International
perspective in Leadership
CHALLENGES & OPPORTUNITIES

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Dr. Ahmad El Zein

Acknowledgement

This book is a collaborative resoluteness of 9 authors who have never met before. Globalization and the development of technology made this book a reality.

The coordinator of the book, *Dr. Ahmad El Zein*, would like to thank each and every author for the high dedication, commitment and professionalism during the journey of this book.

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Lord Carlile

Foreword

This new book contains some fascinating and innovative materials on the challenges and opportunities of leadership and management.

The book's perspectives are international

3 of the chapter authors are Lebanese, 3 American, together with German and 2 French, with the experienced Ahmad El Zein as a coordinator. Dr El Zein has been writing and editing on his chosen field in the background of the starkest challenges to credible and ethical leadership: his country, Lebanon, where he lives and works, faces and long has faced well-documented difficulties which sharpen the mid and develop judgement.

There is welcome diversity in this volume. Male and female writers contribute with shred as well as different perspectives. Two chapters deal specifically with cultural diversity and the need to embrace cultural breadth.

Dr El Zein has introduced the concept of 'denial management', something which current global economic and social problems have magnified, including the exponential growth in economic migration.

I commend this book, for the breadth of its scope and the wisdom of its contributors.

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Alex Carlile
Lord Carlile of Berriew CBE KC
London

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Dr. Ahmad EL Zein

Dr. Ahmad EL Zein completed a doctorate in Business Administration at Grenoble Ecole de Management, France, in 2013, having held a PMP project management degree since 2008. Dr. EL Zein has over twelve years of teaching experience, and ten years of training practice. He has lectured and organized many conferences, trainings and symposiums in Lebanon. In addition to three English books on Leadership, Dr. EL Zein have had twelve articles published in international peer review journals.

Dr. Ahmad's writing reflects a practical approach understandable to management practitioners as well as to academics. Dr. Ahmad's scholarly interests range widely from Leadership to Marketing, project management and strategic management. His teaching philosophy reflects his interests in collaborative learning rather than the "full frontal teaching" method characteristic of large-scale lectures and seminars.

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Leadership as a tool to overcome Denial Management

Leadership in a nutshell

It may become clear that there is no concrete definition of leadership that is adequate.

Many claimed that they are unable to accurately define leadership but would like to know a leader when they see one. Since they just convey the character of leadership, attempted leadership descriptions at their best don't actually elucidate the notion of leadership (EL Zein, 2016).

For example, in a traditional society, the term may be used to describe someone with a particularly high profile, such as elected officials. It is also used in businesses to represent the chief executive officer, president, and/or board of directors. But a leader is unquestionably more than someone with organizational power or who is well-known in society.

Some people see leadership as a collection of distinctive traits or characteristics (EL Zein, 2016). Others see it to be made up of a variety of skills and knowledge. People see leadership as a framework that prioritizes interactions with others and life experiences. A leader, according to Sorenson and Epps (1996) is a forceful and dynamic

personality who really leads from the front; an architect and implementer of strategy; an integrator who ensures the climate of the organization; a person able to motivate subordinates and who, by persuasion, compulsion, or example to others, succeeds in getting others to follow the leader's wishes. Leadership, as defined by Yukl (2006), is "the process of persuading others to understand and agree on what needs to be done and how to do it, and the process of assisting individual and collective efforts to attain agreed goals" (p.8)

Even if it might be difficult to define leadership explicitly, it is crucial to grasp what it comprises if one wants to learn how to lead or become a more effective leader (Rashid, Salih, & Budur, 2020). Regardless of the definition of leadership, a leader is first and foremost a person who has built a following. These followers were "hitched to his/her wagon" because they found inspiration in their leader. In reality, it seems that people are attracted to leaders whose ideas align with their own.

Finding a group of people and overtaking them is not the definition of leadership. Leadership is "a process whereby a person encourages a group of others to accomplish a shared purpose," (Northouse, 2010: p.3).

Is leadership inherited or is it acquired

Is Leadership Inherited or Acquired? This remains an open question. Researchers who study leadership struggle with it. How does one go about getting a leadership position? How often have you heard "natural born leader" used? It seems like many people think that certain individuals can easily rise to positions of leadership while everyone else cannot, with nothing you can do about it. Given these frequent responses and the authors' extensive experience in the leadership sphere. Steve Jobs,

who was a naturally hesitant presenter, developed into one of the most accomplished public speakers. Nevertheless, a prospective leader can possess innate qualities that would provide them the right to lead, such as innate awareness and learning. Successful leaders need to be clever enough to make decisions and set up the necessary tools to complete the tasks at hand, but this does not imply that they must be the smartest people in the room or company. It is crucial to address the question of whether or not leadership is intrinsic in this sense. It is how someone behaves that really made a difference, not how they came to be a leader (EL Zein, Ahmad & Areji, 2019).

What you do with what you have is more important than what you have been given.

The development of self-worth, uniqueness, and empathy for others throughout infancy may, however, aid in the cultivation of certain leadership attributes, even if one cannot implant the underlying capacity or motivation to become a leader. Successful leaders have put a lot of effort into gaining beneficial opportunities, experience, and knowledge in order to serve as role models and community leaders.

To examine their conduct during the hiring process and how they handle their human resources, it might be useful to know if the executives in a company believe that leadership is something that is fostered or born. If upper management thinks that leadership comes naturally, they will choose people based on personality traits and abilities rather than on developing the skills of their staff. Instead, then focusing on identifying specific individuals, CEOs who feel that leadership is cultivated will put more of an emphasis on people's growth and experiences as leaders.

In other words, would the business spend its money selecting people

who are seen to be naturally talented leaders or training people to become leaders? Should managers place a higher priority on talent selection and only invest in those they believe have the potential to be leaders? Or would they find favor in fostering talent amid a large group of people?

According to studies, those who are thought to have the extroverted personality characteristic are more likely to succeed as leaders than introverts (Torlak, Demir & Budur, 2021). Having said that, it is clear that the only extroverts who seem to be leaders are socially adept, and that these social abilities can be learned. Therefore, extroversion usually only contributes to intrinsic leadership if you acquire and develop effective "soft skills" like interaction, engagement, and communication. Otherwise, those with youthful leadership potential will be destined to a life of unhappiness and subpar leadership performance if they do not improve their skills and only depend on their current ability.

Understanding leadership development is thus a dynamic process since it is influenced by a broad range of knowledge and factors. It is crucial to emphasize that although two people could engage in similar behaviors and pursuits throughout their professional development phase, their levels of leadership may vary. One person may live in the "slow lane," while another is motivated to have a significant impact on his surroundings by something on a higher level.

John Gardner, the author of "On Leadership" in 1990, said that a lot of what makes a leader effective are learned skills and that anybody may be a leader provided he has the abilities to carry out certain responsibilities.

Influencing others through leadership

A common misconception about leadership is that it entails having an impact on other people's behavior. Leadership was defined by Hersey and Blanchard (1988) as any circumstance in which someone tries to affect the behavior of another person or group. Thus, whether one's efforts are focused on a company, educational institution, political organization, organization for economic growth, or family, everyone makes an attempt at leadership at some point.

Following that, Hersey and Blanchard (1988) created the idea of leadership as the ability to motivate others by releasing their potential to have a positive effect on society. In a similar vein, Northouse (2010) described leadership as "a process through which people influence groups of others to accomplish shared objectives or generally desired results" (p4). A person or group is in a leadership position in an organization when they are able to motivate the members of the organization to work voluntarily toward common objectives and have a clear understanding of what needs to be done.

The most effective and powerful method of influencing others is via communication.

A leader influences the behavior of those who follow him / her via communication in order to point them in the right direction and get them ready to follow. This involves a leader's discernment and capacity to guide followers toward a common goal. Without a doubt, a leader's effectiveness and the company's future outcomes are determined by their readiness to mobilize the people of the organization to react to what has to be accomplished.

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It goes without saying that a leader can have an impact on others if they want to. It's also likely that the fans won't all have the same mindset as the leader. Even so, they might comply with a certain leader's requests in order to get a particular outcome. In an ideal world, for people to work together to accomplish the same goals, they should all share the same aims. When that doesn't happen, leaders should also use their influence to redirect followers' attention and make it easier for them to go in the direction of what has to be accomplished.

The largest issue for organizational leaders is figuring out how to give people what they need to accomplish corporate goals. Leaders now work for a variety of social companies where they depend on the support of not just managers but also peers, superiors, and collaborators in order to achieve their goals. It takes constructive leadership in order to generate results that benefit the company.

John Kotter (2008) writes in Power and Control above Institutional Authority that wise leaders may even increase the adaptability, creativity, and resilience of hierarchical institutions. Those leaders will undoubtedly increase others' enjoyment of and emotional pleasure from the work sphere. This is particularly crucial since, at some point, every employee in a firm feels a feeling of leadership.

Although leadership doesn't always have to occur through a formal structure, it is still the responsibility of a leader to the organization to ensure that there is enough leadership at all levels, which is sadly lacking in many organizations around the world despite its critical importance for the global expansion of any company. Management and leadership are not necessarily comparable. In general, the more employees and company members who serve as leaders at certain phases, the more

successful the corporation is. A leader's capacity to motivate people to work does not necessarily result from extraordinary skill. It usually results from a strong belief in one's ability to act with purpose and conviction. A leader should also have the assurance to acknowledge the uncertainties associated with the battle to achieve organizational goals and the ability to forge agreement.

How can I sway people? One of the ingredients for becoming an effective influencer is motivation.

Leadership in the times of Globalization

"We can't fix problems by utilizing the same sort of thinking we used to create them," stated Albert Einstein, and he was correct. The warning signals that have been there for the last 30 years about the radical changes that businesses will undergo in a globalized world and how these changes would affect the way they conduct their operations should have been obvious to our business leaders. They were not, however, sadly!

With regard to the economy, manufacturing, employment, trade, immigration, outsourcing, and globalization, we are currently experiencing global business transitions of unprecedented speed and dimension, in contrast to previous periods of massive transition that were centered regionally or nationally.

Leaders must have a global attitude if they want to remain competitive. What kind of abilities and business strategies are needed of the global leader, and what does a "global mentality" really entail?

Global leaders are aware that the world economy, not the economies

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of their respective nations, is starting to rule the market. The global economic environment is undergoing a rapid transformation, with trade and capital movement becoming the main driving forces.

Global leaders struggle with the dichotomy between individualism and collectivism in the workplace even as they are aware that production and employment have become distinct.

The creation of wealth, organizational value, and delivering genuine value to customers should be the focus of the global leader. They must go beyond their comfort zone and leverage themselves and their business to accomplish this, or they will gradually lose their market position. If a business is only able to operate in its home country, there won't be many jobs available, forcing workers to look abroad for better opportunities.

The globalization of markets is primarily driven by two forces:

1. Reduction of trade and investment obstacles

2. Development in technology.

The rivalry between countries, businesses, and people is rising as a result of these two factors. Global leaders are aware of this and have identified the new business models needed to capture market share and take measures to maintain competitiveness.

They are aware that it is now feasible to move work anywhere in the globe and to generate more products and services with fewer workers. They also recognize that in order to thrive, they must comprehend and use new innovative techniques and technological advancements created to address the rapid change, unpredictability, and complexity brought on by immediate communication, teamwork, and a mobile workforce.

They utilize the information and resources at their disposal to go around rivals who have grown rigid, complacent, and unable to compete.

Companies must now use the problems offered by fast change as fresh possibilities to produce and deliver value to their consumers if they are to achieve sustainable profit and growth. How to implement it internationally will be the main concern for most corporate executives. Traditional company leaders will have a tough time competing with an agile global leader whose organization is team-driven, adaptive, inventive, and encouraging of speed of both personnel and ideas. These leaders' companies are centered on execution, order, and control. Global enterprises are more specialized, flatter, culturally varied, and borderless, with operational standards and differentiation based on talent, making them better equipped to compete worldwide. A leadership that is capable, active, and creative is the end outcome.

Unfortunately, the majority of employees are not prepared for the rapid rate of change and globalization that characterizes today, when jobs come and go and skills may vanish overnight. Because they are aware that there is a worldwide talent battle, the global leader manages staff in a different way than others do.

The global leader faces a variety of new challenges, including how to scale innovations from the local to the global level, how to build an engaged and committed talent pool across borders, how to enable long-term career growth, how to capitalize on opportunities in high-growth markets, and how to balance these new demands with their current organizational structure and culture. When local market distinctiveness overcomes the advantages of scale, the world leader will need to know how to make that determination.

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Today's corporate leaders will succeed if they can adapt their viewpoint to meet the demands of a worldwide society. The leader who has the most knowledge and ingenuity will prevail in the global marketplace, regardless of other factors.

Globalization: Dark side, Bright Side

"Globalization has converted us into a corporation that explores the globe, not simply to sell or source, but to locate intellectual capital," Jack Welch stated.

On the bright side, the trend of globalization has made the whole world into a single entity for trade, business, capital investment, and unrestricted movement of people and products.

Globalization is a cycle that connects every process, such as from production to marketing the product domestically and globally, and has therefore had a significant impact on the globe in a variety of ways. This might take the shape of a product or service, a human resource, or financial resources. It has altered company practices in terms of psychology, methodology, technology, culture, and people's attitudes about their jobs. After all, this transformation has improved our lives and provided us with numerous benefits. The following are some of the most well-known benefits that people have reaped as a result of globalization:

- There are more possibilities for employment and business.
- There is now more competition, which poses a serious challenge to the monopoly.
- All people have access to a variety of marketplaces

- Technological development and accessibility to the newest and most cutting-edge technologies

Increased market competition can be achieved through globalization. Globalization has an impact on how a company develops in terms of its human resources, which are the foundation of the business structure. The management level of business organizations is completely impacted by the integration of lifestyle, technologies, and cultural perspectives. Because of this, globalization has made products and services more affordable, better for customers, and able to grow businesses more quickly.

On the other hand, the dark side of globalization can be detected easily. Many factors have been cited as reasons why globalization is damaging. As it emphasizes the rise in labor market competitiveness, it has caused individuals to relocate internationally in search of jobs or to take advantage of employment prospects. This has led to the unequal treatment of those who lack money or competence. The mechanisms of globalization have unjustly penalized weak institutions and businesses. Due to the market opening up that has been pushed by globalization, they have had to contend with unfair competition even locally. Because of the larger enterprises' greater sway, a vast base of resources, competitive advantages like economies of scale that might introduce cheaper pricing, and perhaps better public perception or exposure than smaller firms, leaders of these organizations also confront challenges managing this rivalry.

Furthermore, the government's aggressiveness and desire to draw in foreign investors have made the situation worse in emerging nations since they enhance the business climate to benefit foreign investors.

Consumers' loss of cultural integrity as a result of globalization has disturbed conventional purchasing patterns (Hoang & Liao, 2002). As a consequence, executives of firms have been forced to take new actions in terms of assessing new trends and reacting to new patterns, which has increased expenditures such as those associated with market research and increased promotions. The destabilization of international financial markets is another negative consequence of globalization (Hoang, & Liao, 2002).

Leaders' traits in times of Globalization

Anyone can be a great leader, but Bartleby stated, "Managing a vast diversified group of people wouldn't pose such a difficulty if you are a leader with a strong sense of work ethic, personal and professional integrity, and determination of success." Globalization hinders leaders' ability to work more effectively and efficiently, but leader embraces diversity's challenges, such as complexity, ambiguity, confusion, and resistance, and this gives managers the foresight to implement processes that will benefit the organization as a whole.

Global institutions require effective leadership with multiple traits, such as enthusiasm, intelligence, energy, persistence, and perseverance. If these traits are present in the leader, he/she can overcome these challenges and reach the level of globalization where various new opportunities are open to him. Globalization is the process that changes the rules and imposes a greater burden on a leader.

According to El Zein and Srour (2021), the analysis becomes a crucial instrument in the ever-evolving market environment. However, efficient information transmission is required for this activity to be successful. The

heart of the analysis will be enough data and information. Globalization has accelerated dramatically as a result of the internet. The analysts must now consider a broad range of elements, including overseas markets, circumstances that are common there, the pace and acceleration of the market expansion, consumer preferences, related items, current rivals, and new entrants. Any industry can develop a successful road plan with the correct sort of study. The analysis provides industry information that will assist increase its market presence and position in addition to its profit market and capacity (Johnsen, 2016).

With globalization, technical advancement, and acceleration, the environment for leadership also changes (El Zein, 2021). Within a short period of time, events in one part of the globe will have an impact on another.

Companies nowadays might be seen seeking to adapt to new management paradigms as well as organizations that remain captive to outmoded paradigms. Drucker used the examples of two fundamental organizational models, the model of orders and controls (also known as the military model) and the model based on information, to illustrate the differences between these notions (vital model). The arrangement of instructions and controls, which first developed in the 19th century, may be likened to an organism that holds together like a shell, according to Drucker (2002). The modern corporation was built around information, which serves as both its new expression and integration mechanism.

Thus, the organizational model based on the data offers an excellent chance to investigate how firms of this kind handle managerial conundrums. There are now at least four apparent inconsistencies that may be used to build a new management paradigm. Management against leadership, hierarchy versus community, trust versus control, and profit versus service are the four conundrums.

In this section, the chapter will introduce a new concept in management and problem that is facing management in general and the leaders at the workplace in particular, denial management. A concept introduced for the first time in the body of knowledge.

What is denial management?

It will be challenging to describe it in a few words or lines since this is the first time such a title and concept has been brought to the world of business, management, and leadership. The best strategy is to explain how denial management works in its original habitat, the workplace. Denial management is the process of methodically looking into each denial, conducting a root cause analysis to determine why the employee is denying or not accepting his or her weaknesses, or even at some point not confessing or denying that they have weaknesses or lack some of the required skills, or simply that they occasionally need improvement and development. (This Concept is based on five years study using statistics, observations and inter views).

To put it simply denial management is a strategic process that tries to uncover and address issues with employee performance and missing skills, including attitude, job results, and even the lack of certain soft skills. It all begins with the employee's denial of the issue's existence

or denying the weaknesses that they have and that must be improved or addressed. Each of us has experienced times when we are comfortable in our comfort zones and found it difficult to leave in order to find a better one. Denial and tension are there at first until the employees realize they were mistaken. How to make that possible? Only a manager with genuine leadership abilities and a vision for the future can respond to this question.

Denial Management: A new problem on a level of employees

To put it mildly, it may be irritating to work with an employee who will not accept any criticism of their conduct or performance, no matter how little. That refusal to listen to and accept advice that may truly help them better is undoubtedly a contributing factor to any performance issues.

If an employee's habit of denial, it could be very hard to persuade them. There is a good chance that they will argue at the performance assessment and make every effort to muddle the situation. It's not unusual for people to be unable or reluctant to recognize their own shortcomings and skill gaps. Employees who fall under this group are quite different from those who accept criticism well and utilize it to further their careers.

It might be tough to persuade these individuals to modify their behavior sufficiently to stay on the team since they are unable to go beyond their anxieties or whatever is putting them in denial. This further demonstrates the need of continuing performance documentation. The manager must be prepared to provide specific instances or even a comprehensive list of those performance "events" that pertain to the ratings and remarks the employee is disputing when they use denial as

a defensive technique. The ability to give factual supporting evidence that the employee may disagree but will find tough to refute is made possible by having these readily available.

Understand strengths and weaknesses at work

Any employee will find it difficult to strike the correct balance between their professional talents and flaws. As a result, team managers should pay close attention to it, particularly those who are in charge of managing and caring for people.

What are the advantages and disadvantages of your job?

Many traits will always be seen as either strengths or flaws. Who, for instance, would not value intellect, inventiveness, or adaptability?

When we discuss our strengths and shortcomings at work, it is not always apparent what we are referring to since times change, as do the demands and expectations of both workers and employers.

What are your professional strengths?

Because they will enable them to accomplish the goals they set and the jobs they are assigned, an employee's strengths would be those traits that make them appealing as a team member. Unfortunately, the emphasis on these traits has veered off course in recent years, with references to famed professional skills like "ability to perform under pressure" or "long-term dedication to the firm." Not to mention the intellectual and technological prerequisites (hard talents) that are more fitting for a superhero than a regular worker.

However, the conversation around work-related strengths and shortcomings is slowly evolving. Questions are being raised about

several once-valued characteristics, such as why it's acceptable for an employee to repeatedly handle "pressure." Why does joining a firm require making a pledge of steadfast commitment in return for an undefined future?

As previously stated, contextual factors must be taken into account (the historical moment, the political and economic situation, and even fashions and trends within the labor ecosystem). Additionally, as well as the industry to which a firm belongs and, of course, the unique qualities of specific employment.

Let's examine an instance of economic unpredictability or a growth dilemma unique to the stage of the company's life cycle that is being examined. Workers' capacity to make sacrifices, put off receiving rewards, and wait patiently for better times to arrive may be one strength in such circumstances. These characteristics are always valued, but they don't have the same significance in an environment of increased wealth and regularity. They will be wonderful to have, but since they are not as required, their value will simply decline.

Similar to this, outstanding leadership or communication abilities are always seen as potential personnel strengths. They won't always do it in the same manner, either. These are critical qualities for a team leader who wants to further their career inside their organization, but for a freelancer who completes their job independently and with a more nomadic, even mercenary, attitude, they will be helpful but less important.

Additionally, it's important to consider both the traits that are strengths and weaknesses at work as well as the application of those traits. In this way, effective management and attention to the needs of

its employees may guarantee that workers use their skills effectively and constructively, whenever feasible, in line with their preferences, duties, and obligations. This makes it simpler to improve their employee experience and work happiness.

What about shortcomings?

Although it has long been argued that knowledge does not occupy space, no one has ever added that acquiring it requires resources such as time, money, and energy, and is not necessarily a sure thing. simply because not all of us have the same skills, and obviously, not all of us share the same hobbies or career goals.

When an employee is young, new to the team, or beginning to take on duties that are different from those they have previously played, managers, just like other team members, have a critical role to play in identifying, pointing out, and fostering that person's abilities. When we discuss luring, nurturing, and keeping talent inside the organization, this is what we mean.

Type of weaknesses employees have on denial

Employees anticipate that their employment will significantly increase their feeling of purpose in life. Employers must contribute to addressing this demand or risk losing talent to businesses that will. But what if the workers have the potential, but they are not utilizing it or making efforts to improve it? What if they are just living in denial and believing that everything is well on their end and that they are at ease in their comfort zone?

The main question that rises is, why is it important to know what are

the employee's strength and moreover, their weaknesses?

You may endeavor to become a more self-conscious professional and establish a focused plan to grow and enhance your talents if you are aware of the strengths and shortcomings of your staff. The things you can accomplish well and with ease are your strengths. You may leverage your strengths to perform at a high level and demonstrate your worth to the organization by concentrating on your strong points.

