leader prioritizes decisions that are in line with the big picture. They ensure that each action contributes to the larger goal, allowing team members to recognize the importance of their work. This clarity boosts team motivation and allows leaders to handle problems while maintaining their vision (Zu, 2019). Effective leadership necessitates strong values, beliefs, technical abilities, and authority. In addition, empathy, teamwork, adaptability, and purpose guide leaders' decision-making and behaviour (Daft, 2016).

Globalisation has changed the face of leadership by introducing new problems and opportunities (Daft, 2016). According to Daft, leaders today operate in a difficult, interconnected environment where their actions and decisions have consequences. Leaders must deal with varied cultural, economic, and political situations as markets become more global. This necessitates a larger perspective and a deeper grasp of the interdependence of nations and communities (Grunt & Maśloch, 2018). I have highlighted some of the 21st-century contextual issues in the following section. One significant impact of globalisation on leadership is the need to develop a global mindset. Leaders must know the interdependencies between regions, economies, and cultures (Tideman, 2022). They need to understand the implications of their decisions within their organisations and globally. This global mindset allows leaders to anticipate and adapt to the complexities of the international marketplace, making them more effective in managing diverse teams and navigating cross-cultural challenges (Dekker, 2013). Further, globalisation has resulted in virtual teams and remote work that cross geographical boundaries (Daft, 2016). Leaders must now manage teams from various time zones and cultural backgrounds. This necessitates the development of new abilities, such as efficient communication, virtual collaboration, and building trust and cohesion despite the physical distance (Dimmock & Walker, 2000). Successful leaders use digital tools and technologies to foster collaboration and establish strong bonds with team members worldwide ("Globalization and Diversity Management," 2003).

Cross-cultural understanding and teamwork are critical for leaders in a globalised environment. Cultural intelligence is required in international business due to diverse cultures, values, and perspectives (Roth & Ritter, 2017). Culturally competent leaders can bridge cultural divides, foster inclusive work environments, and capitalise on the capabilities of a varied team (Northouse, 2019). According to Sundararajan et al. (2023), cross-cultural awareness enables leaders to traverse cultural differences and modify their leadership approaches accordingly. Different cultures have different communication techniques, decision-making processes, and leadership expectations. Leaders may strengthen connections, avoid misunderstandings, and encourage their staff more effectively by exhibiting cultural awareness (Lawrie, 2009). In today's globalised society, cross-cultural collaboration is crucial. Global issues such as climate change, poverty, and pandemics necessitate collaborative action and international cooperation. Cross-cultural collaboration allows leaders to leverage multiple ideas, views, and experiences to generate innovation and solve complex issues (Sundararajan et al., 2023). Organisations might invest in training programs that improve cultural intelligence among executives and staff to strengthen cross-cultural understanding and collaboration. Such programs include workshops, cultural immersion experiences, and mentorship initiatives ("Organizational

Culture," 2008). Organisations may use their workforce and cultivate a global perspective among their executives by establishing a culture of tolerance and appreciation for diversity (Sundararajan et al., 2023). \

Workforce dynamics always change due to societal changes, technological improvements, and increasing employee expectations (Mupepi et al.,2022). As firms seek to adapt to this ever-changing landscape, it is critical to recognise and comprehend employees' changing expectations (Davis, 2021). As a result, it is critical to guarantee that the twenty-first century's organisational characteristics correspond with employees' requirements and expectations. Furthermore, creating inclusive and collaborative leadership styles has become critical for enhancing a thriving workplace (Mupepi et al.,2022). Employees no longer solely regard job security and financial stability (Neck et al., 2019). The modern workforce places a high value on purpose, personal development, work-life balance, and inclusivity (Randel et al., 2018). According to the authors, employees want meaningful work that corresponds with their values and contributes to a greater societal effect. They value firms prioritising employee well-being and providing continuous learning and development opportunities. Furthermore, today's employees desire flexibility in their work, as they may work remotely, allowing them to integrate better their work and personal lives (Daft, 2016). In the 21 century, inclusive and collaborative leadership styles replaced traditional leadership models with hierarchical structures and top-down decision-making. Inclusive leadership respects and values the workforce's different opinions, experiences, and backgrounds. It fosters a sense of belonging in which every employee feels valued, respected, and empowered to share their unique perspectives. Inclusive leaders foster an environment of open communication, active listening, and free exchange of ideas (Moss, 2019).

Leaders consider diversity and embrace an inclusive work environment to unlock innovation and generate greater business outcomes (Murrell et al., 2022). Collaborative leadership enhances inclusion by encouraging teamwork and group problem-solving. It encourages leaders to collaborate with their staff rather than simply providing orders. Employees are actively involved in decision-making by collaborative leaders who take their experience into account (Hallinger & Heck, 2010). Employee engagement and morale rise due to an inclusive and collaborative approach, which leads to better informed and effective decision-making. Employees experience a sense of belonging when they collaborate and assume joint responsibility for accomplishment (Mahoney & Hall, 2021). Kessler (2013) argues that companies must be nimble to capitalize on emerging possibilities and manage uncertainty in an era of rapid change. Inclusive leaders foster a learning, adaptation, and resilience culture. They encourage staff to accept change, try new things, and learn from mistakes, developing an agile mindset throughout the firm. According to the authors, inclusive and collaborative leadership brings a variety of perspectives and experiences, resulting in more well-rounded and informed decision-making processes. Leaders may tap into a greater spectrum of skills, consider diverse points of view, and make more effective and inclusive decisions that benefit the organization by incorporating team members in decision-making (Hurley & Shumway, 2015).