Your weaknesses are the tasks and skills that you find difficult. You may learn how to make up for your deficiencies and take action to strengthen them by recognizing them. By discussing areas where you may use improvement with management and requesting resources you can utilize to put them into effect, you can make wise professional judgments. Your professional success and leadership potential may depend on how you manage and balance your talents and shortcomings.

What are the most common weaknesses and lack of skills that the employees have and need improvement?

There are numerous common weaknesses that one encounters at work, but there are also methods to go through them and improve one's professional productivity. However, the most familiar problem that is facing the manager and the leader at work is the denial that the employees are practicing.

One of the most challenges is the denial of the need to change, where some managers face strong resistance to that matter. Professionals with experience often have particular routines or habits that aid in keeping them organized, prioritizing their workload, and meeting deadlines. Although these behaviors are often advantageous, it's crucial to remain

flexible when the organization develops or goes through big changes. It may be difficult for employees to modify how they approach their jobs during times of transition.

Another weakness that can be observed in some employees is the lack of confidence. Although having a humble attitude at work promotes professional development, it's equally crucial to have self-assurance in one's position. It could be difficult for the employee to get the respect of fellow team members and bosses if they often criticize their job or refuse to participate in meetings. Being unconfident may also make it challenging to be productive since it may result in a lack of work satisfaction.

Denying that the employee has lost track and is unable to manage the targeted goals and accomplish the required tasks are also some of the challenges that face the management at some points. Some workers don't take the effort to establish their goals clearly or to determine if the goals they have set are really attainable. Setting and accomplishing specific, attainable objectives is necessary for success. Setting goals enables employees to prioritize their duties, be productive, and finish assignments on schedule.

In times of trouble and work tension, some employees lost patience, and their behavior changes. However, they refuse to accept that and deny its existence and they do not see that it is affecting their work, productivity, and everyone else around them. The productivity of any team may be increased by working steadily and efficiently managing their time, but it's crucial to keep in mind that everyone works at a different speed. Negative relationships between coworkers might result from being frustrated with team members who use different processes

or who do jobs more slowly than others do.

Another big challenge that is facing the management is the employees' denial of being close-minded. Employees who are self-assured in their knowledge, abilities, and ideas may be beneficial to teams and organizations, while those who don't take into account the opinions of others might hinder communication and professional growth. This may hinder teams and the organization's ability to accomplish its objectives.

The employees not accepting a negative review or feedback is the manager's worst nightmare. Not every negative review has negative consequences, sometimes constructive criticism and feedback have a very positive effect at a later stage on some employees, but not on those who deny their mistakes and weaknesses. Some experts are at ease working on their own. Although both the individual and their team may benefit from this, it's crucial for all employees to be willing to take criticism of their performance. One may assist the team's processes by paying attention to complaints people have about business procedures, particularly if they have an impact on the team. Additionally, it may aid in productivity, effective team and management communication, and change adaptation.

Another problem that can save the manager or the team leader is procrastination, where the employees postpone tasks and duties in an unprofessional manner expecting that it is not hard tasks and can be accomplished fast and easily. Unfortunately, in this matter, the denial of the employees' practice is sometimes times intolerable and might cause lots of investment losses in time and money, in addition to losing one's job in some cases. On the other hand, while taking breaks at work might help the employees remain productive, procrastinating may keep

them from achieving their best potential if they struggle to stay on track. Employees sometimes put off completing projects because they believe they lack the necessary abilities or they find them too difficult to perform.

The no-risk takers are the employees that will not develop no matter how successful they are at their task, but that's it, only good at that task, not more. Those employees are the most ones who live in denial that they need to take risks and embrace any potential clients and prospects that might encounter them. Avoiding major risks at work may help employees avoid errors, but certain risks can benefit the team and its growth. They may sometimes become better at what they do by applying new ideas, and they might even discover that they prefer this method to the one they previously used.

Fear of showing weakness, a new form of denial

How many times have you heard this phrase from a close colleague or employee:

"I'm afraid of showing my weaknesses at work"

It may seem contradictory to you, but trying to conceal your uncertainty or lack of knowledge when you need to seem confident and competent is the worst thing you can do. That makes you seem insecure rather than competent.

No position, no matter how senior or how great, requires you to always know the right response. The goal isn't that once you reach a particular level, you'll know everything and be confident in yourself. In fact, those who behave in such manner are rather hazardous. Instead, the notion is that you work to understand your own limits, that you

be honest when you are unsure about something, and that you are knowledgeable about how to acquire the information you need. Consult with those who possess the knowledge you need, or, if no one will have the One True Answer, those who can give you their brainpower to assist you to sort out the issue.

One of two things often occurs when individuals make a strong effort to seem to have all the answers or to hide any weakness: They either give off an intimidating, unapproachable vibe (which is bad if you're managing people), or, more often, they come across as being uncomfortable about their own position. Genuinely self-assured individuals are at ease confessing when they don't know something or that they made a mistake since they have faith that others are aware of their competence. In fact, by being honest about such problems, they often come off as more certain and competent since they don't seem to be fighting to maintain their position.

When you firmly state, "I don't know — can we find out?" there is great strength and power in that. or "I'm struggling with X and Y, therefore I'm not sure how to go forward at this point. What do you believe?

Also keep in mind that, whether you want to or not, you are setting an example for your team by your actions. They could learn that they shouldn't confess hesitation either if they never see you say that you're unsure about anything. What do you want them to do? That is, of course, just a portion of it. You also indicated that this is an emotional matter and that you don't want your coworkers to see you anxious or otherwise exposed.

It's true that you should generally try to keep your emotions under

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check at work. However, it doesn't follow that you can't feel anything at all! You may. The ones that might negatively affect others are the negative ones, such as taking constructive criticism personally or allowing your poor mood affect your coworkers. It may be challenging to work under a supervisor who is often and obviously flustered, so you certainly want to be aware of how you come across as stressed.

However, there are many more emotions that you may express at work without being inappropriate. Warmth, curiosity, humor, worry, thankfulness, contentment, and sometimes even doubt are just a few examples of acceptable emotions at work that are humanizing.

Additionally, it's crucial to humanizing oneself since building relationships with others depends on it. You won't likely form the types of connections that will advance your career, enable you to support the growth of your employees, and generally improve your quality of life at work if you present such a polished, closed-off exterior that there is nothing there for others to connect with.

That doesn't mean you have to divulge all the specifics of your breakup or how terrified you were while giving a presentation to the board. However, sharing information like "You know, when I began performing X task, I really battled with this difficulty and had the same concerns you have too! Let me explain my method to you". You may even say, "Wow, that was a difficult decision with the customer! Although it wasn't the most pleasant criticism to hear, I believe it ended well".

How to manage denial

The management should concentrate on being as transparent

as possible and choose their words carefully when dealing with an employee who has a propensity for denial. Additionally, workers in this group often find it difficult to take in a lot of coaching at once. With this kind of employee, incremental coaching utilizing smaller informational chunks is often more successful. Give them something to ponder, in other words, and then follow up to see whether they're favorably digesting the input and adopting it in a manner that could result in a behavioral change.

An employee shouldn't be surprised by their performance assessment. However, it is even more crucial to provide continuous coaching and feedback to a worker who has a tendency toward denial so that there isn't "feedback overload" when the performance review is completed.

Yes, workers who are in denial may be difficult. But there is a potential that something will connect with the employee and performance will improve with adequate continuing documentation, feedback, and coaching in addition to a well-done and well-supported performance review.

It is always recommended to advice the employees to talk with management and their coworkers about potential solutions to faced problems which may help the them become more adaptable. Support the employees to ask for feedback from supervisors, participating in training programs, and exchanging ideas with their team members and leaders are all possible ways to boost confidence.

In the matter of tasks and objectives advice the employees to prioritize their chores according to how difficult they are and how long they anticipate they will take; employees could find it simpler to manage their objectives. This will help them avoid being frustrated and will

motivate them to complete their activities.

Smart leaders may develop patience by being more familiar with how team operates, giving them helpful feedback, and being there to assist them when necessary. Support the employees in recognizing the concept that other people's viewpoints are just as important to them as their own. This may help the employee become more accepting of others' thoughts and beliefs if they have trouble doing so. It is important to spend some time on this and instead of ignoring fresh ideas, provide helpful input.

If leaders encounter these difficulties, it is advised that they request from the employees to strive to overcome them by asking their boss or team leader for training materials or splitting up huge jobs into smaller ones, which can make them easier to do.

The employees must learn that by discussing the possibility with coworkers and management to get input, concentrating on the decision's general purpose rather than its minute specifics, and creating a time limit that allows them to take their time approaching it, they may learn to take potentially advantageous risks at work.

Leadership is to be used as a tool to improve denial management that the employees are practicing. For that matter there are certain elements in the employees that the company believes will contribute to the employee's professional success and it is up to the leaders to make it happen.

How to handle an employee who is stubborn, defensive, or defiant and in denial

People who are continuously antagonistic and oppositional are some of the toughest workers to manage. They could openly dispute or disregard criticism, refuse to accept directions they find unjustified, or continuously criticize new projects. Most often, these actions are used to seem tough and hide a fear of change, a dislike of impending confrontation, or a concern that they would come across as foolish or inept. In my 15 years of advising for both publicly traded and privately owned businesses, I've discovered three specific strategies that may help you get the most out of people that are in opposition to you.

The first option is to modify work tasks in order to capitalize on their advantages. At a firm I counseled, one functional leader was well-known and respected for his technical knowledge, but he was also an obsessive micromanager who treated staff with contempt, which resulted in significant turnover in his area. Every time his boss or HR offered him comments, he ignored it since he believed they were ignorant of the requirements for his position.

Technical professionals often struggle in managerial positions, and their aversion to criticism or assistance may be brought on when they see they are in over their heads but don't want to appear to be failing. One answer is to focus on their areas of competence while reducing management duties or assigning them to a team that is solely technical. This worked for the functional leader who encountered fewer challenges and caused his subordinates and superiors less discomfort since he had a much smaller team of fellow specialists to oversee.

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Another option is to temporarily disregard personal preferences while the individual gets used to their new environment. Some workers exhibit oppositional behavior when they experience uncertainty in a new job or when their duties significantly alter. At least initially, it may be more effective to concentrate on the caliber of their knowledge or output rather than providing behavioral coaching on their negative or inappropriate communication, and only address stylistic issues once the employee feels more comfortable with the changes and expectations.

When change was required, I once worked with an academic director with strong institutional memory who was very sensitive to criticism and who quickly became terrified and reluctant, particularly when new demands were presented to her as fiats. She became very defensive and emotional out of a desire to not seem foolish, frail, or out of touch. This was especially challenging for her since she had to build fresh ties with each new leader she supported because they were hired and fired every two to three years in her role. She didn't always act in antagonistic ways, however; if she worked under a boss who valued her talent and experience, she gave faithful service and made a valiant effort. You may establish a strong relationship with an employee by expressing gratitude for their expertise while temporarily neglecting their delivery.

Finally, it's important to keep in mind that they could be correct. An experienced department head at one service company where I provided consulting voiced strong opposition to the changes that a string of new managers intended to implement. When one new leader listened to her criticisms and saw her difficulties as signs that some of her "old methods" could still be valid, she started to alter her perspective. She was more receptive to his arguments and his new ideas, and she even agreed to support some of them. He gradually provided her greater

duties and chances to share her expertise with other divisions of the business. She persisted in questioning some of his new ideas, but as soon as she realized that her expertise was being taken seriously, she began to open up considerably.

Know where to draw the line, on the other hand. An externally hired senior leader at another client believed that his track record spoke for itself and that he did not need to adapt to the cultural norms of his new organization. He was reprimanded and advised repeatedly by a colleague from HR when he acted in ways that went against expectations on work/life balance and showing respect for individual differences, but he believed that his financial success would shield him. He even made it quite obvious to his coworkers that he was under no obligation to "listen" to the criticism. Despite the success of his efforts, the senior leadership intervened and fired him when too many workers complained that they felt denigrated and that he was ruining the company culture.

Sometimes oppositional employees' actions are so detrimental to their group or their coworkers that the organization cannot tolerate them and must persuade them to leave. But in many instances, employers may effectively help oppositional individuals via job redesign and relationship development after understanding their problems and motives. Employees who were earlier seen as difficulties might then use their best qualities to work for the company rather than against it.

How can I concentrate on my work's strengths and weaknesses?

Analyze your qualities attentively. Celebrate and relish your talents, but don't criticize yourself for your weaknesses. Develop an attitude of forgiveness, kindness, and compassion for both our own and other people's flaws at work.

maximize your possibilities for training. internal training initiatives, as well as the funding and facilitation of external training via flexible scheduling. giving workers the resources, they need to find and invest in their areas of growth.

Consider your specific growth plan. Think about the following: What traits do I lack or want to work on acquiring? Do they concern my job? What is the right way to go about doing it? Do I possess the necessary resources? Does the business assist me in my endeavor? This might be a component of the health action plan I create on my own or, if required, with the help of my manager.

Look for reliable examples and inspiration. What standards am I using to decide that one of my traits is a weakness at work? keep asking yourself. Is the standard appropriate, too lenient, or too strict? My perspective, the viewpoint of a team member I credit outside the group (such as my supervisor or a coworker), or something I was previously taught but never really understood?

How to turn the weaknesses of your team into strengths

In an ideal scenario, your team would excel at whatever they performed and would always be successful. We must all acknowledge that we are excellent at certain things and not so great at others since the world is flawed. This may be upsetting for managers since they desire constant excellence from their teams. When attempting to "transform" staff, managers may be tempted to push them too far, but as the saying goes, "leopards don't merely change their spots." Since we can't always alter our personnel, managers must embrace the belief that by working hard and molding their staff, they may turn their flaws into strengths. Here are a few tips for assisting your staff in developing their abilities.

Acknowledge their weakness. If you reject the existence of the weakness, you cannot possibly convert the weakness into a strength. Consequently, acknowledging the team's limitations is the first step. By acknowledging your shortcoming, you'll be able to keep it in mind going forward and come up with solutions.

Change how your staff views weaknesses. People often conceal their shortcomings out of concern about being evaluated or called a failure. They need to see the shortcomings as a "to-do" list of things to fix. Assist your team in accepting its flaws and committing to a protracted learning process. It's critical for managers to support rather than criticize team members' inadequacies and to challenge them to see things differently. A great employee is one who isn't hesitant to venture beyond their comfort zone to achieve greatness. Employees need to recognize that everyone has areas of weakness.

Feed off the strengths of others. There will always be someone else who can accomplish the work that your employee is incapable of. Pairing up an employee who is poor in a certain area with someone else who is excellent at it is one of the finest strategies to fix a deficiency. When an employee is paired with a mentor, they have the opportunity to watch and pick up tips from their coworker. Your team has to develop an appreciation for one another's abilities if it is to function as a cohesive one. Everyone is involved in it, after all.

Consider their weaknesses a blind spot. Since we are all blind to certain things, we cannot alter what we are unable to see. It is crucial to ask trusted team members to look for any areas of vulnerability that we could be missing. Encourage team members to be open-minded and welcome other viewpoints. It's a fantastic technique to strengthen team ties and cooperation while also addressing weak points. Blind spots are

unavoidable; therefore, workers should ask for assistance from others if they need it.

Use your strengths. One would believe that concentrating on weakness until we are an expert at it is the greatest method to fix that deficit. However, focusing on one's shortcomings does more harm than benefit. Instead, we should use our talents to address our inadequacies. Everybody has certain skills and abilities, and we may use those things to assist us overcome our weaknesses. For instance, even if you are an authority on a certain subject, you can be afraid of public speaking. Speak about the subject you are an expert in to hone your public speaking abilities. Your subject matter experience will assist make up for whatever public speaking deficiencies you may have. You are, in a way, counteracting your weakness with a strong.

The strengths that must be recognized by leaders in employees

Every leader in an organization must have the ability to recognize not only the weaknesses of their teams, but also their strengths.

Every professional needs good communication skills since they enable them to deliver and receive crucial information while interacting with management and coworkers. Building great connections with your team members and management may be facilitated by knowing how to properly express concerns, provide feedback, and raise questions. As paying attention to what your coworkers and leaders have to say demonstrates respect for their issues and may help you advance in your own career, active listening is a crucial communication skill.

Leaders must have diligence. Because they maintain a commitment to creating high-quality work and have high standards, professionals

often advance into leadership roles. They accomplish and surpass their objectives, enabling them to demonstrate successful outcomes to their teams and management. Additionally, they are aware of how to improve their team members' performance and make the most use of their individual skills and talents.

Professionals with the right skills may readily adjust to new or unforeseen scenarios as well as changing work settings. Business processes are often dynamic, and they could call for staff members to adjust their daily schedules, put in different hours, or take on new responsibilities. Employees that are adaptable pick things up fast, which enables them to keep producing and develop into effective leaders. These workers are also at ease acquiring new techniques, innovations, and technology.

Leaders must support and improve the attention to detail skills their teams have. Because it enables you to prioritize your work and give each task your full attention, employers view attention to detail as a strength in the workplace. Being meticulous with every aspect of your work can help you avoid mistakes, boost productivity, and become more effective as a professional. It can also aid in maintaining organization and effective time management.

Employees with the necessary skills can solve problems at work in original and useful ways. They are able to analyze a situation and determine the best course of action to take. Their aptitude for solving issues enables them to come up with fresh solutions to old issues. They can build relationships with their managers and other team members by using this skill.

Even independent-minded professionals can profit from having good teamwork skills. This enables them to work together with their teams to

find new ideas that can help the team and make decisions about crucial issues, problems, and solutions. Teams that are more optimistic and effective may result from this collaborative work environment.

Having a reliable team is every leader's dream. Employers are responsible for completing tasks and meeting deadlines, which managers depend on. They demand that staff members be reliable team players with a strong work ethic. People who can be trusted by businesses can do a work with minimal direction or supervision and regularly perform successfully. Professionals with these skills could have a better chance of being promoted.

Professional staffers keep an optimistic attitude on the success of their team and the business. Optimism may inspire workers and improve output. Additionally, it enables coworkers and employees to share the same definition of success, which is crucial when an organization is through transformation.

A component of highly successful teams is embracing your weaknesses

When it comes to thinking about our flaws, we either try not to or fight hard to overcome them since "weaknesses" is that awful term we avoid saying.

In this section, I will be sharing my personal perspective and experience as I have been observing and studying the employees' denial of weaknesses and following the managers' and leaders' best practices on how to overcome such challenges.

It is beneficial to accept tasks that push us outside of our comfort zone and aid in the development of new talents in order to overcome our inadequacies. By doing this, one may improve personally, become more

self-aware, and eventually advance in their work. Therefore, a strong leader supports overcoming employees' shortcomings so that you could progress in those areas. though, I'd want to provide an alternative perspective on "certain" vulnerabilities. Certain vulnerabilities, since I don't want what I'm going to say to be a pretext for you to put off working on your professional growth!

There will still be "some" things you're simply not the greatest at - or you can do it and do it well, but it could take you a long time, or you truly just don't love that portion of the task. This is true even after we have tried our best to develop through and beyond our shortcomings. Although it could be difficult or something you dislike doing for you, it might be exciting and easy for someone else.

When I'm working with teams who want to perform even better, I often bring up this topic, and I advise team leaders to do so. Teams may do this by focusing on some of the often-overlooked, low-hanging fruit (This indicates how simple it is to take a grip on something). By getting the right person to do the right thing, you can boost your productivity, team spirit, and synergy. This doesn't need to entail changing careers; it might also mean sometimes rotating between activities so that each employee concentrates on an area where they excel.

When I collaborate with a team, I ask them to do two tasks. First, admit to yourself the areas that, for whatever reason, you do not find to be your strong suit. Next, consider the aspects of your career that you excel at or find especially rewarding. Every team member brings unique and different values to the table. Share both your areas of strength and expertise as well as those areas in which you fall short. When teams discussed these issues, I also encouraged them to consider how they

might leverage their own abilities to benefit the group.

I recognize that doing this may seem uneasy. Why then do it? This activity lowers obstacles, fosters teamwork and friendship, and boosts performance. Because each individual has something they can do better, quicker, or more enjoyable than others, teams that appreciate each other's talents and shortcomings identify those sweet spots of who can or should be doing what components. Wouldn't it make sense and be more effective for someone else to take on the task that is one of your weaknesses while you bring one of your strengths to cover a potential weakness on the other team member's part? Wouldn't this increase productivity and overall team satisfaction? Even if you don't switch responsibilities, by being aware of who excels in whatever field, you'll know whom to turn to when you want to learn something new, seek out best practices or shortcuts to make something simpler for yourself, or want to hone your skills in that field.

I spent a long time working on such a team. That's precisely how we went about things. Both one of my coworkers and I detested gathering case law for the arbitration cases we were arguing. One of us detested creating wage schedules and computations. He conducted all of my legal research, and I completed all of his compensation schedules. Win, win! We both finished it in less time than if we had both worked on our own, and it was definitely of higher quality. Additionally, the outcomes pleased our clients, and we both had more time to focus on other client services.

The next time you wince at discussing your inadequacies with a teammate, consider instead how they can help you and what you bring to the table that you are willing to share with others. Help each other out by lending a hand! There is plenty of opportunity for the team's success when everyone in the team concentrates on their abilities and freely gives to others from those skills. Convert the deficiencies of your team into strengths.

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Leadership as a tool to enhance HR practices

Human Resource Management

The administration of an organization's human resources, often known as HRM, is an extremely important function. The significance of human resource management lies in the fact that it plays a role in the strategic management of organizations and helps to raise the overall productivity of the organization's personnel resources on a daily basis. The efficient management of both human capital and organizational performance results in a progressive improvement of both (Delaney, 1997). In order to increase the effectiveness of the business and the workforce as a whole, the Human Resource Management system has to be able to recruit highly skilled and educated workers and provide them with training.

Since around ten or fifteen years ago, the term "human resource management" has been familiar to the general public. Even yet, "people management" is a typical alternative name for this concept. Dessler (1991) defined that there is no discrimination between "personnel management" and Human Resource Management and found that the final is the current extended adaptation of "traditional personnel management" because the technological existence in workplaces changed social values. This conclusion was reached after Dessler found

that there is no discrimination between "personnel management" and Human Resource Management.

The Crucial Role of Human Resources as a Key Driver of Competitive Advantage

In today's business world, most companies believe that their human resources are their most significant asset, both for gaining a competitive edge and for ensuring the company's continued success over the long term. The term "resource-based view," or RBV, refers to a theoretical examination of a number of the workforce's assets (Barney J. B., 1995). The RBV theory came to the realization that rather than building up a competitive edge, they should change their focus to generating resources in such a way that their style is unique, no one can copy it, and no one can be substituted. Pfeffer (1994), Youndt (1996), and Wright (1996) all disagreed with the conclusions made above. The reason for their disagreement is that history has shown that it is often easy to duplicate a competitive advantage. In addition, the human resources of a business have the potential to effectively affect both the presence and the nature of the competitive advantage.

The RBV theoretical process of the organization is followed by the strategic management area. RBV found that the characteristics and resources of an organization are far more important for effective competitive advantage than organizational formation or rivalry from other enterprises (Barney, 1997). The term "resources" refers to "an organization's ability to search for and execute its plans via the use of physical and intangible assets" (Barney J. , 2001). All of the organizational, financial, physical, and human resources are included in the previously mentioned term. Pisano and Shuen (1997), have

summed up the idea that supposing a resource may be monitored as a source to continue gaining a competitive advantage. Therefore, for this assumption to be valid, a number of conditions had to be met, including that the resources involved were rare, unique, unmatched, and irreplaceable. Value may be derived by organizations from things such as natural resources, economies, and technology. But RBV was not accepted because those resources are easily accessible to anyone and anywhere, which means that anyone can imitate from anyone else. On the other hand, defined human resources, which are "the group of human resources under the organization's direction in straight employee relations" (Wright, P. M., & McMahan, G. C., 1992), have the potential to become a competitive advantage for the organization in comparison to their rivals.

At first, this procedure is beneficial to the overall productivity of the firm. Because of the combined efforts of all of the staff members, the outcome will be favorable. In most cases, the inputs of each individual worker are not equal, which results in restricted outputs for sale on the market. Therefore, the other groups are not going to have an easy time replicating these types of resources. However, it may be quite challenging for businesses to determine which is the appropriate source from which to adapt their competitive advantage. Consequently, these resources are not easily replaced in any way.

According to the management scientist Barney (1991), firms are unable to gain the highest level of productivity from the employees who are working in their firms because the level of commitment shown by those employees is low, and as a result, those employees are not interested in putting forth their maximum level of productivity. It was discovered that firms need to encourage their workers by motivating

themselves, and they also need to grow their employees' knowledge, skill set, and talents by using HRM practices.

Methods used in HRM

The RBV technique was applied by the main activities of human resources as a result of the examination of the significance of HR practices in the performance of the business (Delery, 1998). Through the implementation of this strategy, the company may get a competitive edge. despite the fact that not every company will necessarily achieve this level of competitive advantage by implementing these human resource strategies. However, the business is able to reduce the rate of employee turnover (Delery, 1998). In any case, this particular theoretical framework and practices have the potential to influence the organizational interactions as well as the practices.

HRM and the Performance of the Firm

According to Huselid's (1995) findings, the use of the thirteen Human Resource practices had a positive impact on the performance of the business. He discovered two distinct sorts of HR practices and procedures. The first technique focused on the capabilities and structures of the company. This was due to the implementation of procedures that improved the employee's capacities, skills, and overall execution of the duties associated with their employment. The second strategy was to inspire and encourage the worker. In order to get insight into the employee's conduct, they were contacted for this purpose. As a result, they concentrated on the degree to which the employee was satisfied with his employment. For the other hand, he discovered something remarkable in that the consequences of the outcomes of both methodologies were favorable for organizational performance.

As a result, a lot of scholars have investigated and disclosed the connections between the performance of an organization and its HR practices, and a variety of methodologies have been used. In conclusion, the HR practices contribute to the improvement of organizational performance by boosting the workers' existing talents and positively incentivizing them to fulfill their assigned responsibilities (Delery, J. E., & Doty, D. H., 1996).

Leadership

What Does It Mean to Be a Leader?

The concept of leadership was explained by Hemphill in 1994, in a straightforward manner that was also highly pertinent. For this, he summed up the traditional definitions of leadership as the guiding of his group's successes. With this one line, he summed up the fundamental definition and dynamics of all forms of leadership. As far as the roles are concerned, he said that the leader is superior, while the followers are the subordinates. Because of this, the successful leader is the one who offers an effective process. Nevertheless, it is certain that strong leadership has a favorable influence on the accomplishments and performances of a company.

Leadership is one of the most essential aspects of human behavior and a topic that has received a lot of attention in recent years. The concept of leadership may be defined in a number of different ways depending on the source. Influence theme is the kind of definition that is most often recognized. The leaders who are able to influence others are the ones who are able to attain the objectives and boost the performance of the organization. It does not mean that the leader in

question has authority over his followers to the extent that the leader can direct them to accomplish the objectives that the leader wishes to achieve. The followers model their behavior after the leader's approach to accomplishing the intended objectives. It is required of the leader to steer the process of planning and carrying out actions in order to accomplish the organization's objectives. The difference between management and leadership is that management is worried with the short-term concerns in a firm, but leaders adapt and look into longer perspectives. Management is concerned about the challenges that will arise in the near future.

The majority of leadership theories have been developed in companies with the aim of helping such organizations accomplish both their goals and their organizational objectives. The theories center on behaviors, characteristics, regulating factors, and environmental factors. However, the focus of the currently accepted theories is no correlation. In contrast, the level of cooperation that exists between the leader and the following. Both the characteristic theory and the behavioral theory were unable to explain the impact that leaders have on their followers. This is not the only reason for this failure; there is also a lack of consensus over the definitions and metrics of successful leadership.

The companies came to the realization that they needed strong leadership in order to successfully steer and maintain their businesses in the market. The transformational style of leadership is the most recent innovation in the field of leadership, and it is also the style that is most suited to the modern day. In addition, the personality, behavioral, and situational methods are all included in the transformational leadership model (Figure 1). The transformational leadership model acknowledges that every individual has certain characteristics

that may be observed, developed, and taught to others. The leader exerts influence on the followers, causing them to behave in certain ways. The nature of the connection that exists between a leader and a follower is determined by a variety of contextual circumstances. The key idea behind transformational leadership is that the conduct of leaders is not exclusively focused on the physical inducements, but rather on the growth of followers in their interest in the resultant group productivity. This idea is at the heart of the transformational leadership model.

In some domains, such as educational establishments, businesses, families, and hospitals, as well as political organizations, dynamic leadership is required. The leadership team is energized and vibrant, and they are prepared to provide great service. These dynamic leaders come up with fresh concepts and put their creative ideas into action.

Leadership versus Management

It is common practice to use the phrases "leadership" and "management" interchangeably when referring to a person who is in charge of a group of individuals. In actuality, the concepts of leadership and management are very distinct from one another, and so are their respective   features.

Management

Management has been described as the process of accomplishing goals through using and cooperating with other people. Management is the process of organizing and leading people and other resources (such as money and equipment) to achieve a predetermined objective. One

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of the essential qualities of a manager is quite fundamental in the sense that they are someone who was endowed with their power as a result of the nature of the function that they do. They make certain that work is completed, concentrate on day-to-day responsibilities, and supervise the actions of others. Managers tend to have a more commanding and controlling stance, with an emphasis on the tactical actions that must be completed. The company has a significant demand for people with this particular set of skills. One of the most valuable skills one may possess is the ability to lead others in the successful completion of tasks.

Leadership

The process of leading people to achieve a goal and directing an organization in a manner that makes it more cohesive and coherent is what we mean when we talk about leadership. Leadership is a process. In order to exhibit the traits of a leader, one must be more strategically oriented, and rather than leading people through tasks, leaders encourage and urge them to drive themselves. This allows employees to take more ownership of their work. Change is another topic that leaders concentrate heavily on. An important step toward ensuring a company's long-term success is the recognition that both the company's people and its actions are open to continuous improvement. It is far more rewarding for leaders to be able to lead their people through change rather than just manage them through it.

Figure 1 Leadership Competency Model

Source: (Kaikhosroshvili, 2021)

The Function of Human Resource Management (HRM) in the Formation of Effective Leaders

The Importance of Leadership Development in Thriving Businesses

Prior articles have covered how the HRM function is now considered as a significant and important component of the organizational support functions. This topic was brought up since it was discussed in the previous articles. In particular, we have investigated how efficient management of people may contribute significantly to improved economic performance. The HRM function is responsible for a number of different aspects of people management, one of which is the part connected to leadership development (Juneja, 2015).

Research into the HRM practices of successful companies has shown that these companies significantly outperform their peers in terms of economic profitability by adhering to the leadership development practices discussed in this article. This is the conclusion drawn from research into the HRM practices of successful companies. When we talk about successful corporations, we're referring to those businesses on the Fortune 100 list that have been able to maintain their spot on the list for at least ten years. To put this into perspective, it is important to keep in mind that many companies that were included on the Fortune 100 list for a few years were unable to maintain their positions in subsequent years. As a result, the fact that these companies have managed to remain in the running indicates that they have outperformed both their contemporaries and rivals.

The Elements Necessary for Effective Leadership Development

These businesses adhere to the notion of "grounding" their leadership development programs in value. Additionally, the anticipated contributions from leaders are outlined, and the company culture is oriented toward motivating leaders.

Next, the performance management system at these firms is linked to the business plan of the company, and it contains leadership goals and talent development activities that are expressed in a way that is both clear and concise. In other words, advancement opportunities are determined by individual performance in addition to actions geared at the growth of the workforce, all of which are tied to the overall strategy and goals of the company.

These businesses also have a leadership pipeline, which indicates that

the development of leadership is included into their strategic workforce planning, which is all-encompassing and focused on the longer term. These businesses also make it a point to organize their staff into distinct job families, during which time they search for future leaders and prepare them for positions of increasing authority and responsibility. In many of these companies, it is not uncommon to find lists of potential leaders known as high potentials who are earmarked for fast-track career progression based on the organizational assessment of the skills and capabilities of these leaders. These individuals are earmarked for fast-track career progression because it is common for these companies to find high potentials among their potential leaders.

Additionally, the hiring and training of new personnel is based on a longer-term study of demand and supply trends. This ensures that a fresh generation of leaders is brought into the firm to replace those who have made it to the upper echelons of the organization.

Coordination between the Human Resources Management Function and Senior Management

The Human Resource Management functions of these firms operate on a collaborative model with its future leaders. This implies that the task of people development is not left to the HRM function or the leaders alone to handle. Instead, future leaders are identified, and then their success is connected to how well they enable and empower others to rise up the hierarchy. This ensures that only the most capable individuals are promoted. In other words, the capacity to discover talent and identify future leaders is something that is done by both the HRM department and senior management, who work together in this endeavor to accomplish their goals.

Research conducted on successful businesses has revealed that their human resource management practices are on par with the best in the world. One factor that helps set these businesses apart from their competitors is the fact that their HR departments play an important part in employee development at every stage of their careers, not just during the hiring and training processes.

The second aspect is that the leaders of these firms are anticipated to have skill sets that are commensurate with the prerequisite for being able to adjust to the difficulties presented by the business environment of the 21st century. To put it another way, these businesses begin the process of developing future executives and managers at the middle management level.

Food for thoughts

Leadership is a product of both innate capabilities and the organizational development of those people who already possess the necessary skills. As a result, the interaction between nature and nurture is what decides whether or not the human resource management function and the efforts of senior management to build leadership in these businesses are successful.

Employees expectations from the Human Resource and Management

In the procedures that follow, the bounds of the reasonable help that is anticipated from HR and the Management are defined. Allowing these standards to augment rather than replace one's own realistic expectations is a responsibility shared by all managers and leaders.

1. **A workplace with respectful and positive vibes**

> The law is quite clear: it is the shared responsibility of all workers to ensure a respectful and harassment-free environment in the workplace.

Managers and supervisors have extra responsibilities, including the following: acting as a positive role model for appropriate conduct; monitoring employees to identify and "manage out" behaviors that are not acceptable; and

> The employees may anticipate that you will urge every member of the company to treat each other with respect in every contact. This is something that they can look forward to from you.

> Your workers may anticipate that you will take steps to foster a courteous and happy environment in the workplace. These kinds of behaviors are mirrored in the Basic Principles for a Positive and Respectful Workplace, which are to be reviewed with every member of the staff and distributed to them. These are the guiding principles:

1. Direct your attention, not to the person but rather to the circumstance, problem, or behavior.

2. Preserve the self-confidence and self-esteem of those around you.

3. Ensure that you have positive interactions with your coworkers.

4. Make things better for yourself and others by seizing the initiative.

5. Lead by setting an example.

6. Try to see beyond the present.

2. Specifications of the Job and Expectations

When an employee is employed, they should be able to have reasonable expectations that they will enter into a position that has been clearly defined and that will have clear expectations that are implemented in a manner that is consistent with the job description. In a typical scenario, the responsibilities and expectations would first be laid out in the form of a job description, followed by essential and leadership skills (when applicable).

3. Orientation

As the employee's supervisor, it is reasonable for them to anticipate that you would guarantee that they are properly oriented to their job, including both their role and the duties of their coworkers. The orientation of the employee should also include the policies and procedures of both the department and the company, as well as any health, safety, and environmental standards and regulations that have an effect on the employee's ability to do their job safely and personally.

4. Improving One's Own Performance

The company makes use of a performance development system that is comprised of Probationary Goal-Planning and Review in addition to Annual Goal-Planning and Review. You and the employee now have the chance to evaluate whether or not the job is a good match for both of you. You should start the yearly performance planning and assessment process as soon as the employee has completed their probationary term. This approach should include frequent 'checkpoints' for the employee's progress.

5. Recommendations and Instruction

You have the obligation as a supervisor to provide assistance for the employee in the execution of their tasks, and one way to fulfill this role is to provide constructive criticism on performance or conduct that is not in line with the expectations. This is more of a mentoring and guiding relationship than it is one of punishment. You should also provide attention to work that has been done very well as well as work that is "on the right road." In addition to this, it is required of you to give the employee practical coaching on the technical and other areas of their role, as well as growth opportunities that are compatible with the employee's career and performance plan.

6. Enhancing Previous Performance

When you have reasons to be concerned about an employee's performance, it is your responsibility to devise and carry out a strategy for improving that employee's performance. This procedure comes first, and it is our aim that it eliminates the need for either progressive punishment or behaviors that are not culpable. On the website devoted to Human Resources Talent Management, you may get more information about this procedure.

7. Working Together Effectively, Adapting to Change, Communicating Clearly, and Handling Conflicts

As a supervisor, it is your job to make sure that everything runs well within the sphere of responsibility that you are in charge of. Among them are the development of effective collaboration, the management of change, the promotion of consistent and understandable communication, and the resolution of problems as they occur. If you are an employee's

direct supervisor, you ultimately have the biggest influence on how that person perceives their time spent at work. Your workers have the right to expect you to adopt measures that will help maintain a good and productive atmosphere in the workplace.

8. Taking Steps to Make Things Right

You have a responsibility as a supervisor to the company as well as to the individuals in your charge to evaluate whether or not progressive punishment is necessary and to take the right steps to determine whether or not corrective action is necessary. Before the employee-employer relationship is placed in jeopardy, this procedure is in place to facilitate the development of remedial plans and activities with the workers.

The Department of Human Resources provides training and support to supervisors in order to help them fulfill their responsibilities.

Traits that every human resource leader should possess

It is essential to have a wide understanding of the operations and procedures that drive commerce and generate growth in order to be a successful leader in the business world. However, in order to be a successful Human Resource leader, it is not only essential to have a fundamental understanding of the fundamental principles of business best practices; it is also essential to be proactive and strategically develop your influence over your organization. This is the only way to achieve success in this field (Wallick and Smith, 2022).

The five most notable characteristics that today's renowned leaders in the field of human resources all have are listed below.

1. Don't ever stop educating yourself.

Your ability to manage, assist, and lead your human resources staff will all improve if you increase your understanding of the rapidly growing area of human resources. The use of this information has the potential to serve as an encouragement for the expansion and development not only of your HR team but also of the bigger workforce as a whole.

To construct and hone your HR expertise, it is vital to engage in continuous education throughout the course of your life by getting an advanced degree and professional certification. Leaders in human resources that are successful have a hunger for understanding the advantages of new HR research outputs and keep linked to current developments in the HR sector. Your ability to successfully support the strategic objectives and direction of your business is directly correlated to the degree to which you put your understanding of optimal HR practices into practice on a day-to-day basis.

The Master of Science in Human Resources Management program at The University of Scranton will help you acquire the fundamental and strategic knowledge you need to flourish in the HR sector, regardless of whether you are currently working in the HR field or are interested in entering it.

9. Communicate in an efficient manner

Messages that are easy to understand and comprehend may not only improve morale and loyalty but also help a business save money. According to the findings of the research "Communications ROI" 2011-2012 conducted by Watson Wyatt, businesses that have communication practices that are very successful are more than twice as likely to

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considerably outperform their counterparts who do not have such practices. As a leader in human resources, you will have access to a wide variety of scenarios in which you may practice and showcase your communication abilities. For instance, having great writing abilities leads to rules and processes that can be easily understood, which in turn drives outcomes for the business. In a similar vein, having exceptional verbal communication skills allows you to assist your workforce in better understanding the responsibilities they play in producing outcomes for the business and motivates them to reach their full potential in terms of performance.

10. Act in a way that is consistent with your values and tthics

The pressure to achieve in one's personal life as well as one's professional life is a potent driving factor in the increasingly competitive work settings of today. There are two significant ways in which you may show that you are personally committed to the upkeep of an ethical work environment. First and foremost, set a good example for others to follow and always act in accordance with the HR profession's code of ethics. Second, using the HR code of ethical conduct as a guide, take the initiative to promote the professed values of your business to all of the staff members working for your company. You are in a unique position to help build a community of employees who will want to internalize and demonstrate your organization's values and ethical behaviors because HR professionals often lead the process for fair and equitable treatment of all organizational members. This puts you in a good position to contribute to the success of your organization.

4. Engage in strategic thinking and adjust your behavior accordingly

It is easy for human resources professionals to fall into the trap of concentrating all of their efforts on developing the most efficient HR function possible inside their company. At first glance, it could seem that this concentration is reasonable. However, today's CEOs demand human resources professionals to show more than simply knowledge in human resources. They anticipate that their HR experts will act as vital partners and contribute to driving the entire business strategy of their firm. In order to accomplish this goal, human resources professionals need to think strategically, combining a powerful HR function with an in-depth understanding of their organization's key business concerns and objectives.

5. Keep an eye on your numbers

HR professionals have known for a long time the importance of building exceptional processes that enable their firms to recruit, utilize, and keep the finest individuals. It is necessary for HR professionals to be able to comprehend and make use of metrics and essential business data in order to calculate the value that these practices provide to the organization's bottom line. Metrics are important for a variety of reasons, including but not limited to assessing the return on investment (ROI) of an employee suggestion program; measuring staff turnover rates, and conducting a cost/benefit analysis for delivering a wellness program.

How to advance as a leader in HR

Being the HR specialist in your firm is simply one component of

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Dr. Badia srour

exhibiting great leadership in human resources (HR). It implies acting as a strategic partner and counselor to the company, as well as making an effect via the implementation of HR strategy. It also indicates that you are able to lead other people in such a manner that compels them to want to follow in your footsteps. Let's take a look at the things you need to know about leadership in human resources, as well as how to build it and show it off.

How do you define excellent leadership in human resources?

The capacity to lead effectively is characterized by a wide range of characteristics that are applicable to nearly every leadership position; nevertheless, we will interpret it in the context of human resources (HR).

Listed below are numerous examples that illustrate what strong leadership in human resources looks like:

➢ Taking into account HR within the framework of the company

Strong HR executives have a solid understanding of the factors that drive their organization's business strategy and objectives, as well as the ways in which HR practices and the results of those practices influence these factors. They are interested in the tasks of each department and engage with the various teams to have a better understanding of what individuals need to do their job effectively.

HR executives who educate themselves on how the company generates revenue and the many difficulties it encounters are better able to understand the consequences and influence that HR has on the organization. Because of their business savvy, they are able to have

talks with top executives on their level. They are able to address the challenges that the company is experiencing and provide answers that are pertinent.

➢ Intelligent and strategic planning

Leaders in human resources that are successful need to be able to plan for the future and have the perspective that every activity should be linked to company objectives. They are able to convert the business environment and the ever-changing nature of work into plans, both short-term and long-term, that will assist the organization in achieving its objectives.

They serve as a guide for the rest of the leadership in conversations about operations. For example, creating several scenarios to determine the sort of expertise required to steer the company in the direction that they want it to go. In essence, strategic HR executives build up and emphasize the significant contribution that HR makes to the success of the business they work for.

➢ Problem-solving skills

The HR function places a large emphasis on problem-solving since choices made in this area might have repercussions for several individuals.

A capable HR leader takes observations, grasps the bigger picture of every difficult circumstance, and gives serious thought to a variety of various choices and potential outcomes. They refrain from making assumptions and instead engage in in-depth inquiry and data collection in order to get to the bottom of the matter and identify its underlying causes. Critical thinking is another tool that HR professionals employ to see trends and identify possible threats before they materialize.

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They are aware of the resources that are available and are able to determine how to rapidly and rationally deploy those resources. Nevertheless, in the process of formulating preventive measures and potential remedies, they take into consideration the political, organizational, and stakeholder contexts.

➢ Being a reliable and trustworthy counselor

The role of HR executives is essentially that of advisors to other managers and company leaders. As a result, they need to be aware of how to cultivate connections with them and how to earn the trust of such individuals. They are able to do this through collaborating effectively, speaking their language, and being able to illustrate the impact that their choices and efforts have had on the company's bottom line. When the HR leader has earned the confidence and respect of their peers, their counsel will be highly valued. Because of this, they have a significant amount of power inside the company.

➢ Putting an emphasis on the culture of the organization

The HR department plays a pivotal role in developing a constructive culture for the firm. In order to advance the organization's ideals and motivate employees to act in accordance with those ideals, effective HR executives serve as stewards of culture.

This requires operating with ethics and integrity in mind, demonstrating responsibility and dedication to what you've set out to achieve, being devoted to DEIB, and driving change.

➢ Having a focus on getting outcomes but also taking initiative

Leaders that are effective in HR have objectives that are attainable and have the plan to achieve them in mind. Because of this, they are able

to carry out their operations with clarity and decisiveness, ultimately achieving the outcomes they have been aiming for.

In addition to this, they approach issues in a rational manner and have the self-assurance to voice their opinions. They aren't afraid to be proactive and will gladly take the lead on tasks on their own initiative.

➢ Providing assistance to workers in reaching their objectives

A strong leader in human resources is able to strike a balance between the needs of the business and those of the workers and will advocate on their behalf whenever it is feasible to do so. Employees are not seen as problems that need to be addressed in this organization. Instead, they demonstrate a sincere desire to be of assistance and support to others. They place a strong emphasis on employee learning and development opportunities, and they support internal hiring and promotion pathways.

➢ Taking the lead with empathy

A culture of trust may be developed in an organization by HR executives who are ready and able to comprehend the requirements and emotions of others without passing judgment. They exhibit respect for others as well as a real interest in them, and they are prepared to take into consideration a variety of points of view. As result, workers have a positive perception of HR as being accessible.

People are more likely to feel comfortable addressing sensitive matters when they are in an environment like this because it encourages them to talk openly about their wants and worries.

What kinds of leadership abilities are necessary for people working in HR?