3.2 How my Leadership Philosophy Fits the 21-Century Context?

My leadership philosophy of empathy, cooperation, adaptability, and purpose enables me to integrate effortlessly into the twenty-first-century context by aligning with companies' and individuals' developing needs and expectations. As explained in the following section, I can effectively lead by embracing diversity and innovation, navigating change, and inspiring

purpose. Diversity is essential for any firm in today's globalised environment. As a leader, I appreciate the value of diversity and work hard to foster an inclusive atmosphere where everyone's opinion is heard and acknowledged. Diverse viewpoints result in more inventive ideas and improved decision-making (Foster, 1997). Individuals from all backgrounds and experiences contribute unique insights due to an inclusive culture, resulting in a stronger and more resilient team (Northouse, 2016). Rapid technological improvements and globalisation necessitate team leaders who can embrace innovation ("Embracing Innovation," 2020). Team members can be encouraged to think creatively, challenge assumptions, and explore new ideas through cooperation and open communication. They are given the resources and assistance to explore and take risks. Creating an environment conducive to innovation allows the team to push limits and generate exceptional solutions, giving the organisation a competitive advantage in the twenty-first-century landscape (Daft, 2016). This epoch is characterised by constant change. As a leader, I understand the importance of adaptability and flexibility while dealing with these situations. I stay current on emerging trends and technological developments while aggressively finding possibilities for the firm. As a result, team members must be encouraged to adopt a growth mindset and recognise the importance of continual learning and skill development. When things change, a leader must provide clear direction, build resilience, and instil confidence, allowing the team to adapt and prosper in uncertain circumstances (Otter, 2017).

3.3 Inspiring Purpose

People in the twenty-first century want more than just financial success. They seek a feeling of significance and purpose in their employment. As a leader, ensure that work is aligned with a meaningful purpose (Kempster et al., 2011). Leaders should convey the organization's vision and values to team members and assist them in understanding how their contributions fit into the larger picture. Allow them to develop their abilities and pursue their passions by providing opportunities for personal and professional growth (Bird & Galloway, 2000). As a leader, you motivate and inspire your team members to go above and beyond, resulting in extraordinary results for the company and a positive impact on society (Northouse, 2019). In conclusion, the created leadership philosophy, based on empathy, collaboration, adaptability, and purpose, embraces a deeper grasp of the issues and opportunities of the twenty-first century. This concept acknowledges that good leadership transcends traditional authoritarian tactics and promotes a more inclusive and people-centred approach. Empathy and cooperation are the cornerstones of a 21st-century leadership philosophy that is more vital than ever. Leaders may engage closely with others by building empathy and considering trust, loyalty, and mutual respect. Collaboration is also very important, allowing leaders to leverage the unique capabilities of their teams, promote innovation, and achieve shared goals. Adaptability is also important in managing the fast-changing world, as leaders who embrace change with resilience and flexibility empower their people to succeed in dynamic situations. Purpose, on the other hand, provides a clear vision, gives meaning to work, and pushes people to contribute to the greater good. Leaders can establish resilient organizations, generate good change, and demonstrate their full potential by using empathy, cooperation, adaptability, and purpose as guiding principles.

4.0 Conclusion

In my leadership journey, I have seen the power and influence of purpose-driven leadership. I once took a step back to consider my core principles, passions, and the impact I wanted to have as a leader. My purpose has been described as a motivator for positive change and empowering

others to reach their full potential. Purpose-driven leaders create an environment where open and honest communication thrives. This fosters trust, as employees feel free to express themselves without fear of judgment. Leaders should communicate the organization's vision and values to team members and help them understand how their contributions fit into the bigger picture. Empathy is another key quality of purpose-driven leaders. It requires emotional intelligence and the ability to control and regulate emotions effectively, which can be challenging for people who are not naturally empathetic. When leaders think about creating a collaborative culture, they build a climate that values cooperation, encourages collaboration, and supports sharing ideas, knowledge, and expertise. Understanding and aligning your leadership mission can inspire individuals and teams, increasing motivation, commitment, and job satisfaction. Purpose-driven organizations can positively impact society or the environment by attracting stakeholders with similar values and providing a sense of fulfilment. Leaders who embrace diversity and create an inclusive work environment unlock innovation and generate greater business outcomes. By using empathy, cooperation, adaptability, and purpose as guiding principles, leaders can build resilient organizations, generate positive change, and realize their full potential.

5.0 Recommendations

Leaders can engage closely with others by building empathy, considering trust, loyalty, and mutual respect. Leaders can establish resilient organizations, generate good change, and demonstrate their full potential by using empathy, cooperation, adaptability, and purpose as guiding principles. Leaders can establish resilient organizations, generate good change, and demonstrate their full potential by using empathy, cooperation, adaptability, and purpose as guiding principles. Leaders can tap into a greater spectrum of skills, consider diverse points of view, and make more effective and inclusive decisions that benefit the organization by incorporating team members in decision-making.

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