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In order to distinguish themselves as exceptional leaders, HR professionals need to possess a variety of abilities and competencies that are tailored specifically to each sphere in which they exercise influence.

The following is an overview of the three categories of leadership qualities, along with a handful of instances of how this manifests itself:

The organization leadership

The HR department needs to have a voice in the most important decisions made by the company. This indicates that those in charge of HR must be able to compete effectively with the other executives by possessing the following essential leadership qualities:

Making choices is the primary responsibility of those in positions of leadership, and it is imperative that they be successful in this endeavor. Strong logic and relevant facts are the tools that powerful leaders use to inform their judgments. They are able to make snap judgments and recognize when it is necessary to seek advice from others before moving ahead. Because the majority of corporate choices will have an immediate impact on workers, HR must take into account the relevant factors.

Management of change Businesses is unable to prosper and remain competitive if they are unable to adapt to the constant changes in their environments. Leaders in the field of human resources need to be adaptable enough to both prepare for and welcome change. They also need to be a consistent force that leads staff through various changes that are constantly being made.

The act of leading people

To lead the others inside the organization

To succeed as a leader, you need to attract followers who are interested in following in your footsteps. People who are effectively mentored have a much greater chance of turning business aspirations into results. The following competencies are required in order to effectively lead others:

Interpersonal skills allow you to acquire the respect of people and create rapport with them when you can connect to them and communicate effectively with them. This is of utmost significance for those in HR leadership roles since the welfare of individuals is at the forefront of their areas of responsibility. Strong leaders are distinguished by their exceptional interpersonal or "soft" abilities, which include characteristics like as empathy, emotional intelligence, sincerity, clear verbal communication, offering and receiving criticism, and active listening.

Coaching skills, a coach is someone who not only leads their team but also, through the use of guidance and encouragement, brings out the best in each individual member of their team. Because human resources are all about locating and cultivating the company's talent, the executives of HR need to be able to teach effectively. They should encourage individuals to grow their capabilities and become more productive by giving them constructive criticism, helping workers discover their position in the company, and helping employees find their place in the organization.

Take the wheel yourself

If you have trouble leading yourself, your peers and direct reports will doubt your capacity to lead others. Successful leader inspires confidence in their followers by demonstrating excellence in the areas of behavior, routines, and knowledge.

Self-management is something that everyone approaches and their day-to-day activities and life in general in their own unique manner, but there are some characteristics that indicate effective self-management. You may display responsibility and dependability in a variety of ways, some of which include having emotional self-control, being well-prepared and organized, and striking a healthy balance between your personal and professional life. The foundation for an efficient and risk-free workplace is often laid by HR executives who are also skilled self-managers.

Self-improvement refers to the process by which an individual comes to terms with the fact that they do not know everything and that there is always something that they may be working on to grow and better themselves. Leaders that continuously push themselves beyond of their comfort zones via the pursuit of learning opportunities and experiences will find that doing their duties more effectively. This sort of HR leader exemplifies the value that can be gained from their organization's L&D program in a way that is both tangible and intangible.

How do you grow into a leadership role in HR and show it?

If you want to advance your leadership development in your present job or work toward the goal of becoming an HR leader in the future, performing specific activities may create some victories that will promote your progression toward either of those goals (Boatman, 2022).

Let's observe the following seven ideas:

1. Make it a priority to study and comprehend the business, organizational architecture, and HR operating models.

You will be in a better position to manage your business if you have a deeper understanding of what it entails. Get to know individuals who work in the various departments of your organization, as well as the goods or services it offers and the field in which it operates. After that, you'll be able to adapt HR services to individual requirements and establish yourself as a reliable contributor to the company.

Find out as much as you can about the company's organizational design and structure, if at all feasible. As you get an understanding of how the various systems, roles, and processes interact with one another, you will be able to modify HR programs (such as performance management and recruiting) so that they are suitable for the position.

In addition to this, you should familiarize yourself with the various HR operating models and investigate how they might work in the context of your firm. Because you now have more information about the company, you will be able to determine which model is the most effective approach to arrange the delivery of your services and give the greatest value to your customers.

2. Establish your reputation and earn people's confidence.

When you earn the trust of others, they will willingly and confidently follow your direction. Be true to yourself. Establish trusting connections with others by honing your skills in stakeholder management. Work on your capacity to communicate, interact with others, and manage expectations, and develop your communication and interpersonal skills.

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You should make it your mission to win the confidence of senior executives, employees, managers, the HR team, and other external stakeholders such as technology suppliers, consultants, and other parties. Throughout your professional life, everyone should be able to see that what you say and what you do are consistent with one another. Because of this, as well as your general skill, people will be more inclined to look up to you.

3. Set a good example for others to follow.

Establishing one's trustworthiness and credibility may be accomplished by setting a good example for other people to follow. If your workers realize that you are able to meet the high expectations you set for them and that you are doing what you ask of them, you will build a culture of mutual respect and collaboration.

Here are some ways you might set an example for others to follow:

- Get educated on the ethical issues that pertain to HR in order to guarantee that solid procedures and precedents are established.

- Respect the obligations you've already made to other people.

- Confront disagreements head-on and find solutions to them.

- Listen to criticism and grow from your experiences.

- Exhibit the ideals of the company in both your work and your relationships with people.

- Set an example for inclusive actions by doing things like active listening, avoiding preconceptions, and allying yourself with others.

- Maintain both your personal health and a healthy work-life balance.

4. Develop change management skills

Alteration is one of the most difficult obstacles that enterprises must overcome, and they cannot avoid it. You need to understand how to lead and support the changes that are taking place inside your business in order to keep up with the rate at which organizations are changing in today's world.

If you are able to get a handle on the systematic method that change management takes, you will be able to stand up to the challenge of tackling the challenges or projects that come along with unanticipated situations or new undertakings. This is your chance to step into the spotlight. As you navigate change, your ability to maintain your composure and make judgments that are well-reasoned will distinguish you as a leader.

5. Organize human resources in a way that is both flexible and project-based.

A leader in human resources should not be someone who is stuck in the past. You need to be able to respond effectively to contemporary difficulties by keeping up with the most recent developments in HR practices that encourage creativity and adaptation.

Gain an understanding of the fundamentals behind agile HR and lean HR, in addition to HR project management. In this approach, you will be able to develop an HR function that is ready for the future and able to anticipate and adapt to the demands of your company in the context of a constantly shifting business and employment environment.

6. Create personal objectives for yourself.

As was noted before, leadership involves guiding not just others but also oneself in addition to guiding others. Because of this, it is very important to create objectives not only for the function of Human Resources but also for your own personal growth. Goals provide you with a sense of both direction and priorities to concentrate on, as well as a means through which to describe your achievements.

The very act of deciding what you want to accomplish may help you determine the kind of leader you want to be. Asking oneself, "What is it that I want to learn?" is the first step. "What do I intend to accomplish with my professional life?"

Consider the possibility of establishing SMART objectives for yourself. As an instance, you may say something like, "Within the next two weeks, I will build a mentor connection with someone whom I trust and respect and who is willing to offer insight and invest in helping me advance in my work."

7. Get yourself licensed.

Obtaining a certification not only ensures that you have this important body of information and set of abilities, but it also provides additional benefits. Your dedication to professional advancement and the area of human resources will be shown by your participation in a leadership development program for HR professionals that requires your time and effort. When you are competing with others for leadership possibilities, this differentiation might offer you an edge over them and put you ahead of the pack.

The Strategic HR Leadership certificate program offered by AIHR

is designed to help you acquire the skills and information necessary to become a successful HR leader who has a profound grasp of business and the ability to exert influence within a company.

Leadership in HR

What to Do

- Develop change management skills
- Build credibility & trust
- Adopt an agile & project-based approach to HR
- Lead by example
- Set goals for yourself
- Get certified
- Understand the business, OD, & HR operating models

To Develop

HR Leader Characteristics

- Seeing HR in the business context
- Strong strategic thinking
- Being results-oriented & taking initiative
- Being a trusted advisor
- Championing organizational culture
- Problem-solving skills
- Helping employees achieve their goals
- Leading with empathy

Source (Boatman, 2022)

The HR leaders must go to "The back to human approach"

Human resource executives have been stuck on a treadmill of cost-efficiency that applies analytics and big data to current HR operating models for years. To optimize labor costs, strengthen compliance using standardized metrics, and assist the deployment of technology outside of IT, has been the mandate that their departments have followed.

The focus has been on productivity and how to evaluate it, even in the areas of HR that have historically been infused with meaning and cultural significance—recruitment and learning and development. The issue that has to be answered by chief human resource officers (CHROs)

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is if systems have taken the place of the creativity and innovation that are necessary to recruit and develop people, monitor and reward performance, and optimize workforce strategy.

More than 70 CHROs from some of the biggest enterprises in Europe we recently interviewed expressed a strong desire for more people-centric policy. The discussions were a part of a study on how HR executives might contribute to developing future talent and work model that is more dynamic.

The overwhelming majority of CHROs expressed a desire to switch to the "back to human" paradigm. The COVID-19 epidemic gave urgency to their belief that some essential human element has been lost in all these technical breakthroughs. This pandemic increased employee expectations on HR to fulfill physical and mental health requirements as well as moral concerns about a company's overall influence on society.

The crisis also gave birth to the nimbler HR models that had been discussed, as the C-suite turned to HR for both tactical crisis management and strategic workforce planning. CHROs said they want to maintain that momentum, especially as workers voice worries about the future of mixed employment.

The function of HR: From people to procedures

• **Engage with workers more really and directly**

Numerous CHROs in Europe spoke about what they perceived as an unsettling paradox: HR teams' long-promoted strategies have interfered with the chance to develop human connections. These tactics

include remote performance management and initiatives to encourage employee self-service. The platforms and technologies that completely overhauled HR operating paradigms also altered how people live and work. The CHROs stated that part of the reason is that in the era of hybrid working, there is a much wider performance gap between disengaged and totally dedicated workers.

Many CHROs in Europe said that they wished to change their roles in order to interact with the employees more directly and get away from self-service options. They emphasized that crucial procedures should always be carried out in person, or at the very least, with sufficient personalized care to make distant contacts seem personal. These procedures should include new hire orientation, brainstorming, and invention, coaching and mentoring, as well as other methods of relationship building, in addition to continuing to include salary and promotion talks.

Initially, managers were thrilled about being able to often teach their staff members using Zoom, and we added an app to enable immediate feedback. However, the overall strategy was not well liked by the staff. Coaching will return to being done more in person.

The workforce will likewise be seen in a new, wider light as a result of this transition. Because there was so much competition from other employers in recent years, CHROs may have concentrated on responsibilities in digital and technology. However, today, 90% of our CHROs said it was critical to take action to promote a feeling of appreciation for individual talents and achievements throughout the whole workforce.

CHROs who oversee businesses that employ contractors and partners indicated they would pay more attention to such groups as well. According to one CHRO from a top consumer products firm, "Proximity with workers is crucial to detecting possible people-related difficulties, as well as future leaders and the hidden heroes who contribute more subtly but nonetheless in a big way. If we do not know our employees, HR will not have any genuine influence.

• **Allow workers to be themselves at work.**

CHROs always consider how HR may move away from mechanical skill and talent management and toward a more focused, dynamic approach to employee experience. This entails focusing on diversity, equality, and inclusion (DEI) and workers' feeling of purpose rather than merely contractual obligations and their safety (Khan et al., 2021).

Businesses are reimagining the employee experience in ways that respect individual variations and enable them to respond to fast-changing conditions. They may also take actions that foster a sense of well-being and togetherness among the workforce when they dig deep to identify workers who need more and different kinds of help.

Relationships between employees and their coworkers and bosses, according to research, are crucial to job happiness and performance. However, in a recent American Psychological Association poll, 75% of participants reported that dealing with their immediate supervisor was the most difficult element of their professions. Managers may be made aware of their crucial responsibilities by HR executives, and managers' growth and performance reviews can include information about relationships in the workplace.

When the rubber hits the road, it's all about supporting individual workers, as the CHRO of a major financial institution put it. There is no app that can control this. The employer and the employee must sit together for a true talent management session.

The same design thinking techniques used to create excellent goods and services for customers also apply to creating outstanding employee experiences. CHROs are working backward from the consumer, much like competent designers. Every large firm has career paths, each with its own distinct moments of aggravation, just as there are customer journeys with related pain spots.

Utilizing the enthusiasm and wisdom of their colleagues to boost engagement among new recruits and existing staff members is one action HR professionals can take in this direction. For instance, Cisco organized a 24-hour "breakathon" with more than 800 employees in which participants utilized design-thinking techniques to pinpoint the key periods in contact between HR and workers. This meeting produced YouBelong@Cisco, a comprehensive prototype solution that addressed significant pain points for individuals beginning careers at the firm, which resulted in a complete rethink of onboarding.

The needs of each individual on the employee journey, whether they involve advancing educational initiatives, assisting clients and customers with problems, fostering the growth of coworkers, or simply being a part of a great team, should be customized and tracked by HR leaders using these technologies.

The CHRO of a major retailer stated, "As HR, we have to approach our people much more intentionally." "We need to understand what people truly want if we want the finest in the business. Every employee

will perform better overall for customers and employers if they all feel noticeably better about their job.

Be "human capitalists" and broaden your perspective on talent to include the whole environment.

One of the most striking findings was that winning on talent is crucial for a company's success, and that's why the focus of talent acquisition needs to extend across the entire organization, or at the very least to the specific locations or pockets of excellence where it matters most.

Some CHROs discussed building talent environments and growing the talent pool to accommodate shifting market conditions and job demands. These executives are beginning to take a closer look at independent contractors and their talents thanks to this strategy—not, as in the past, as fungible swing capacity related to the company solely via relationships with certain managers (Khan et al., 2021).

The results of many business polls, most business leaders from all around the globe said that their organizations planned to hire more temporary employees and independent contractors than they had before the COVID-19 problem. The major goals of this movement are to promote flexibility and draw on talent pools that are not readily accessible for full-time work, not to reduce expenses, which might actually result in greater short-term cash-out costs.

A more sophisticated talent-planning method that integrates activities with skill needs and so aids firms in managing a productive contingent workforce is compatible with that type of outward orientation. HR professionals have to reconsider the talent found outside of their own firms.

In our interviews, 64% of CHROs emphasized the need for "a fresh perspective on data," which would enable HR to broaden its focus from internally-focused analytics to a better understanding of where external talent is (or maybe), as well as the comparative performance of rivals.

The urge to search farther afield for talent is increased by this new viewpoint, although not as much as it was during the first wave of offshore and outsourcing. So that they can find the proper individuals wherever they work—full-time comparable employment or, in the spirit of emerging migratory professionals, temporary ones—they now require a better grasp of the different forms of work and talent.

The requirement for individual growth and the variety of relevant metrics to evaluate performance will need to be linked with this adaptable and external perspective for people managers. Additionally, businesses will need to adjust to changes in skill needs more rapidly than in the past. Ninety percent of CHROs emphasized to us that skills like Java or user-experience design, for which they are now aggressively recruiting, would likely become obsolete in only a few years. A similar percentage of respondents said that upskilling and reskilling are among their top objectives.

Finally, even if technology seems to have an infinite capacity for data storage, the HR function will need to figure out the best way to obtain and interpret data in order to plan and construct career paths.

• The future plan for HR to be the role model

HR teams must be inspiring places to work, attract top people, and develop outstanding leaders who will sit at the top table if they are to drive such significant organizational transformation (Khan et al., 2021).

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The internal culture, preparedness, and capability of the company should be the focus of HR executives, but they should also continually be aware of the larger human environment and the marketplaces from which they source people. These teams should spend time not just watching and listening but also proposing, elaborating, and persuading in addition to ensuring that essential procedures function properly.

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3

Thomas Walenta, PMI Fellow

Thomas Walenta, PMI Fellow

Non-Executive Director

Project and Program Manager

Dipl. Math., PMP, PgMP, Dip IoD

Interim Manager, Coach, Mentor, Trainer, Director

Global Expert in Project Economy

Non-Executive Director

Senior Certified Project Manager IBM (until March 2014)

President of PMI Frankfurt Chapter (1998 - 2005)

Member of the PMI Board of Directors (2006-2008, 2017-2019)

Summary

Thomas Walenta works on projects and programs from 1974 and selected Project Management as his career profession in 1988 after 14 years as SW developer and systems engineer.

Thomas Walenta gained experience with setting up complex programs, running PMOs and turning around troubled projects for IBM clients in diverse industries and geographies. In parallel to his work he acts as a project management volunteer since 1988, as PMI Chapter President, PMI Board Director and received the PMI Fellow award in 2012. He is a frequent speaker at global conferences

since 2000 and published in several media. In 2017, he received a diploma qualification as a non-executive director from IoD, UK, which complements his 6 years as director on PMI's global Board.

Thomas Walenta's background is almost 50 years of working on projects, 34 years leading projects and 19 years in charge of programs. He initiated and ran PMOs, programs and projects for customers of IBM in system integration, software, outsourcing and strategy. He delivered turnkey projects, rolled out SAP to European country organizations, engaged and delivered large outsourcing contracts for IT and business and integrated the full portfolio of IBM solutions in a key account role. Recently, he supported a German manufacturer to establish organization wide portfolio management and setup of a hybrid PMO, serving agile and traditional projects. His cultural experience gained is from government, insurance, banking, electronics and automotive industries as well geographically from most European countries, Japan, India, Russia and US. He visited about 100 countries.

In parallel, Thomas Walenta build a career as volunteer at the Project Management Institute (PMI) from 1998. He led the PMI Frankfurt Chapter for almost 8 years and served on the global Board of Directors twice (2006-2008 and 2017-2019). His volunteer career reached a milestone in achieving the PMI Fellow Award in 2012, which was granted to only 76 individuals in more than 30 years. From 2011-2016 he served on PMI›s Ethics Review Committee, dealing with ethic complaints and violations.He is a member of PMI since 1992 and of GPM (IPMA) since 1995.

In addition to working for IBM and volunteering for PMI, he drove his own business since 2001, teaching project management at two Universities as well for clients since 2002, and taking engagements for strategic project management consulting. He is a professional speaker, was invited to more than 50 conferences and more webinars globally and published articles and book chapters about project management topics. Recent topics include the human side of the project economy, leadership, how to transform culture, wisdom, the future of project management. He is one of the few global advisors for the independent PM World Journal (http://pmworldjournal.net/team/global-advisors-pm-profession/). Mr. Walenta proudly mentors about 15individuals around the world.

Table of Contents

The roles of wisdom and leadership in making projects successful

Abstract

What constitutes success in projects often is defined at the beginning and remains unchanged until the project ends. Success criteria are established as a good practice of project management and mostly not changed during the life of the project even if it takes years. Like everything, the perception of what constitutes success changes too, depending on time, the context, and the social environment (the people involved). Success also is subjective, in the eye of the beholder, different stakeholder groups may see a project's success different and for projects with longer durations, stakeholders are probably changing too.

Yet, research and practice measure project success in absolute and fixed terms, the usual measurements of success are still based on deadlines (schedule), budget and scope. Newer developments regard 'value' as a better measurement, but first it is a success criterium also fixed and often static (like cemented in a business case and/or a project charter) and secondly different stakeholders see different values (employees laid off due to a cost reduction program). Value though is also a changing perception over the course of a project.

The science of project management relies heavily on defining

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mindsets (agile vs fixed), frameworks (Scrum), methods, processes, tools and techniques – rationalized artifacts. Yet the impact of those artifacts on the most used success metrics as 'in scope', 'in budget' and 'in schedule' is neglectable, as research shows

What role do humans play in running a project and creating success?

Leadership by project managers, sponsors, team leads – by humans - seem to make a difference in perceiving success. Everyone is a leader and will be asked to lead in life, as a parent, first responder, or the famous accidental project manager. Hence it would be wise to prepare oneself for those situations, like we prepare for the weather, for hunger, for loving, for other unavoidable matters of life. A proven way of leadership preparation is to develop your emotional intelligence with the four core competencies of self-awareness, self-control, empathy, and social skills. The social skills can be seen as influencing skills, as influencing is what you as a leader are doing to your team, your clients, your management, or your contractors. To develop influencing knowledge and skills, you start making yourself aware about how to influence others and learn tools and techniques while acknowledging the role of ethics in influencing.

How to develop your leadership capabilities?

A whole industry is built to answer this question, billions are spent every year on teaching and training leaders in government, military, economic sector and less in the social sector. Mostly these programs neglect the ethical aspect, but without ethical behaviour leadership may become dangerous and futile.

One way to develop a sense of ethical behaviour and your competencies in leadership is to work on your individual development of wisdom. Wisdom as defined by scientists trying to preserve mental health. Psychotherapists of the Charite hospital in Berlin summarized 10 competencies under the umbrella of wisdom. They try to establish one or more of those competencies in mentally challenged people and the therapies they employ to achieve that target.

The 10 wisdom competencies are:

1. Changing perspectives

2. Empathy

3. Self-awareness

4. Self-control

5. Knowledge

6. Contextualism

7. Diversity

8. Sustainability

9. Uncertainty tolerance

10. Humility

Building those competencies in yourself will not only protect your mental health, but also make you aware of ethical values and prepare you for the situations that require your leadership. With that, you are prone to be successful in projects, in organizations, in society and life.

1. Introduction

The purpose of this elaboration is to make you think. Being surprised. Inspired for wisdom and success.

Leaders have a vision, take action and reap results.

You will be presented with non-standard views and perspectives about how to be successful with your projects. The key message is that project management is people business. There are no projects without humans and therefore we need to look at the human side of how to run projects.

Project success has been a concern for practice and science since decades The Standish Group is monitoring success rates of software development projects for years and they state on their website that only 31% of SW projects are consider successful, and of these only 46% return high value (Standish Group, 2022), which is less than 15% are successful of all projects.

These success rate have not improved significantly over the past 20 years, despite increased efforts in concepts, standards, training, certifications, and research. Is something missing?

Most project management developments have been based on a scientific, rational base, using linear time concepts. Systems Theory (ST) plays a big role in that, in that projects are conceived as systems which can be analysed, understood and improved, similar to engineering systems (http://apppm.man.dtu.dk/index.php/Systems_Theory_in_Project_Management). As is shown in this chapter, limitations of Systems Theory to explain project management include that ST seems not to be applicable to smaller organizations and even for large

organization is not self-sufficient for understanding and dealing with project complexity. Other mental models are primary and need to be applied, which then can be supported by Systems Theory.

Let that sink: project management theory can support success but is not sufficient for it.

If rationality, science, Systems Theory and other concepts used to understand problems in our modern world do not improve success of projects, what does? I will argue that it is the human side that is missing or at least underrepresented. The human side is bringing irrationality, feelings (biases and guts), human values and ethical leadership to the table.

2. What does project success mean?

3. Success in human stories

In the old fable of sour grapes, a hungry fox longing for grapes on a branch above him but unable to reach them, rationalizes that they are no longer desirable. This is an example of shifting success criteria.

"The fox who longed for grapes, beholds with pain The tempting clusters were too high to gain;

Grieved in his heart he forced a careless smile, And cried, 'They're sharp and hardly worth my while." (Behn in Francis Barlow, 1687)

The behaviour of the fox is indeed very human, sometimes decried as cognitive dissonance (the mental stress caused by contractionary perceptions like 'I want it but I can't get it'). Other fables like 'Hans in Luck', as documented by the German Brothers Grimm, describe a

similar behaviour: an initially targeted success, when not reached is abandoned, in the case of Hans gradually, and replaced by an achievable (or already achieved) target.

The story is summarized:

"Hans has been working hard for seven years but wishes to return to see his poor mother. His master pays him his wages which amounts to a lump of gold the size of his head. Hans puts the gold in a handkerchief and starts out on his journey jogging but soon becomes tired. He spots a rider on horseback and seeing the ease at which the horse travels he offers to exchange his lump of gold for the horse. Happy with the exchange, the man gives him the horse and Hans rides off.

The horse bolts and Hans gets bucked off, whereupon he meets a shepherd who convinces Hans to trade his horse for a cow. Telling Hans that a cow can provide milk, cheese and butter and is of more leisurely company. Hans takes up on the offer and continues his journey only to find that the cow is dry and not producing any milk as he had been told.

Disgruntled with the cow, Hans meets a butcher who gives him a pig for the cow. Thanking the butcher for the pig Hans sets off jogging again, hopeful he has now found an ideal travel companion. Alas, Hans meets a countryman who informs him that the pig's owner is the squire and he is in danger of being arrested for taking the squire's pig. Hans takes the countryman's goose in exchange for his pig, happy that it will provide a good roast and a supply of goose fat.

At his next stop in a village Hans meets a scissor-grinder and explains his story to him. The scissor-grinder offers him a grindstone for his goose arguing that a grindstone will provide a source of income. Hans

happily exchanges the goose for the grindstone. He continues on his way, but is tired carrying the grindstone and is short of money for food.

Hans stops for a drink on the banks of a river, the grindstone falls into the deep water and is lost. Hans is happy to be rid of the heavy grindstone and being free of all troubles. He walks on to his mother's house and recounts his lucky tale."

The result is satisfaction with the situation, as it changes, and this is success in itself.

Agile concepts in project management take this approach even further: the realistic target is developed while the project runs and as in Hans in Luck, adapted to emerging constraints and surfacing options.

Also with traditional projects, which set success criteria in stone (in the business case) upfront and try to evaluate success against them, looking further the perception of success often changes. Examples include mega-projects like the Sydney opera or Hamburg philharmonic, many Olympic games. While the project during execution may consume several project managers, after some time, most stakeholders enjoy the results, from a hindsight and judging the sustained result positively.

4. Stakeholders and success

Success is in the eye of the beholder (stakeholder) and its meaning may be changing over time. This is also apparent from the fact that the result of a project (the outcome) is perceived as benefit, as value and success by one stakeholder and a dis-benefit and defeat by another. Take as example a bridge build over a river, hailed by commuters as they save time every day but cursed by the owners of ferry services as

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they lose business. Or even clearer, a war campaign. Or any competitive (win-lose, zero-sum) project.

A whole lot of scientific research has been undertaken in the past 20-30 years to prove the value of project management for the success of projects and project management (Besner, & Hobbs, 2006). The perceived value and potential contribution of project management practices to project success). No general evidence of the value of project management for project success has been found. Most of the research is concerned with the mental concepts of project management as written down in various standards and tested in a range of certifications. Standards themselves indeed have a positive impact on any system, as they establish a common language and incorporate lessons learned, which enables more efficient communications (less misunderstandings) and continuously improving rules. Nevertheless, PM standards and their proliferation through certifications have not led to improved projects in the field. The rationality of standards and the underlying concepts of Systems Theory and linear views on time seem not to be sufficient for project success. We might need to look at irrationality, and the human side, too.

Project failures and their root causes are analysed in many studies. In most, a root cause 'communication issues' is identified, followed by causes like 'lack of support by management' and 'wrong project manager'. These are all causes that depend on humans, on individuals on the project, and hence are not to be eliminated by rules, processes, and other rational means. Communication might be supported by tools, but it is still executed between humans.

When we look at successful projects, we always find individuals,

who made a difference, sometimes called project heroes or saviours. They made their own decisions, often not following standards and rules but their gut feeling. And they will select the best suitable tools and techniques for the situation at hand (a common statement by them is 'it depends'). Sometime those heroes working with their experience, heuristic and gut feelings, neglect to listen and take any piece of information into account. Humility is a core competency of leaders.

And yes, those individuals use concepts, tools, techniques, rationality, and data to support their leadership and create a more psychological save and less complex environment, reducing insecurity and bringing people to collaborate. It is beneficial if there is a pool of available concepts and tools to select from. If you know how to use a hammer, everything looks like a nail. But if you have a set of tools and know how to use every one of them, you have more options for problems. It requires experience and many failures or experiments to acquire that expertise though.

Project management deployment and with that project management and project success depends on cultural factors, as C. Bredillet et al. show (Bredillet, Yatim, Ruiz, 2010). According to their research, PM is not impacted by the wealth of a country itself, but in poorer countries it is impacted by high individualism scores (the degree of interdependence a society maintains among its members) while in richer countries PM is impacted positively by low power distance (the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally.) and low uncertainty avoidance (The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these) scores. Cultural factors,

like any standards and rules governing communities, represent the human side of anything and therefor also project management.

The cultural factors the authors use are derived from Hofstede's cultural country assessments.

There is much more to say about the role of culture in the context of projects. The point made by Bredillet et al. (2010) is to prove culture influences project and project management success. In multi-cultural teams, cultural workshops to make everybody aware of cultural differences, preparing them for tolerating other behaviours and at best enabling the team to leverage pluralism to create an even larger team synergy. Project management theory, as it is built on Systems Theory, process models, rationality etc. is not recognizing culture or human values as core parameters for project success.

Later in section 3.3 we will look at ubiquitous human values, and how they contribute to wisdom and leadership and furthermore are supporting project success. If – as we argue – the perception of success is different by the various stakeholder and fluid, changing over time during a project, how do we create stability, simplicity, and security for stakeholders? Our shared human values might indeed by the answer, they have not changed in humans for thousands of years, across cultures and nations and they surface in critical situations. We observe that people in crisis like wars, floodings, famines become more caring, humble, fair, respectful, and empathetic. Great leaders we admire often show ethical behaviours and we follow them because we trust them.

In summary, we have seen that project management theory is not sufficient for project success. The human side that ensures success includes cultural dependencies, human values, outstanding individuals,

the avoidance of root causes of project failures like communication issues, leadership gaps on sponsor or project manager side, and the different perceptions of success by different stakeholders.

5. Leadership concepts

In 2015 Yusra Mardini, a young girl of 17 years from Syria and a Syrian swimming champion tried to get on a boat from the Turkish coast to the Greek island of Lesbos, crossing a street of water 25km wide and dangerous at times. The group of 19 people she belonged to, used a motor dinghy, designed for 6 passengers. They already could see the shoreline of Lesbos when the motor stopped, and the dinghy began to take water. Yusra, being an excellent swimmer, might reach the coast on her own. She jumped into the water and started to pull the boat, two others followed her. After 3 hours pulling, others on the boat managed to get the motor running again. All 19 safely reached the shores of Lesbos. Yusra eventually reached Germany and took part as athlete in the Olympic games 2016 and 2020 as member of the IOC refugee team.

(https://olympics.com/en/featured-news/swimming-refugee-yusra-mardini-story-inspire-world)

Some observations on this story:
- Yusra took initiative and was followed by others – a leader
- She had the implicit vision to save everyone in her group – vision
- The situation to be a leader comes as a surprise – action
- Everybody was saved - results

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A good person, a trusted leader, a successful project

Yusra Mardini from Damascus, Syria Swimming Champion, 17 years old

Project:
Go from Turkey to Lesbos, 25km

A motor dhingi designed for 6, loaded with 19 - 2015

➤ motor stopped, boat took water
➤ Yusra jumped in sea, followed by 3 others
➤ pulling the boat, keeping it afloat
➤ after 3 hours motor started – all were saved

➤ **Vision**
➤ **Action**
➤ **Results**

Vision (strategy), action (mobilizing others), and results (agility) … are the three core leadership competencies according to Bradberry, (Travis Bradberry & Jean Graves, Leadership 2.0, TalentSmart 2012).

Leadership has many contemporary and historical definitions. If individuals have followers, people listening to them and doing as they tell, they can be considered leaders. As we know, leaders can have good and bad intentions, and are perceived as good or bad, so it is clear that also moral standards and ethics play a role in leadership competency.

6. Emotional Intelligence

Many leadership development programs include the concept of emotional intelligence, formulated by Daniel Goleman. The individual following this concept should develop awareness (self-observance) and control (self-influence) about their own emotions and behaviours. And they should also develop empathy (observing others) and social skills (which come back to influencing others). Overall, the individual should also be able to develop self-motivation and even compassion, working in an unconscious state of flow.

Influencing others can be seen as leadership. If we influence others,

they follow us, we direct them, and our influence has an impact on them. We use influence in convincing and persuading people, selling to them, making them want something, negotiating and changing their emotions in conflicts and other situations.

Project managers often work without formal authority, in a matrixed organisation where any employee on the project team has at least two bosses (his career manager and the project manager) or is externally contracted staff. This is not the direct hierarchical power and influence a department manager has and can exert by influencing careers, approving training and vacations (or not), up to firing people. How to develop informal authority, obtain power other than from a hierarchical position, how to influence others? Although this question is relevant to overarching most project managers, it is also not appreciated by many.

Emotional Intelligence – a base for leadership

me

self awareness:
confidence, authenticity

self control:
mindfulness, resilience

observe

compassion:
self-motivation,
flow

act

empathy:
learning, understanding,
listen
organizational awareness

you

influence:
leadership, impact,
conflict handling,
negotiations

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Leadership is ubiquitous, it is a part of every day in our life. The mother guides her son how to behave. The teacher establishes discipline. The firefighter saves people from a fire. The project manager leads a team to create a product. The CEO growing the organization in markets and customer base by enabling the employees to utilize their talents and capabilities.

Leaders may be developed or just emerge out of a situation, like the Syrian girl Yusra. Leaders lead other humans. If they are not assigned, leaders will develop in any given group. Leaders influence others, by intent or not, who are then becoming their followers. Any leader influences.

How to improve your leadership competency, intentionally, depends heavily on how you develop your influencing skills. Emotional Intelligence sharpens influencing skills, and it also serves anybody to be more satisfied with their life and be a valuable member of communities. So let us have a look at Emotional Intelligence.

Project managers at large deal with stakeholders, namely sponsors, clients, the project team, users, outside interested parties. They not only are a member of the project community, but they are also the leader (hopefully), they are watched and evaluated and often become a role model, if they like that or not. That is why integrity and consistency are important, people do not like surprises (surprises force us to start thinking - we do not like being forced and thinking uses up our energy), and if they shall trust you, you must give them the security of being predictable and fair.

Project managers for complex projects must navigate a much more diverse stakeholder constituency, with more differing interests and

targets, maybe members coming in and going out more frequently (I was on a project which took me 1 day per week to acquire new members). In complex projects the diverse interests and influences of stakeholders require the project manager to exert influence and borrow power from stakeholders. This is multiplied in programs.

Influencing others is the final competency of Emotional Intelligence. It requires that you know yourself and can control your emotions, which results in more rational or prudent behaviour and self-confidence. Self-awareness helps you close any blind spots, to close the gap between your view of yourself and how others perceive you. It mitigates hubris and may lead you toward the most important leadership competency: humility.

After you developed yourself by improving your self-awareness and self-control, you can focus on interacting with others. As with self-awareness, being aware of others helps you understand reality better, close perception gaps and understand how others feel and what they perceive. The key competency here is empathy, some key skills are active listening, recognizing facial expressions and body language and asking questions. And controlling your feeling to jump in with information or judgement (self-control and humility). Empathy cannot be pretended; you must change your mindset to care about others - and at that moment you engage. Women are often more empathic than men, both can and should improve themselves.

7. Influencing others

The fourth emotional intelligence competency I call influencing, in general it is called social skills, which avoids the ethical aspect

of it. We are parts of many communities, like family, school classes, neighbourhoods, universities, sports clubs and teams, alumni, companies, professional associations, project teams, departments, and family again if you become parent. In each of those communities' leaders emerge, either by appointment, may it be democratic or merit-based, or because members look for someone who can make their situations simpler, reducing complexities and insecurities. Those leaders influence the others if they like it or not. They are looked at, asked for answers, admired, and maybe loved. Are they prepared for leadership?

First, like with project management, there are principles, concepts, tools and techniques to influence others. In abundance. One of the first books was Propaganda by Edward Bernay, a nephew of Sigmund Freud. He incorporated the literature from social science and psychological manipulation into an examination of the techniques of public communication, by government and the economic sector. He later applied those techniques to public relations and specific marketing campaigns and is considered one the modern fathers of mass influence. (Edward L. Bernays, Propaganda, 1928 Horace Liveright Inc)

In the context of project management, you have various stakeholders. You better take on a leadership position, social skills should support you do a better job with the stakeholders, hence influencing is the core need and not just networking or engaging.

Like with self-control on yourself you now want to control the feelings and decisions of others. Wait a moment - isn't this manipulation and a violation of their freedom? It may be and in reality it is quite often. Think for example marketing ads, political statements, car sales, social media or false promises by anyone. Sometimes the influence is positive for the recipients: in growing your kids, training your students,

forming a project team or convincing users of the benefits of a new system (called change management). So what is the difference? Ethics. Influencing that is done for ethical reasons usually results in outcomes that are perceived by all as positive. Influencing that violates ethical values are seen as unethical and harmful at least to some people.

8. Ethical Values

What are the ethical values that are good reasons to influence and should not be violated? Rushworth-Kidder researched many countries and found a list of values that is practically accepted in every culture he observed as common human values. (Rushworth-Kidder, 2005)

Please note that a belief is not a value. Values connect humans and beliefs divide among communities. Values are felt in every human, beliefs must be learned by community members.

The top eight values Rushworth-Kidder found, not given in a particular sequence, are

- honesty, reliability, integrity, truth

- responsibility, accountability

- respect, tolerance, mindfulness

- humility, reverence for life

- fairness, equality, justice

- community, relatedness, tribal attachment

- freedom, autonomy, self-determination

- compassion, motivation, purpose, love

Think about it: if these values are preserved you do not object to being influenced. And vice versa, if you learn influencing based on these ethical values, the people being influenced will love it and may even love you. I have experienced that love; it is a good feeling. But stay humble.

In summary, Emotional Intelligence is comprised of four areas, two dealing with yourself and two with others. Some authors add self-motivation, what is driving you, your purpose, passion or determination. I think this comes as a bonus if you work on the other four. It is important to understand that Emotional Intelligence is rather a lifelong journey than a goal. We start understanding our environment and ourselves as toddlers, and have you ever reacted to a baby crying? Adolescence is often related to new emotions (based on changes in our hormones) and the lack of control over them. Building control of our emotions is a sign of maturity. The four areas of Emotional Intelligence depend on each other, but it is not a fixed sequence but rather a learning in parallel to improve in all four areas.

Work on your emotional intelligence in all four areas, then you develop influencing competency. In parallel sharpen your senses for ethical values.

Chances are you will become a well-respected leader and serve humanity well.

9. How wisdom helps you to survive and strive

There is research published (only) in German language by two psychologists from the famous Berlin Charite hospital about how to treat mental diseases like depression, bipolar disorder or suicidal thoughts

(Linden:Weisheitskompetenzen&Weisheitstherapie,2008).Insummary, they named a set of 10 competencies that are related to common therapies in their field of mental health, and which jointly they identify as wisdom. Wisdom ensures you are mentally healthy and can live a positive life.

The 10 competencies are not new to the development of human maturity or leadership, what is new is that they are combined under the label of wisdom and that a lack of any one of them can lead to mental weakness and illness.

This research is also useful for all of us who are not (yet) diagnosed with or showing signs of mental illnes (are you feeling from time to time burn-out, desperation, isolation?), because we can use these therapies as preventive measures to improve our mental health and prevent us from falling sick mentally, which means being better able to handle all situations that life presents to us. If we can survive or even strive when we experience disruptions to our lives, this ability is sometimes called resilience (survive) or anti-fragility (a term coined by Nassim Nicolas Taleb, Antifragile, 2012 Random House). Anti-fragility goes beyond resilience, which means withstanding disruptions and bouncing back, in that it benefits from disruptions and disorder.

Certainly we all appreciate working with a leader or project manager with high wisdom. And we recognize wisdom when we see it. Wisdom is often seen as a feature of elder and experienced people, but also young people can show wisdom. Acquired knowledge, often seen as a synonym to wisdom, is but one of the 10 competencies (knowledge about facts, assimilation).

Wisdom – 10 competencies

10. What are the 10 competencies making up wisdom of an indi-vidual?

11. Ability to change perspectives

In our often-bipolar world, we may be stuck with one view, one opinion, and one mindset and dig-in to it and despise the opposite view with high emotions, which might even lead to violence. The world can be seen as being bipolar, but there are many more possible views, bi-polar mental models are just a simplified model of the world. The ability to search for more views and find them means changing perspectives. Many examples from human stories tell about this ability and its benefit. The Gordic knot was solved by Alexander the Great by just cutting it with his sword, King Salomon was famous for his solutions that satisfied both opposite opinions, wicked problems require creative solutions.

The good news is we can learn to change perspectives, and some of the therapies used to treat mental problems are useful for this. One of

the therapies is cognitive reframing, a technique is divergent thinking as frequently used as creativity technique, for example in design thinking models like double diamond. Role plays, acting, visiting people in other countries, exposing yourself to different cultures, and brainstorming are all practical examples of these therapies. As the saying goes: Travel is the best cure against racism.

For organizations or projects, the ability to change perspectives means being able to find different solutions, to even pivot, adapt your strategy and goals and to be agile in the sense to monitor the environment, judging what is perceived and acting on that judgement.

Mindsets are perspectives too. We hear a lot about growth vs. fixed mindsets, agile mindset, global mindset, benefit mindset, abundance mindset or defensive mindset. Yet, situational adaptation requires us to use the most appropriate and helpful mindset. Take the chief of a firefighter squad, in training and team building a growth mindset might be best, but during a mission, a fixed mindset and a directive communication might be better preserving the life of the firefighters. Having the same mindset for all kind of situations will not lead to personal and project success.

Similar are mental settings for leadership styles like servant leadership, directive, autocratic, democratic, or transactional. Changing perspectives means also to be able to change leadership styles, according to the situation, timing, social context, and environment. There is no silver bullet.

12. Empathy, ability to connect

Understanding others in their motivations, current state of mind,

emotions, and mindsets is a prerequisite being heard, establishing trust and influencing others. Do not try to sell a car to someone who has just lost a loved one. Techniques like active listening can be learned and help you to focus outside yourself and see and appreciate others as humans and being different to us.

In therapy, developing empathy helps to move your focus from the inside, breeding over your own pains and downing in self-pity, to the outside. A technique often used by therapists is role reversal, bringing the patient in the mental situation of their opponent. In contrast to changing perspectives, which is a cognitive change, empathy mostly refers to emotions.

For organizations or projects, empathy can be seen on the one hand as the ability to engage in partnerships, understand the culture and decision-making habits of other organizations and enter into win-win relationships. Empathy also means to continuously scanning the environment, the markets, the competition, and the complementary capabilities which the organization might seek to acquire, to contract or to partner with. There are many differences in the capabilities of organizations, for example B2B and B2C modes of operations. Traditional B2B companies, selling to other organizations, have developed optimized processes from product design, production, and supply chains over to marketing, sales and services which are quite different from those of B2C-driven companies which at the core try to understand their individual customers or consumers. Both B2C and B2B have different focuses on empathy, reading their respective markets.

13. Awareness and acceptance of own emotions (self-awareness)

Being self-aware leads to higher self-confidence and authenticity. It means mindfulness, being aware of your own feelings and accepting them, even if they are negative. It also means to be aware of your biases and is a prerequisite for self-control and emotional balance.

For organizations or projects, tools like employee and market surveys, net promoter scores and SWOT analysis help executives to understand the strengths and weaknesses of their organizations and develop means to improve and stabilize their organizational capabilities. Organizations may not have emotions, but they have behaviors, reactions, and biases that they (their executives) might not be fully aware of.

14. Emotional balance, serenity (self-control)

Showing patience, being peaceful and avoiding knee-jerk reactions make you more likable and respected, but also feeds into a peace of mind. Having a mentor helps you develop and finetune this capability. Over boarding or enduring emotions are dysfunctional, nobody likes a tantrum. If you learn to control your emotions, you will get greater distance to the situation and with that gain freedom grades to act. It is a balance because total control can mean suppressing emotions, increasing stress levels, which is also unhealthy.

A therapeutic tool to increase self-control is humor and in particular self-irony. That is why some people's first reaction on a surprising new problem is to laugh.

For organizations or projects, self-control means to control daily operations, mostly by a system of value stream processes and internal controls and to be able to revisit strategic settings as needed. Self-control means to be able to make rational and conscious decisions, preferably data driven and automated by algorithms instead of relying on ad-hoc actions driven by gut feelings of decision makers.

15. Knowledge about facts and about problem-solving

Knowledge is included as one of the 10 competencies of wisdom, and there are two aspects of it, the knowledge about something and the knowledge about how to do something.

On the one hand we have factual knowledge about a topic, we might me a specialist about a (often technical) topic because we have dealt with similar situations. This is called heuristic knowledge, it was created by experience in similar situations, often by induction. The process of applying this heuristic knowledge is assimilation, we apply known schemes to situations, maybe without understanding the situations fully. Ancient medicine is an example, when experiments led to a promising therapy without understanding the underlying mechanics. Tacit knowledge is related to this heuristic knowledge, as you cannot describe this kind of knowledge so others can read and apply it, but you need to learn it by doing, guided by other humans, for example being an apprentice or being mentored by a master.

On the other hand, if we have new situations, new topics, we use accommodation to apply our strategies to cope with problems. To do this we use our epistemic intelligence, the ability to theorize, abstract and deduct solutions from scientific truths.

Sometimes knowledge and in particular heuristic knowledge is confused with wisdom, as wise people are consulted for having answers to questions. As the Delphi Oracle shows, questions by wisdom seekers are almost never answered directly but the answers rather induce new thinking processes, interpretations in the person asking, e.g., by offering new perspectives. Wisdom is much more than knowledge, as we argue here.

The Delphi Oracle is said to have been based on three apollonian wisdoms:

- Know yourself

- Everything in moderation / nothing in excess

- You are

For organizations or projects, we often see lessons learned, debriefs or retrospectives to look at the experiences we made in the last cycle, with the last mission or just yesterday. These can be both heuristic or epistemic learnings, applying them to the next cycle, mission or project creates a learning organization and continuous improvement. Mature organizations with the necessary critical size implement knowledge management systems, which handle codified, documented knowledge like handbooks, best practices, case studies, processes, estimates and tacit knowledge. Tacit knowledge is preserved and taught by human-to-human interaction, like mentorship, coaching, apprenticeships, exercises, job shadowing but also hands-on workshops, presentations, and courses. The brain drains by retiring boomers needs a focus of organizations on capturing tacit knowledge.

16. Contextualism (consider situation, timeline, social relevance)

Though we have models and identify patterns in new situations, every situation depends on its circumstances, the context at the point of time the situation arises and the social relevance. Being aware of this and not prematurely selecting a solution that worked in another context (heuristics) but considering the current dependencies of the problem build this competency. A good solution for yesterday's problem might not work today (time), a conversational topic is great to discuss with the one neighbor but not the other (social) and considering going to a bike trip is better in summer than in winter (environmental circumstances). Contextualism helps in changing perspectives and tolerating diversity.

For organizations or projects contextualism means to constantly be aware of the environment, sensing not only significant changes but also nuances and small deviations and being prudent and mindful making decisions. Contextualism also means to allow automatisms and processes to be interrupted, balancing efficiency supported by automatisms and effectivity represented by the duty of care for the purpose and goals.

17. Relativism for values, tolerance for pluralism, diversity

There are many truths (this is called non-monism) and your own is just one of them. Others are entitled to their own truths, which are based on the cultures they live in, the beliefs of the communities they belong to, and just their individual experiences in life. Symptoms for low relativism for values are bipolar thinking (mindset?) like with good-bad, wrong-right, religious-infidel, politic left-right. Bipolar thinking helps to remove complexity and gain security but never represents a world in which humans can live peacefully together.

Other symptoms are mono causality ('without alternative'), rigidity and practically xenophobia and racism.

Relativism for values enables you to accept, respect and even leverage the truths of others. It makes you more influential.

How to develop this in yourself?

Focus externally. Embrace other cultures. Develop your competencies of empathy and changing perspectives. Develop humility, do not take your identity, your ego, your values and beliefs as too important.

For organizations or projects, the own culture, values and beliefs and ethical standards are important for establishing an identity. Projects as wider organizations benefit from having a vision, but also practically from a branding name, mascots, logos, signs, rituals, or community-building exercises. If that identity building has reached a certain level of stability, we need to be able to connect with outside organizations to partner with, sell to them or contract their services. Empathy can help to understand the identity, beliefs, and values of those other organizations, but relativism for values enables us to respect and even leverage and embrace the diversity and pluralism of the network of organizations.

Furthermore, organizations beyond a certain size benefit from diversity within their ranks. Having a wide range of views and capabilities enables a better identification of solution options for problems and enhancements for extensions (of products and markets). This even is true for smaller organizations that strive to cover only a small niche of a market but nevertheless must be capable of extending their product base and grow pulling more customers into that niche.

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18. Orientation towards sustainability, willpower, delay instant gratification (perspective of linear and circular time flow)

We can pursue long-term goals and make decisions having in mind short-term and long-term consequences. The famous marshmallow experiment tests this capability in young kids. Every kid is seated in a room and presented a plate with one marshmallow on it. They are told that they will get a second marshmallow if they do not eat the one in front of them for 15 minutes. The test persons getting the second marsh-mellow and hence delaying the instant gratification can be characterized as showing higher will power, employing frustration-reduction mechanisms, having a longer-term view and – tended to have better life outcomes.

In therapy, the awareness is created that decisions have short- and long-term consequences as well as negative and positive ones.

For organizations or projects sustainability is an upcoming requirement. Instead of looking at quarterly financial figures, companies are required by stakeholders to take other, mid-, and long-term constraints into consideration. Global warming, demographics, and geopolitics are drivers of this trend. Yet a business has the core purpose to make business, create customers and cash in profits. Non-profit organizations are purpose driven and often want to improve society following that purpose. Think Red Cross, Habitat for Humanity, or the UN. If non-profits are funded by for-profits or governments though, their purpose might not benefit society at large, but rather political and party purposes.

19. Uncertainty tolerance, ability to strategize

Accept that there is no predictability in life, swim in life as you swim in a river, responding to currents and waves as they come along (as expressed in Heraklit's Panta Rhei). Develop strategies to cope with uncertainty, do not succumb to it. Avoid expecting catastrophes, by analyzing potential scenarios, and even create 'what if' action plans. Do not develop avoidance and control behavior. Uncertainty tolerance is the opposite of fear about the future.

For organizations or projects this means accepting that there are risks and establishing means to handle uncertainties. Understand your risk attitudes, your risk appetite, your risk tolerances and share them with the community within the organization. Again, it is not enough to establish policies, protocols and rationalize about risks, e.g., with an ERM (Enterprise Risk Management) System, but each employee must understand the organization's risk attitudes and develop a gut feeling about them. Even small signs can be relevant, as the emergence of black and grey swan events shows. The Covid pandemic was such a grey swan, everybody could know there is a risk of a pandemic, there were ample warnings and predictions by epidemiologists and other scientists, but almost everybody neglected that risk.

Another typical organizational application of this competency is scenario planning, a proven method to develop and maintain an organizational strategy.

20. Self-distance, humility

Socrates is quoted with 'I know that I know nothing'. Do not think you are the center of the world which will continue once you pass away.

Avoid envy, bragging, pride, hubris, exceptionality, greed and being a taker, not a giver. Narcissism is a mental illness.

Humility also is one of the ubiquitous human values found by Rushworth-Kidder, most people have good feelings when they see a humble person and bad feelings seeing a narcissist.

Wise people do not characterize themselves as being wise, exactly because they are humble.

For organizations or projects humility is the competence to understand that there are others that have big success and outstanding capabilities and that they can learn from them. Competition and metrics run counter to this understanding, as comparing oneself against others may give the impression of being better or even the best. Great companies have not really competed, they were outstanding in their market and product segments, like Apple, IBM, Panasonic, or Siemens. Maybe that is one of the reasons why they still exist, some for more than 100 years. On the contrary, companies like Nokia or Enron were once leaders in their segments but fell because of their hybris.

Three of these 10 competencies are presented to us thru the emotional intelligence (EI) framework, namely self-awareness, self-control, and empathy. The 4th part of EI is not explicitly part of the 10 competencies, social impact or influencing others may be seen as a consequence when you are already highly competent in the other areas.

21. How wisdom competencies help to run projects successfully

While wisdom itself is helping individuals to develop capabilities to tackle situations in their lives, those capabilities can also support projects and organizations to be successful, as was shown above for

each of the competencies.

Like with emotional intelligence, developing oneself is a condition for having effects on our environment. Wisdom leads to leadership, and leadership leads to success. There are more components to success and more components to leadership, but once you established your threat of wisdom-leadership-success you own a skeleton that can be complemented.

Wisdom also supports understanding your own value system, which might include all or some of the eight values identified by Rushworth-Kidder, if you think about it a bit deeper. Wisdom helps you to respect yourself and others, be honest and fair, as you can see different perspectives and tolerate other value systems, be responsible for the effects of your decisions and yes, be humble.

With you understanding and acknowledging the human values, your leadership, and your influencing will be driven by ethics. This will make you appear as authentic and trustworthy to others and strengthen your leadership. Influencing for trust is the first thing you need to do.

22. Conclusion

We have looked at what success is, it is often not fixed and evaluated at the end of a journey or project. Planning scenarios to achieve success, and probably different kinds of success, are important to be prepared for many situations that may arise during the journey.

The profession that cares about human mental health has researched and developed a bouquet of therapies that try to improve that health. In a summary the targets of these therapies are called wisdom. We have

seen how individual humans can try to achieve these targets and also how they relate to organizations and projects.

We then looked at leadership as a result of wisdom. For example, three of the emotional intelligence competencies are included in the set of wisdom competencies: self-awareness, self-control, and empathy. While wisdoms as a whole help to gain influence over others, influence itself is not included in the 10 wisdom competencies. We could argue that wise people do not want to influence, but we also see them retreat to not be bothered by followers.

Leadership and influence are required for success in projects and organizations. It aligns the human capabilities towards a vision, takes decisive actions, mobilizs everybody and takes the risks to declare results as a success.

Hence, if you want to be successful in your projects, organisations and in life, developing your 10 wisdom competencies might be a good idea. But beware, it will change who you are, and give you more perspectives, tolerance, and humility.

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Donna Coles

Donna Coles, owner of CCS Training Services has thirty-plus years of experience in leadership coaching and team coaching. Donna also has training and experience developing and facilitating skills-building training programs for management-level and employee-level groups.

Donna earned her master degree in Clinical Psychology from the University of Dayton, has maintained her business, and served on the faculties of the University of Dayton and Sinclair Community College. As a faculty member she taught courses in workgroup dynamics and organizational and industrial psychology.

Donna uses her solid psychology background -- including knowledge in organizational dynamics and human resource management -- to assist organizations with improving organization-to-employee relations and employee core-skills/soft-skills. Donna follows best practices in needs assessment.

To competently provide excellent coaching, training, and consulting services, Donna has received training from the following organizations: Lominger/Korn Ferry; Marshall Goldsmith Stakeholder Coaching; Development Dimensions International; and Drexler, Sibbet Team Performance Model.

Competence is a critical factor in professional services delivery. Donna has knowledge and experience in professional services delivery at all organizational levels -- management, supervisory, and employee-group, Donna has work experience in Human Resources as an HR Generalist.

Given that Donna's approach delivers to each client a customized set of services, by its nature, the deliverables are fresh and unique to each client situation.

Since organizations are complex entities, effective intervention can be required at any of these four organizational levels: (a) Organization-wide; (b) Management; (c) Team/Group; and (d) Individual. And since all of these levels are interconnected, changes in one level will affect performance in other levels.

Donna takes all four levels into consideration when collaborating with management to craft meaningful interventions. With over 30 years of experience, Donna is a strong communicator and has highly effective listening skills for solid interaction with workers and management. Donna's approach consistently yields favorable return on each organization's investment and bottom line.

Donna is author of "Lead or Someone Else Will: A Coach's Guide to Leadership" and "Your Life at Its BEST: The Life Balance Workbook".

Table of Contents

A History and Future of Diversity, Equity, and Inclusion in the U.S.

SUMMARY

The three primary purposes of this chapter are to discuss a). a U.S. history of organizational initiatives related to diversity, equity, and inclusion (DE&I); b). recommendations for leaders and organizations to improve their DE&I efforts; and c). a discussion of the future of DE&I in the United States.

One recommendation brought forth in this chapter is for timely preparedness of U.S. organizations and their leaders to move beyond valuing diversity. The rationale lies in the gradient quality of the act of valuing. One can be valued more, moderately, or less than others. There's room for subjectivity. The recommendation is for DE&I to be honored much as we honor ethical action and accountability in the workplace. They are well-defined; and when they are absent, action is taken.

To honor is to hold in high regard and to strictly adhere to what is right. The future of DE&I, as described in this chapter, is the requirement for organization-wide accountability to honor, not simply value, the differences that we each represent.

A HISTORY OF DE&I

Today, the phrase diversity, equity, and inclusion (DE&I) describes social policies, programs, and commitments that promote access to meaningful representation and participation (Jackson, 2020) to groups of individuals currently denied full access. For the purposes of this chapter, full access is associated with meaningful, equitable, and inclusive employment opportunities.

Withholding from members of certain groups of people any level of meaningful representation and participation in employment is a convention of prejudice and discrimination in the U.S. In the history of the U.S., members of groups experiencing the denial of full access to employment and related opportunities include, but are not limited to

a. members of an identified age group, a phenomenon we call agism,

b. persons with a shared race or ethnicity different from that of the majority, a phenomenon we call racism,

c. individuals without typical ability, or those with disability, a phenomenon we call ableism,

d. members of a classified gender, a phenomenon we call sexism,

e. persons with a classified sexual orientation, a phenomenon we call heterosexism,

f. members of a classified religion, a phenomenon we call religious bigotry, and

g. members of a classified culture. a phenomenon we call, xenophobia.

Employee training, educational opportunities, and one-on-one learning sessions are each a part of the U.S. history of efforts intended to combat the withholding of full access. Those efforts are discussed here.

Diversity Training

Diversity training was one of the first DE&I offerings developed to enlighten and heighten the social awareness of employees and managers. The intended enlightenment focused on long-held attitudes associated with exclusions in the workplace. Participants were often guided through experiential exercises designed to encourage acknowledgement of cultural differences and the associated exclusions as they presented in the workplace.

These precursors to contemporary diversity training date back as early as the mid-1940s. Later, as the diversity profession evolved, the goals of diversity training were to improve participant awareness, attitude, knowledge, and skills – in that order.

Diversity Education

In time, diversity education programs became available. These programs represented diversity best practices to increase knowledge of, awareness of, and sensitivity to, differences. Those differences typically focused on race and ethnicity. Cultural sensitivity became an important

goal. Diversity education programs demonstrated and encouraged the use of behaviors that would support a sense of belonging in others. (Vaughn, 2022)

While diversity education and training became especially important in the mid-80s to early-90s, many of the approaches to training people on how to navigate and utilize diversity were implemented -- by corporations, non-profits, and universities -- before their effectiveness had been rigorously tested (if at all). al-Gharbi (2020)

Some diversity exercises, of the experiential type, explored, in real time, the impact of withholding full access to employment via the use of role-play. These experiential exercises provided the employee group with the experience of real-time social effects of discrimination and prejudice.

From time to time, facilitators of the experiential exercises ineffectively debriefed participants. And because of the facilitator's insufficient exploration of the real-time social effects of the exercises and without adequate participant debriefing, employee working relationships were sometimes severed.

In summary, early employee diversity programs focused on improving employee interactions primarily by intending to improve awareness of race and ethnicity. Subsequent diversity initiatives sought to enhance sensitivity to differences within employee-to-employee interactions. Later, the goals were to improve attitudes towards differences, enhance knowledge of cultural (and other) differences, and to emphasize the richness that occurs with the inclusion of varied perspectives during group problem-solving and organizational decision-making.

Employee Training to Value Differences

Valuing differences followed. Differences in backgrounds and experiences were viewed as contributing to the wealth of talent within the organization. And later, the acquisition of skills related to cultural competency was the goal of employee training.

At that time, some training participants balked at having to learn about other cultures. But the point of training was to foster participant acknowledgement that worldviews existed that differed from their own. Training program participants were encouraged to be mindful of communication cues and the nonverbal behaviors of others suggesting that the participant had clumsily insulted the listener.

Employee Assistance Programs

Subsequently, employers encouraged members of their leadership teams and employee groups to utilize external supports such as Employee Assistance Programs to learn new methods of interpersonal communication related to managing differences. "I've always done it this way" was met with the need for change.

Organization-wide Training to Introduce Diversity Policies

The 1960s was a decade of change in the U.S. Acknowledgement of the need for organization-wide diversity-related policies began. Organizations began to

a. develop diversity policies,

b. expect post-training transfer of knowledge. and

c. expect improved relationships within and between teams at the employee level.

More organizations began to incorporate inclusive practices related to hiring, placing, and promoting members of diverse groups. Employers began to hold employees accountable for meeting expectations. It is at this time that policies related to external stakeholder relations were also borne. al-Gharbi (2020)

DIMENSIONS OF DIVERSITY –WHAT WE KNOW NOW

We began to understand that diversity and differences are about more than race. Marilyn Loden and Judy Rosener (1990) developed a framework to describe diverse characteristics represented within every individual and institution. Loden and Rosener's work has been expanded to include a. additional dimensions, and b. explanation of how varying sources-of-influence prompt each of us to develop and hold evaluative perceptions regarding characteristics found in others that are different from our own.

This portion of the chapter discusses the concepts of worldview and the sources found in each person's environment that contribute to the development of worldview. There is also a discussion of the individual characteristics, dimensions of diversity, and the relationship between perceptions of diversity and our worldviews.

What Is a Worldview?

Each person's evaluative perceptions are, in effect, clusters of individually-held and predictable views regarding similarities and differences. As a cluster, these individually-held evaluative perceptions are known as our worldview. Kant (1790). Not cast in stone, some perceptions are said to be impacted by society's changing norms. An

example of the impact of society's changing norms can be found later in this chapter in the discussion of generational differences.

What are some perceptions of self and others that contribute to the development of worldview? They are our adopted views about

a. human nature (for example, optimism and pessimism),

b. definitions of, and what it means to experience, success and failure,

c. perceptions about money, saving money, and retirement,

d. perceptions about work, differing work habits, and work pace,

e. self-perception of equality with, and superiority over, others,

f. responsibilities to others and others responsibility to us,

g. our relationships within the greater society,

h. our relationship with the environment,

i. our definitions of ethics and morality, and

j. closely-held values, preferences, and definitions of what is normal.

You may be wondering, "what are, and how do we develop, our worldviews? And are our worldviews static or changeable?"

By definition, any person's individualized worldview is a collection of attitudes, values, stories, and expectations about (self and) the world around us. Our worldviews inform our every thought and action. Worldview is expressed in our demonstrated ethics, religion, philosophy, scientific beliefs and so on. Sire (2004) Who we are, and what others see, are expressions of our worldview.

How are worldviews developed? They are developed through

experience, learning, and emulation of others. Some environmental sources that may contribute to our worldview are listed below in the customary order of their probable influence. Many sources of worldview are ongoing and perpetually influence and reinforce worldview. Sources of worldview are

    a. parents,

    b. caregivers,

    c. nuclear and extended family members,

    d. educational systems,

    e. voluntary readings and seeking of information,

    f. religion-based institutions and organizations,

    g. community-based institutions and organizations,

    h. peers,

    i. friends,

    j. co-workers,

    k. workplaces, and

    l. media (social media outlets, television, movies, games, music. printed material) Campbell (2019)

As you can imagine, every employing organization has a multitude of worldview representations and perceptions to consider. Not only do the worldviews of employees affect the success of the organization, but the worldviews of customers, vendors, and other stakeholders also affect organizational capacity to do business.

Stated another way, an organization's management of its diversity

of worldviews is demonstrated by the organization's management of its intended and unintended messaging. Success, in part, requires the honoring and incorporation of the diverse worldviews of stakeholder groups -- which explains the importance of DE&I initiatives.

Dimensions of Diversity

Here is a quick summary of the dimensions of diversity as they present in individuals and institutions. The dimensions are divided into two types – a. those characteristics that an individual is born with and b. those characteristics that are acquired. As you'll see, some characteristics are both assigned at birth or can be acquired later in life such as differently abled.

What We're Born With

a. age and membership in a generational group,

b. communication style and use of language,

c. culture/History,

d. differently abled,

e. ethnic heritage,

f. first language,

g. gender,

h. marital status,

i. race,

j. religion,

k. sexual orientation,

l. socioeconomic status,

m. thought style, and

n. work style.

What We Acquire

a. citizenship status,

b. cultural history,

c. differently abled,

d. education level,

e. family socio-economic status,

f. geographic location of residence,

g. life experience,

h. location of work area,

i. marital status,

j. military experience,

k. status/title/role,

l. personality-shaping experiences,

m. profession,

n. professional experience,

o. religion,

p. sexual orientation, and

q. socioeconomic status. Loden, Rosener (1990)

Modern Discussion of Generational Differences

We currently associate the development of worldview as closely related to generational membership and associated biases. For this reason, generational differences have taken a modern spotlight in understanding differences in the workplace.

Much is stated regarding the impact of generational differences in the workplace given that today up to five generations could theoretically represent any organization's employee group. There seems to be little agreement regarding whether the impact of the multi-generational workforce on organizational success is significant. Some writers focus on the benefits of generational diversity. Lee (2021) Others highlight its challenges. Boatman (2022)

Here is a brief description of each of the five generations currently employed in today's workforce. The age ranges are approximate. Honoring diversity, we must take care to use these suggestions as a guide, not as stereotypes. To understand another person's point of view, we should ask questions, explore individual differences, and get to know the ways that personal experiences have impacted perspectives.

a. Traditionalists (2% of the U.S. workforce) are, at the time of this writing, approximately 70 years old and above and remain in the workforce generally as partners, managers, and senior support staff. They are typically hardworking and loyal employees however they can be technology challenged.

b. Baby boomers (25% of the U.S. workforce) are people born between 1947 and 1965. They are also hardworking and are motivated by their position. They are dedicated and career-focused as well as loyal employees. However, they, unlike traditionalists, have been exposed to technology and are quite competitive in the workplace.

c. Generation X (33% of the U.S. workforce) are individuals born between 1966 and 1980. They are believed to be the generation that introduced the concept of work/life balance. They are highly independent and self-sufficient and although they may not be as tech-savvy as the younger generations, they are quite comfortable with using technology.

d. Millennials also known as Generation Y (35% of the U.S. workforce) are individuals born between 1981 and 1997. Like Generation X they prefer work/life balance and flexibility. They dislike being micromanaged and prefer working from home. They would much prefer finding the most effective way to complete their work with a "work smart not hard" mantra. They thrive on innovation and have contributed significantly to the start-up mentality. They are extremely comfortable using technology and understand how to use it to their advantage.

e. Generation Z (5% of the U.S. workforce) comprises individuals born between 1998 and 2010. Their values and expectation differ slightly from millennials. Generally, Generation Z does prefer career stability and are the most tech-savvy out of all the generations which comprise the workforce. Conway (2022), Purdue University Global (2022)

Organizations may find that within their employee groups some

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anticipated age-related differences may ring true and some may not. Anticipated behaviors and attitudes prescribed to each age-related group are generalizations. These global interpretations do not take into account how clusters of personal experiences, both historical and recent, also shape behaviors and attitudes. Those clusters can create unanticipated results. Thus, membership in an age-determined cohort can only tell a partial story.

After reviewing the dimensions of diversity, consider whether any person's value is heightened or diminished by any one of these dimensions? Most would agree that no single characteristic determines an individual's value.

The following is a case study describing the challenges of managing employee performance as it relates to honoring diversity. While organizations cannot create policies to change worldviews, organizations can create policies to manage employee performance.

CASE STUDY

The marketing team met Monday morning to discuss feedback they received from the HR department on Friday. The feedback was regarding the team's alleged use of inappropriate language during meetings and marketing events. Also, there were complaints about their marketing materials. Over time, employees, prospective customers, and vendors reported their experience of the marketing team as insensitive and offensive.

During their meeting, members of the marketing team unanimously agreed that their banter was meant to be good natured -- and "nothing new". They stated that cutting-edge marketing ideas required creativity

and free-rein of expression. After the meeting, Adam, the marketing team's manager, reported the team's perspective to the HR Director and hoped that the issue was resolved.

Subsequently, the HR Director informed Adam that an employee asked about the process of submitting a formal complaint of harassment. The HR Director advised Adam that the marketing team would be the focus of the upcoming complaint.

The marketing team reconvened and again reviewed the marketing materials labeled as problematic. Along with the guidance of the HR Director, the team identified a number of marketing design decisions that perpetuate racial, gender, and ability stereotypes. At the end of the meeting, the team determined that individually, and as a team, they were not capable of assessing and intervening, to assure that their choices were acceptable.

Adam recommended and sought to a). invest in an external review of their marketing materials and to b). hire an external consultant specializing in organizational communication and diversity, equity, and inclusion. With the guidance of the external consultant, they engaged in a more comprehensive review of their work from the last three years and uncovered additional oversights and design decisions that were not congruent with their organization's stated commitments to inclusive excellence.

All of the offensive marketing materials were removed from public domain. The materials were included in a marketing department training session and served as the foundation for dialogue, consciousness building, and real commitment to the organization's DE&I statement and policies.

As part of the organization's rededication to DE&I, there was

commitment to significant and ongoing investment of resources for organization-wide professional development, and the establishment of a DE&I advisory group spearheaded by the HR Director. It was hoped that meaningful organization-wide initiatives would improve the organization's culture to one of DE&I excellence.

In addition, the marketing team met with the HR Director to review the policies that the team had violated. Each member of the team was placed on a 90-day probationary period with understanding that further infraction of this kind would result in termination. Understanding the seriousness of the offenses, the marketing team met and made a commitment to the DE&I mission of the organization. There were no further infractions and no formal complaint was filed by the employee.

The Issue: A team within the organization, responsible for internal and external communications, is made aware that their lack of discretion in their use of troubling language and offensive marketing designs were producing an environment of marginalizing language, insensitive representations, and stereotypes.

It was determined that the quality of work was a reflection of the team's collective capacity relative to knowledge, skills, worldviews, and values. The team's lack of diversity of perspective was identified as a contributing factor. The organization, viewing the problem as likely a systemic one, invested in comprehensive support and longitudinal professional development for all departments, and all employees.

The Opportunity: The marketing team recognized that inclusive excellence in marketing is not resolved with good intention alone. Inclusive excellence requires individual reflection, education, and conscientiousness-raising, as well as specialized training, follow-

up, and feedback. The organization made commitments to build and maintain a diverse employee group by revamping recruitment, hiring, and promotion to accomplish diverse representation in all teams. Inspired by Oregon State University (2022)

From this example, it is clear how shared thought and shared values can contribute to groupthink, a dangerous group phenomenon that occurs when members work together too well, allowing their desire to conform interfere with their ability to make sound decisions. When that happens, the results can be destructive. Alvernia University (2019)

An important factor that contributes to groupthink is the building of teams and hiring practices based upon perceptions of whether a candidate would be a good fit. The criteria of good fit may unknowingly be based upon the candidate's contribution to the homogeneity of the team. This may be a conscious or subconscious effort during the recruitment process. But, must be checked.

To avoid groupthink, leaders should

a. honor diversity of experience and problem-solving style,

b. express gratitude that diversity of experience and thinking exist within the organization/team,

c. emphasize inclusion over assimilation during onboarding of new employees,

d. emphasize that the organization honors well-thought-out points of view that compete with popular opinion,

e. uncover and debunk unspoken rules in the organizations,

f. provide non-confrontational training and education about

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management of conscious or subconscious biases, and

g. maintain a mechanism to rebuild relationships and cohesion after difficult discussions.

In summary, the addition of diverse worldviews to any team allows for checks-and-balances of behaviors and avoidance of decisions resulting from similarities of worldviews.

WHAT DE&I MEANS TO ORGANIZATIONAL CULTURE

The conceptual function of organizational culture is to define the organization. It's what the organization is known for. Some examples are

a. Pleasant environment?

b. Tense environment?

c. Differing employee experiences with the organization's leadership?

d. Perceptions of leadership fairness?

e. Inclusive?

f. Exclusive?

g. Sense of community?

h. Identified outsiders in the employee group?

i. High employee self-perception of contribution to the organization's success?

j. Fairness in access to opportunities?

k. Favoritism?

l. Adherence to quality standards?

m. Acceptance of inferior performance?

n. Employee and customer loyalty?

o. High turnover and low retention?

Your organization is a community. Some of our large corporations operate like small cities with concierge, free fitness center, free snacks and lunches, childcare, accommodations for pets, and other employee amenities. Those organizations often have a reputation of being employee friendly cultures. And employees seem proud to work there. Very often, in those environments, employee commitment to quality is high.

However, a newly arising component of employee diversity, the remote and hybrid worker, is often overlooked. Organizations should review accommodations for remote and hybrid workers.

Assessing aspects of your Organizational Culture

When anyone enters your organization's doors or engages with your representative during the workday, there is likely an assumption that your employees adhere to the organization's culture, such as

a. acceptable behaviors,

b. levels of performance,

c. interpersonal mores, and

d. customs particular to the organization's social environment.

Each of the dimensions of culture are what make the organization

unique. That uniqueness is often communicated to newly-hired employees during onboarding. The process of onboarding is intended to acculturate new employees and provide them with the necessary knowledge about the organization to become successful employees. Onboarding communicates expectations regarding adherence to the organization's mission, values, and the behaviors that exemplify successful membership in the organization. New employees are expected to represent the organization's values and become accepted insiders.

Does your leadership team know what is involved in your new-hire onboarding? Consider including information about your organization's DE&I commitments in your communications to new employees. What is known is that onboarding won't change worldviews but it will communicate directives for acceptable behavior and performance. It describes the organization's culture.

Organizational culture is what we experience. It's the sum of the organization's attitudes and values -- and the observable behaviors that result from them. Aspects of your organization's culture can be tangible, such as designated parking spaces, policy manuals, physical layout, and physical upkeep. Or intangible, such as shared routines, the presence or absence of a simple greeting, and acknowledgments of successes and losses.

Here are some additional common aspects of organizational culture. Take a closer look at your organization's subtle and not so subtle messages to those who enter your organization's doors.

a. Leadership:

Whether they are subtle or not so subtle, there are ways that your employees at every level come to experience your organization's hierarchy, leadership, and management approaches. Leadership drives business and is substantially responsible for employee engagement, disengagement, and departure.

i.   How are resources managed?

ii. How are decisions made?

iii. How are problems solved?

iv. Who are the problem solvers?

v.   Does equity exist across the organization regarding ethical conduct?

vi. Do employees aspire to leadership positions, or do they jokingly denounce promotion to your management teams?

vii. Do employees seem embarrassed by the thought of becoming a part of the management structure?

viii. Does the divide, known as "Us versus Them" impact the relationship between employees ("us") and management ("them")?

ix. After promotion to supervisory positions, do employees represent management, or do they continue psychological membership in "us"?

b. Communication: Represented by the language and communication styles ubique to your organization.

    i.   Are there specific terminologies and familiarities used by employees who have been identified as your true insiders?

    ii.   Are particular modes of address reserved for specific levels of the organization?

    iii.   Are communications between hierarchical levels of the organization terse or friendly?

    iv.   Are you aware of the language and jargon used within each level of your organization?

c. Empowerment: You see evidence that employee empowerment is valued

    I.   Are your employees' voices heard?

    II.   Is employee feedback encouraged, accepted, and acted upon/

    III.   Are confidential channels for anonymous feedback are available and easily accessible to any employee?

d. Facilities Management:

    i.   How would your employees describe the physical work environment of your organization?

    ii.   What is the emotional environment of your organization?

    iii.   Is the work environment suitable to support employee success?

    iv.   How do employees provide meaningful input regarding the design and upkeep of their workspaces?

v. Assess your organization's physical spaces to include the following.

    1) offices,

    2) cubicles,

    3) open workspaces,

    4) external worksites, manufacturing plants,

    5) production floors, and

    6) common areas like reception, kitchen, or lunchroom.

e. Inclusion:

    i. Employee, customer, and vendor inclusion is a priority.

    ii. Is your organization's social environment tense or collegial?

    iii. What are the observable expressions of positive regard for diversity of backgrounds, worldviews, experiences, and beliefs?

    iv. Is there curiosity regarding differences or merely tolerance?

    v. During group discussions, fact-finding, or brainstorming, does the group honor the contributions of all participants?

f. Interpersonal dynamics:

    i. Are you aware of the methods employees are expected to use when interacting across your organization, between teams, or between departments?

    ii. Are your relationships highly structured, intense, impersonal,

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and formal? On the other hand, are they friendly and relaxed?

 iii. Do persons in leadership avoid eye contact with employees? Do they avoid greeting employees?

g. Formal designations:

 i. What is the importance of titles and their use?

 ii. Do differences in employee address affect employees' self-perceptions of their roles and their value?

 iii. How might your organization's use of titles affect your employees' perceptions of your leadership personnel?

 iv. Does adherence to formality impede open dialogue?

h. Values and purpose:

 i. Do you have clear and often-communicated values and purpose?

 ii. Are the organization's values and purpose the foundation of decision-making and self-definition?

 iii. Are all processes aligned with the organization's values and purpose?

 iv. Do all levels of employee refer to the organization's values and purpose?

i. Managing milestones:

 I. How does the organization manage traditions, recognition, and celebrations?

 II. How does your organization acknowledge personal and professional successes, losses, milestones, and holidays?

III. How does your organization onboard new employees?

IV. How does your organization outboard departing employees?

V. Does your organization have established and regularly practiced employee recognition initiatives?

j. Relationships versus task

I. What are the organization's perspectives on work for the sake of work? Is it important to seem busy?

II. Is your organization's focus primarily on relationship building or task-completion?

III. Is the balance of relationship-building and task-completion managed well? Is it managed equitably?

IV. How closely does the organization adhere to deadlines?

V. Is relationship building more important than task completion?

VI. Is your organization's typical work pace fast, moderate, or is it a leisurely pace?

VII. Do members of your leadership team approve when employees take time out to meet and problem-solve?

VIII. Does your organization support employee work-life balance?

IX. Is there availability of work-at-home or telework?

k. Sense of Belonging

I. Are some employees forever outsiders and not included in informal discussions?

II. Do you have consistent prioritization and organization-wide practice of the Achievers Workforce Institute (AWI) Belonging Model (Achievers Solutions Inc. 2022) that defines five pillars of belonging that help make employees feel

a. welcomed,

b. known,

c. included,

d. supported, and

e. connected?

l. Life balance:

I. Is there ongoing investment in employee overall health and well-being?

II. Are there ongoing supports of employee work life and life balance?

m. DE&I commitment:

I. Are there thoroughly ingrained diversity, equity, and inclusive practices throughout the organization?

II. Does the organization routinely seek both open and confidential employee feedback to assure an all-supportive environment?

n. Accountability: And lastly, accountability is an important element of organizational culture.

i. Does the organization communicate expectation that each employee takes ownership and the resultant responsibility for performance?

ii. Does the organization communicate expectation that each employee perform in concert with the mission, values, and policies of the organization without regard to individual worldview?

iii. During the onboarding process, does the organization communicate the expectation that each employee voluntarily assume accountability for performance?

Each of these factors, separately and in combination, plays a central role in shaping your organization's culture. That is what makes it unique.

It helps to know your organization's culture. You can then explain the culture to newly hired employees and prospective stakeholders. You can treat the acculturation to your organization as you would the acculturation of a tourist to the mores of another country.

LEADERSHIP ROLES AND DE&I

Two primary roles of organizational leadership are to mindfully influence and monitor the organization's culture. The leader's influence on culture helps to assure that each stakeholder upholds the organization's DE&I commitments. The leader assures that responsible conduct is the norm.

Leaders also self-monitor to assure that the leader's choices and decisions maintain the value and dignity of everyone. In this regard, any leader may experience internal conflicts related to the leader's worldview versus any DE&I mandate. This internal conflict is known as cognitive dissonance – the conflict between the leader's perception of a situation versus policy directives regarding how the leader is expected to act upon the situation.

At the end of our case study, Adam, the manager of marketing, is expected to have zero tolerance for DE&I infractions within his department. If because of Adam's cognitive dissonance, Adam is not yet prepared to uphold the policies related to DE&I, Adam nay require further intervention, including follow through on progressive disciplines as required by policy.

MAKING LEADERSHIP DECISIONS AND TAKING ACTION

In leadership, some degree of dissonance can occur between a). the leader's worldview/personal choices, versus b). work environment demands for civility. For any leader, certain informal behaviors (especially verbalizations) may become a problematic habit.

Colloquialisms change meaning and can be misunderstood. In time, the leader's informality may become normalized and part of the leader's brand and reputation. Oftentimes, the leader requires counsel of a peer, a human resource representative, or superior to help the leader redefine appropriate behavior.

If the leader has difficulty with redefining appropriate behavior, the organization may eventually have a difficult decision to make. The possibility of problem performance always exists because of our changing mores. Leaders must maintain an acute awareness of current standards to follow.

Maintaining open lines of communication throughout all levels of the organization is essential to reducing occurrences of questionable behavior. As mores change open communication becomes paramount to maintaining civility. When open communication is a trusted norm, it provides the organization with opportunities for timely awareness

and response to questionable behavior. The leader's mindful and timely response to reports of questionable behavior will support perceptions of the leader's trustworthy and levelheadedness.

Here are some recommendations to assist in your organization's avoidance of mounting costs resulting from delays in addressing questionable   behavior.

a. Communicate to your organization that a lack of knowledge or misunderstanding of responsibility is not a defense.

b. Make available opportunities for employees to learn about DE&I standards.

c. Take appropriate action when possessing a reasonable cause for doubts about whether an employee is behaving responsibly.

d. When uncertain, engage your organization's legal consultants to develop a plan of action.

e. Be proactive, and as society's mores change, work toward change within the organization and publicly support full adherence to policies and procedures.

f. When you have reasonable cause to believe that there has been a violation of a standard, resolve the issue within the guidelines of your organization's policies and standards.

g. Respond swiftly and surely to allegations of discrimination.

Here is a practical, stepwise decision-making process that will likely lead you to make more accurate decisions about problematic behaviors in the workplace. When confronted with a difficult choice, this process will help you move forward in your responsible decision-making.

Twelve Steps to Responsible Decision-Making

1. Gather information about the current situation and its historical recurrences

    a. Who was involved

    b. Who was present

    c. Date and time and location of each incident

    d. What occurred?

    e. Was this reported? To whom and when?

    f. What were the outcomes?

2. Identify the known and possible direct and indirect damages and the damaged person(s) or property. Remember that damages can occur to bystanders.

3. Identify the underlying DE&I issue by reflecting on the following questions.

    a. Why is this a problem?

    b. What are the potential damages that could result from the problem?

    c. What are the possible outcomes if you do nothing?

    d. What are the possible consequences if you delay action?

    e. Based on the damages, (both realized and possible), how is the problem a breach of DE&I policies?

    f. Which policy(ies) has been breached?

4. Now that you understand the DE&I problem, share your information with the appropriate persons as identified in your policies. Don't try to resolve the problem alone. Use your resources.

5. Objectively apply the related policies and standards. Use your organization's resources to understand the depth and breadth of the entire issue. What are the expected consequences of the breach?

6. Generate your potential courses of action, step-by-step, that will adequately tackle the problem. Assure that your possible courses of action will address the current problem and the underlying problem that led to the current situation.

7. Keep in mind that any solution that you generate will create additional problems to resolve. Be proactive. Generate courses of action to solve problems that could result from your potential actions.

8. Decide on the best solutions that will tackle every related problem. Thoroughly evaluate your chosen course of action. You are now ready to act.

9. Implement your chosen course of action. Include in your action, those persons assigned to assist in implementations.

10. Evaluate the results of your selected course of action and return to Step One, when necessary, to address issues that result from your remedies.

11. Engage in actions to help assure that similar problematic behavior does not recur.

12. Document your fact-finding, actions taken, and follow-up plan. Share this information as outlined in policies.

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The leader's responsibility is to uphold policies and standards. Each leader promotes the dignity and welfare of all stakeholders. In doing this, leaders self-monitor, monitor others, and assure that the organization honors and upholds the value and dignity of everyone.

When DE&I is a valued commitment, the organization includes DE&I in its policies and procedures. A breach of DE&I is likely a "one and done" offense along the lines of similarly egregious conduct such as willful insubordination, theft of property, or falsification of records. The organization, then, holds people accountable, and infractions are addressed as any other infraction.

Given its well-constructed DE&I guidelines, the organization treats employees equitably, but not uniformly -- meaning the organization takes individual needs into consideration when communicating directives. The idea of equitably but not uniformly can best be described as considering the specific skill-levels and abilities of an employee when communicating expectations.

Legal Considerations

On June 25, 2021, the US President signed an Executive Order to advance diversity, equity, inclusion, and accessibility (DE&IA) in the Federal workforce. The Executive Order established a whole-of-government initiative to embed DE&IA in Federal hiring and employment practices. White House (2021)

Although the Executive Order of 2021 was intended to advance diversity, equity, inclusion, and accessibility in the Federal workforce only, its intent is an example of what can be done to embed DE&I into the fabric of any organization.

Here are some of the current (as of this writing) legal imperatives related to DE&I in the workplace. Although there is no legal requirement for employers to implement DE&I programming and initiatives, DE&I policies and practices provide a clear example of an organization's commitment to providing a lawful, diverse, equitable, and inclusive work environment. Those policies and practices also firmly establish DE&I as a strategic goal for the organization. Burrell, (2021) This may not be an exhaustive list of legal imperatives. Check for up to date guidelines.

Title VII of the Civil Rights Act of 1964, as amended, prohibits employment discrimination based on race, color, religion, sex or national origin.

Age Discrimination in Employment Act of 1967, as amended, prohibits discrimination based on age in all aspects of employment against persons at least age 40.

Americans with Disabilities Act of 1990, prohibits discrimination against individuals with disabilities in employment, housing, public accommodation, education, transportation, communication, recreation, institutionalization, health services, voting, and access to public services.

Equal Pay Act of 1963, prohibits sex-based wage discrimination between men and women in the same workplace who are performing under similar working conditions. The Act requires equal pay for equal work. The jobs need not be identical, but they must be substantially equal. Job content (not job titles) determines whether jobs are substantially equal.

Title IX mandates that any education program or activity receiving

any form of federal assistance not exclude any person from participation, from receiving benefits, or from being discriminated against on the basis of sex. Upstate Medical University, Summary of Federal and State Laws 2022; Atla libguides, (2021)

Key Indicators of Honoring DE&I

Here are some key indicators of organizational incorporation of methods honoring diversity, equity, and inclusion. As you review these indicators consider identifying those that are relevant to your organization. Identify areas in need of improvement. Share that information with your organization. As you engage in planning, ground all of your efforts in the unique context of your individual organization, community, and workforce. The examples in italics are from the author's experience.

Employee Focused Key Indicators

Me: Sir, I've been here a year and have never gotten an evaluation of my work or a raise, Can we schedule a discussion?

HR Director/Supervisor: We'll schedule something real soon. You're doing fine.

Me: Hmm

a. Meaningful recognition for every employee's contribution to the organization's success.

b. Consistent use of correct job titles, accurate job descriptions, and thoughtful performance feedback.

c. Widely used practices that support each employee's self-perceptions

of recognized value to the organization – every employee should understand the value of their contribution.

d. Meaningful recognition of milestones and successes of every employee.

e. Equitable and meaningful supports for every employee's expressed interest in work/life balance.

f. Equitable and meaningful supports for every employee's expressed interest in promotion.

g. Strengthen workgroup/team connections by promoting self-directed teamwork and high regard for each team's subject matter experts.

h. Offer unique support systems to accommodate employees and other stakeholders who are differently abled.

i. Correctly onboard new employees, acculturating them as if introducing a tourist to a newly visited country.

j. Include employees who are members of underrepresented groups in the organization's recruitment process.

k. Attract and retain the best employees with a good reputation for DE&I initiatives that put stakeholders first.

l. Clearly welcome employee involvement and provide organization-wide forums for employees to educate the organization about the organization's gaps in diversity, equity, and inclusion.

Organization-wide Communication Key Indicators

Me: (answering the telephone) Hello.

HR Director: I'm sending paperwork for an intern you might want to interview. She's Black, but she's articulate.

Me: Please hold. 10, 9, 8…1

a. Day-to-day formal and informal communications honor the worth of every employee. There is ample evidence of inclusion.

b. Jargon, acronyms, and abbreviations have been adopted organization-wide and are not used as code that excludes.

c. Important messages are communicated to all in a timely and understandable   fashion.

d. Encourage and model observable expressions of positive regard for diversity of backgrounds, worldviews, experiences, abilities, and beliefs. Specifically invite participation.

e. Support curiosity regarding differences, not merely tolerance. During discussions or brainstorming, seek out and honor the contributions of all participants.

Management Key Indicators

Me: (visiting the off-site facility that I have been assigned to manage) These pinups and photos on the walls really aren't appropriate.

Employee: Nobody's ever had a problem with them.
Me: They're not very respectful
Employee: Aw, the ladies here don't mind
Me: (silently) Hmm

a. Assure that problems are defined, solutions offered, decisions made, resolutions put into action, and recurrences avoided without shame, blame, and unnecessary delay.

b. Educational opportunities and skills-building interventions paired with clear and objectively held accountability measures for all levels of the organization.

c. Assure full tangible and intangible supports for the organization's internal DE&I executives and external DE&I professionals.

d. Merits of an individual's leadership styles are measured by their effectiveness and honoring of DE&I, not by the honoring of tradition or capacity to emulate members of the C-suite.

e. Formal and informal reporting structures and hierarchies follow guidelines that avoid exclusions and usurping of responsibilities.

f. Broaden the organization's customer base and enhance service to diverse populations.

g. Enhance vendor relationships.

h. Gain marketing advantage through positive reputation.

i. Take steps to increase creative problem-solving, quality solutions, and innovation.

j. Maintain DE&I communication integrity of all work environments.

k. Routinely evaluate the impact of your organization's inclusion efforts affecting employees, customers, community, and vendors.

l. Manage how your leadership team's worldviews impact the development of relationships, policies and practices, and organizational preferences.

m. Identify any exclusions based on differences that occur within the organization. Find ways to remove them and opt for inclusion.

n. Cultivate a workplace environment that attracts and retains employees from your industry's or your community's underrepresented   groups.

o. Stay attuned to the emotional and intellectual climate of the organization, its departments, and teams. For example, tangible subtle or overt messages conveyed, or intangibles, such as definitions of how to succeed and who can succeed.

Leadership Team Key Indicators

Me: (walking into the executive suite)

Senior Vice President: I'm free, white, and 21. I can do whatever I want/

Me: (silently) Hmm

a. Support the vitality of your diverse, equitable, and inclusive organization, and work diligently to honor DE&I tenets.

b. Strategically recruit stakeholders likely representing distinctly different worldviews into your organization's problem-solving processes (advisory and governing boards, managing and executive boards, ad hoc and permanent committees).

c. Learn and model flexible thinking. Ask for clarifications. Examine and confront decision-making based on worldviews and personal preferences of a few decision-makers.

d. Be creative, don't allow traditions to steadfastly define your organization's   culture.

e. Open-mindedly seek the inherent value of worldviews that differ from your own.

f. Continuously improve your methods of problem-solving and decision-making, and your expectations of negotiated outcomes and conflict resolution. These efforts will allow you to function competently in unfamiliar situations.

g. Become adept at leading; and providing equitable and inclusive responses when differing worldviews battle and create negative influences in your organization.

h. Get to know your organization, its stakeholders and constituents. Examine and find the value in worldviews that differ from your own. Ask for clarifications.

i. Take the time to examine your worldview, ways of thinking, and personal preferences that your worldview supports.

j. Don't allow the outdated constructs of your worldview to steadfastly define you.

k. When confronted with organizational discord, take time to ask questions, assume nothing. Issues at any level of the organization may be the result of exclusions.

mediating conflicting worldviews

In conclusion, those of us in leadership positions should strive to view occurrences of the unexpected as opportunities to understand and provide ourselves with teachable moments. We may believe that our expectations are universal. And it's likely that they are not. Believing that our expectations are universal may lead us to hold others responsible

for meeting our unspoken requirements and runs the risk of presuming all worldviews are the same or that our worldview should be adopted by others despite their life experiences. Leadership expectations must be clearly communicated.

In short, we should take care not to measure others against standards that are representative of our experience. We can't forget that the behaviors of others are valid representations of their experiences, too. Teachable moments in leadership occur when the behaviors of others push against our expectations. Leaders become good mediators of organizational conflict when they deepen their abilities to understand other's points of view,

Here is a stepwise approach to mediating conflicting worldviews occurring in small groups.

a. Obtain each person's experience of the problem: What is the problem? How important is the problem to you? To someone else?

b. Uncover the assumptions each person is making. How is this a problem? How is anyone affected? How will this problem affect you or someone else in the future? What's the danger if this problem continues?

c. Engage problem-solving. What do you believe it will take to make this problem go away? Who would that involve? Is that do-able?

d. Identify how their viewpoints are similar. Identify points of agreement.

e. Identify how their viewpoints are dissimilar. Identify points of disagreement.

f. Identify how their viewpoints may be accommodated. Get available agreements to participate in the solution.

g. Encourage the group to create solutions acceptable to all. State that all parties may not be equally satisfied with the outcome, but there was no favoritism.

h. State that the mediation process included acceptance of differing points of view and agreement regarding acceptable alternatives.

i. Identify a date and time to reconvene to assess improvements.

The future of DE&I and Honoring DE&I

In 2022, Affirmity sponsored a white paper produced by HR Research Institute that gathered 367 responses from HR professionals across a wide range of industries. The white paper is entitled "The Future of Diversity, Equity and Inclusion 2022" Although the sample size is small, n = 367, you will likely find some useful take-aways. Some of the key findings for 2022 include the following:

a. Companies are struggling to mature their DE&I initiatives, with only 22% indicating they are in "expert" or "advanced" stages,

b. Nearly half agree or strongly agree that pay is equitable in their organization,

c. Only 40% of companies offer DE&I-related learning and development opportunities to all employees.

d. Just 45% say that their workforce reflects the demographics of today's   marketplace.

e. Companies are missing the opportunity to offer benefits that appeal

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to a diverse workforce, with 18% offering only those benefits mandated by law.

f. Just 30% of respondents say their businesses invest in understanding their pay equity gap to a high or very high degree.

g. Organizations that perform better in the area of DE&I practices are more likely than others to:

i. have support from the top to close pay gaps and an associated budget for it,

ii. include a wide range of characteristics in their definition of DE&I,

iii. integrate DE&I strategic frameworks into their business strategies,

iv. make DE&I quite visible to the workforce,

v. emphasize DE&I in succession planning and talent acquisition processes,

vi. use more advanced metrics, set more goals related to DE&I, and use more incentives to encourage DE&I,

vii. provide training for pay equity, communication practices, antiracism, inclusion awareness and inclusive recruitment policies,

viii. have programs to improve diversity in the leadership ranks,

ix. offer more inclusive and family-friendly benefits, Columbia University, School of Professional Studies (2022)

In his article of 2022, Aaron Burrell described these five best practices for DE&I.

a. Identify issues that have created diversity, equity, and inclusion imbalances in the past and craft solutions around those issues. It is advisable to use an outside consultant to conduct this analysis to prevent biases and ensure appropriate methodology.

b. Seek solutions to each barrier in the pipeline; for example, companies should consider recruiting, retention, and leadership advancement when crafting DE&I programs.

c. Refrain from using rigid quotas or set-asides. Rather, in stating targets, employers should use language such as "aim to double the percentage of executives," or "we seek to hire crews that better reflect the demographics" of a particular population.

d. Review DE&I programs regularly to ensure that goals and timetables remain appropriate and there is no undue harm to non-targeted groups.

e. Actively and consistently communicate about the DE&I program and its goals, reiterating that discrimination is not tolerated under any circumstances.

As stated in the history of DE&I, the industry of external DE&I consultancy has evolved from awareness of differences to valuing those differences. The time has come not only to value them but to honor them.

Let's look at some definitions to set the stage for this recommended change in perspective. We'll also look at what this will mean in terms of imperatives for leaders of organizations.

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By definition, value (noun) is the quality that renders a thing either desirable, mediocre, or undesirable; while honor (noun) is recognition of undeniable importance. Honor is respect.

To value (verb) is to estimate the worth or usefulness of a thing; while to honor (verb) is to think highly of a thing, to respect highly; to show respect for; and to recognize the importance of a thing.

Returning to our case study of Adam and the marketing team, what was missing from the organization was a solid organization-wide DE&I policy with clearly defined individual accountability. For a complete integration of DE&I into the fabric of any organization's culture, organizations should include in their policies, procedures, and practices. a). DE&I statements that honor DE&I and b). definitions of infractions. Just as they would any other performance issue, organizations must include DE&I-related performance standards in the organization-wide due process disciplinary action matrix.

Whenever a new DE&I policy, or a major change in DE&I policy is added to the workings of an organization, communications to all employees should occur accompanied by

   a. organization-wide DE&I training programs,

   b. mentoring programs to assist employees in behavior change,

   c. employee support/resource groups,

   d. all-hands meetings with testimonials about the success of DE&I initiatives,

   e. motivational posters in common areas, and

   f. newsletter editorials from the Chief Officer.

Once employees have been oriented, full compliance is expected. The same rigorous attention paid to routinely monitored performance issues should occur with DE&I issues. Honoring DE&I will mean doing what's right.

The future of diversity, equity, and inclusion is one of possibilities and lively discourse within organizations that honor DE&I. Organizational initiatives will encourage the use of DE&I approaches to problem-solving. Those approaches will be honored, improved, and sought-out because of the fresh approaches that diversity brings. Diversity will become an imperative, as a result perhaps, of newly recognized complexities of global problems and global competition to resolve problems successfully.

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Daniel J. Mitchell

Biographical Sketch

Dan Mitchell is President of the Center for Freedom and Prosperity, a pro-market public policy organization he founded in 2000. His major research interests include tax reform, international tax competition, the economic burden of government spending, and other fiscal policy issues. Having also worked at the Heritage Foundation and Cato Institute, he has decades of experience authoring papers, writing editorials, working with the public policy community, and presenting the free-market viewpoint to newspaper, television, and radio media. Dan has spoken to a wide variety of groups in dozens of cities and more than 50 foreign countries. He also served on the editorial board of the Cayman Financial Review, and holds a Ph.D. in economics from George Mason University.

Robert O'Quinn

Robert O'Quinn has recently retired from the U.S. government. He has served as Chief Economist of the U.S. Department of Labor, Chief Economist of the Ways and Means Committee of the U.S. House of Representatives, and Executive Director of the Joint Economic Committee of the U.S. House of Representatives.

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Economic Leadership During Adversity

People believe most politicians are shallow and corrupt, focused almost exclusively on winning votes and wielding power. There obviously is some truth to this stereotype. Many politicians often do not think past the next election cycle and most of them would rather "kick the can down the road" than make tough decisions that arouse hostility from various interest groups.

But this does not mean that politicians are universally venal and short-sighted. The more accurate way to view politicians is that they – like most people – are a mix of good and bad. They often have a vision of what is best for society and they want to push policies that will help achieve that vision. The relevant issue is whether they will take risk to make that happen.

One way for policymakers to demonstrate leadership is by pushing an agenda, even if it means risking unpopularity and electoral defeat. In other words, are they willing to put the nation's interests (or even the world's interests) above their perceived political self-interest. This chapter will discuss four examples of those leaders.

- George Washington - President of the United States, 1789-1797

- Margaret Thatcher - Prime Minister of the United Kingdom, 1979-1990

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- Ronald Reagan – President of the United States, 1981-1989

- David Lange – Prime Minister of New Zealand, 1984-1989

Washington's achievements are monumentally impressive because he oversaw the creation of a market economy when the world was just learning about the concept. What makes the efforts of Thatcher, Reagan, and Lange impressive is that it is generally far more difficult to shrink government than to expand it. There is an entire field of economic study known as public choice, which applies economic analysis to political decision making. One of the key insights of the theory is that politicians have an incentive to expand the size and scope of government since that gives them more power, which often translates into more votes and more campaign contribution.

The goal of this chapter is not to proselytize for economic liberty, but rather to help readers understand how these pro-market politicians took risks, dealt with headwinds, and fought uphill battles in order to achieve their visions. Our friends on the left could cite examples of politicians who took political risks to make government bigger.

George Washington

Through military, political, and economic leadership, George Washington (February 22, 1732, to December 14, 1799) earned the title of Father of His Country (Ellis, 2004; Flexner, 1974; Mount Vernon Ladies Association, 2022; Smith, 1993). The key to Washington's success as a leader was his character. As the eldest son of a second marriage, Washington neither went to college nor expected to inherit his father's estate. At age sixteen, Washington became a surveyor but was not content to remain among the "middling sort." To ascend to the top

of Virginia's gentry, Washington pursued a military career and learned to behave as the ideal 18th century gentleman. While he was surveying the unsettled lands of Thomas Lord Fairfax in the Shenandoah Valley, Washington copied and memorized the 110 signposts in the Rules of Civility and Decent Behavior in Company and in Conversation. Suppressing his violent temper, Washington conformed his behavior to these signposts for the rest of his life. "Method and exactness" became his strengths. Once Washington decided upon a course of action, he preserved to the end without regard to personal risk and sacrifice.

On October 31, 1753, Robert Dinwiddie, the royal Lieutenant Governor of Virginia, sent Washington, a major in the Virginia militia, to deliver a diplomatic message to Fort Le Beouf (modern Waterford, Pennsylvania) demanding that the French surrender the Ohio Country (modern western Pennsylvania, Ohio, and Indiana) to the British. Washington arrived at the fort on December 11, 1753. The French commander Jacques Legadeur de Saint-Pierre refused and sent Washington back to Williamsburg, Virginia five days later.

In spring 1754, Dinwiddie sent units of the Virginia militia to capture the strategic Folks of the Ohio (modern Pittsburgh, Pennsylvania) where the Allegany and Monongahela Rivers join to form the Ohio River. On May 28, 1754, Washington, his Virginia militia troops, and their Indian allies led by a Seneca named Tanacharison (also known as Half King) encountered and overpowered 35 French and Canadian troops led by Ensign Joseph Coulon de Villiers de Jumonville. Tanacharison assassinated Jumonville as he was surrendering to Washington for reasons that are still disputed. After this encounter, Washington ordered his troops to retreat to the Great Meadows (modern Fayette County, Pennsylvania), erect a makeshift log stockade, Fort Necessity, and wait

for reinforcements. On July 3, 1754, 600 French and Canadian troops led by Jumonville's brother, Louis Coulon de Villiers, and their Indian allies successfully assaulted the fort. After a parley, Coulon agreed to allow Washington and his troops to retreat unharmed to Virginia in exchange for surrendering the fort. However, the surrender document was written in French, a language which Washington did not understand, and contained an admission that Washington had assassinated Jumonville. This admission triggered the global Seven Years War, also known as the French and Indian War in North America, between France and the United Kingdom.

After a dispute over rank, Washington resigned his commission as major in Virginia militia in October 1754. When British General Edward Braddock arrived in Virginia with British troops in March 1755, Braddock asked Washington to join a British expedition to capture Fort Duquesne, which the French had erected at the Forks of the Ohio, as Braddock's advisor without rank. On July 9, 1755, French and Canadian forces and their Indian allies ambushed the British expedition at the Battle of Monongahela. After Braddock was mortally wounded, Washington assumed command and bravely organized a fighting retreat that saved British troops from annihilation.

On August 13, 1755, Washington received a commission as a colonel in the Virginia militia and became responsible for defending the Virginia frontier. After British General John Forbes captured Fort Duquesne on November 24, 1758, and removed the French threat to Virginia, Washington resigned his commission on December 31, 1758. For his valor at the Battle of Monongahela, Washington repeatedly sought an officer's commission in the British army but was rebuffed. This rejection and the condescension of British officers to their colonial

counterparts began Washington's transition from a loyal British subject to an American patriot.

Washington married Martha Dandridge Custis, a wealthy widow, on January 6, 1759, and inherited the Mount Vernon plantation two year later, elevating him to the top of Virginia's gentry. Entering politics, Washington was elected to the Virginia's House of Burgesses where he remained for eventual fifteen years.

On July 17, 1774, Washington and George Mason coauthored the Fairfax County Resolves to protest four Coercive Acts (a.k.a. Intolerable Acts) enacted by the British Parliament in 1774 to punish Massachusetts for the Boston Tea Party on December 16, 1773.[1] The Resolves encouraged a boycott of British imports and called for a congress of delegates from all British colonies in America. Washington served a Virginia delegate to the First and Second Continental Congresses. After the Battles of Concord and Lexington in Massachusetts on April 19, 1775, Washington wore his Virginia militia uniform to meetings of the Second Continental Congress to indicate his willingness to serve. On June 14, 1775, John Adams, a delegate from Massachusetts, nominated

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(1) The four Coercive Acts were the Boston Port Act, the Massachusetts Government Act, the Administration of Justice Act, and the Quartering Act. Approved on May 20, 1774, the Boston Port Act closed the port of Boston to commercial trade until Bostonians made restitution to the East India Company and the king determined that Massachusetts would adhere to British laws. Approved on May 20, 1774, the Massachusetts Government Act transformed the Massachusetts Council from an elected to an appoint body. Moreover, the act allowed the royal governor to appoint judges and sheriffs without approval from the council. Approved on May 20, 1774, the Act for Impartial Administration of Justice allowed the governor to move trials from Massachusetts to other colonies or the United Kingdom. Approved on June 2, 1774, the Quartering Act, which unlike the other acts affected all colonies, not just Massachusetts, required colonists to house British troops in private homes and businesses.

Washington as Commander-in-Chief of the new Continental army. Washington accepted two days later.

Washington's leadership proved critical to the success of the American Revolution. Washington understood that only way that the United States could beat the United Kingdom, then the world's superpower, was to keep the Continental army in the field until public support for continuing the war withered in the United Kingdom and the British government sued for peace. Learning from his experience in the French and Indian War, Washington used "hit and run" tactics to damage British forces but avoided all-out engagements that would risk the annihilation of the Continental army.

Many patriots criticized Washington's strategy during the war. In late 1777 and early 1778, some Continental officers including Thomas Conway, James Wilkinson (who later spied for Spain against the United States), and Thomas Mifflin participated in the Conway Cabal. They tried to persuade Congress to replace Washington with General Horatio Gates as Commander-in-Chief because Washington was not aggressive enough. Yet, Washington's "hit and run" strategy eventually proved victorious. Ironically, Ho Chi Minh studied Washington and followed his strategy to defeat both French and American forces in Vietnam in the middle of the 20th century.

While a full discussion of Washington's leadership during the Revolutionary War is beyond the scope of this chapter, three incidents standout—the Battle of Trenton, the Newburgh Conspiracy, and the surrender of his commission. In each instance, Washington's character helped him to lead successfully.

On July 3, 1776, British General William Howe and 32,000 troops

landed unopposed at Staten Island, New York. Under Washington's leadership, the Continental army suffered a series of defeats. By November 30, 1776, British forces occupied New York City, Long Island, and most of New Jersey, and the Continental army retreated across the Delaware River into Pennsylvania. Washington's army had dwindled from 23,000 to 5,000 troops, most of whose enlistments would end on New Year's Day 1777. Thinking the war had been won, British Admiral Richard Lord Howe, General William Howe's brother, offered amnesty to all Americans that had taken up arms if they swore allegiance to the Crown. Other Continental generals might have accepted Howe's offer, ending the American revolt. Through stoicism and strength of character, Washington persevered. He organized a dangerous crossing of the Delaware River to attack the Hessian garrison in Trenton, New Jersey on the morning of December 26, 1776. The password Washington chose, "victory or death," demonstrated his determination. The Americans caught the Hessians by surprise, killing 22, wounding 83, and capturing more than 800. Washington quickly withdrew back into Pennsylvania before British forces could retaliate. This victory caused many soldiers to re-enlist in the Continental army and renewed hope among the patriots. Washington had saved the American Revolution at its lowest point.

Without the power to tax, the Continental Congress relied on foreign loans, the issuance of currency, and voluntary payments from states to pay it expenses including the salary of Continental army officers. By the winter of 1782-3, officers had gone unpaid for months. On March 10, 1783, disgruntled officers announced a meeting the next day at the army's encampment at Newburgh, New York to organize a march on Philadelphia to demand payment from Congress. Major John

Armstrong, an aide to General Gates, implored the officers to abandon Washington's moderation in favor of an ultimatum to Congress. To cool "passions," Washington forbade this meeting but allowed another meeting four days later to discuss the situation. When Gates and the other officers assembled on March 15, Washington appeared and tried to read a letter from Joseph Jones, a Congressman from Virginia. Encountering difficulties, Washington pulled out his glasses from pocket and offhandedly remarked, "Gentlemen, you must pardon me, for I have not only grown gray but almost blind in service to my country." The officers present openly wept. Any attempt at a military coup ended. At this moment, Washington had established the principle that U.S. armed forces would be subordinate to civilian leaders.

After the signing of the Treaty of Paris on September 3, 1783, which ended the Revolutionary War, and the evacuation of the last British troops in the United States from New York City on November 25, 1783, Washington went to Annapolis, Maryland when the Continental Congress was meeting. On December 23, 1783, Washington tearfully surrendered his commission as Commander-in-Chief to Congress. Washington, once again a civilian, returned to Mount Vernon to spend Christmas with Martha. By voluntarily surrendering power, Washington shattered historical precedents. In the past, generals that had led successful revolutions became dictators or kings. When American painter Benjamin West told King George III that Washington would resign his commission and return to civilian life, the King remarked, "If he does that, he will be the greatest man in the world" (Mount Vernon Ladies' Association, 2022).

The United States gained its independence, but its economy was a disaster. The American colonies had a quasi-feudal agricultural economy

that was unfairly rigged to benefit the elite gentry in each colony. Because the American colonies lacked banks, a circulating currency, and adequate supplies of gold and silver coins, most transactions involved barter or private bills of exchange. Colonial assemblies regulated prices and interest rates; prohibited arbitrage, futures, and speculation as "offenses against public trade"; and proclaimed "debt holidays" when crops were bad or commodity prices low. Colonial judges used the "just price doctrine" to invalid contracts after the fact when market prices were unfavorable to the elite gentry. Not only had the United States inherited a quasi-feudal agricultural economy, but also the Continental Congress had defaulted on its domestic debt of $40 million and its foreign loans of $12 million. States imposed tariffs on interstate and international trade. As a result, trade collapsed, a deep depression began, and popular unrest ensued.

Alexander Hamilton, James Madison, and other leaders realized that the United States needed economic and political reform to survive and prosper. The first step in this process was the convening of a constitutional convention to rewrite or replace the Articles of Confederation. Yet many people were deeply skeptical of economic and political reform. Only when Washington lent his support to a constitutional convention did state legislatures agree to send delegates. After the convention convened on May 14, 1787, Washington agreed to serve as its president and largely remained silent during the debates, but his commanding presence persuaded the delegates to reach compromises to create the federal government. In a letter to Thomas Jefferson, James Monroe acknowledged Washington's influence at the convention, "Be assured, [his] influence carried the government" (Mount Vernon Ladies Association, 2022). On September 17, 1787, the convention approved

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the U.S. Constitution and send it to the states for ratification. Once again, Washington's support for new Constitution proved pivotal in its ratification, allaying public fears over a new monarchy.

The Electoral College unanimously elected Washington as the first President. On April 30, 1789, Washington took the oath of office in New York City. Yet Washington knew the ratification of the Constitution and the establishment of the federal government left the job of reform half done. The United States would fail unless its economy revived. Washington asked Alexander Hamilton, his aide-de-camp during the Revolutionary War, to become the first Secretary of the Treasury. Over significant Congressional and public opposition, Washington and Hamilton formed a political partnership that transformed the United States from a failing quasi-feudal economy to a rapidly growing free market economy. Hamilton provided intellectual ammunition and administrative skills while Washington lent his prestige to Hamilton's proposals, assuring skeptics and disarming opponents.

Washington and Hamilton pursued six objectives to encourage economically productive activities:

1. Make the federal government fiscally solvent so that its debt would be "good as gold" and could be used as collateral for loans,

2. Create a banking system to provide a uniform national currency and credit to entrepreneurs seeking to start and expand businesses,

3. Monetize the U.S. economy so transactions would be through currency and coin rather than barter to reduce transaction costs, encourage commercial rather than subsistence agriculture, and increase the participation of free labor in the commercial economy,

4. Preserve the sanctity of contracts,

5. Weaken state-level quasi-feudal economic policies through interstate and international competition to increase productivity, and

6. Promote U.S. manufacturing and urbanization to create a means through which men born in humble circumstances without land could rise through talent and hard work to the high level of American society.

Essentially, Washington and Hamilton chose the United Kingdom with its Whig financial innovations of a funded national debt, a national bank, and a national circulating currency rather than France as their economic model. To Thomas Jefferson, who had just returned from France, this choice was heresy. Jefferson had adopted the ideas of the principal critic of the Whig financial and political revolution arch-Tory Henry St. John, the first Viscount Bolingbroke, other than Bolingbroke's support for a hereditary king that exercised executive powers. Bolingbroke argued that Bank of England notes had replace true money (gold and silver coins) encouraging manufacturing, urbanization, and stock speculation instead of honest work in agriculture. The Whig financial innovations increased economic mobility especially among British peasants that could now leave the estates of the gentry to work in urban factories or start their own businesses. To Bolingbroke, economic mobility caused chaos and disrespect among the lower classes to their social betters. Moreover, Bolingbroke thought that the Whig political innovation of a Prime Minister and other ministers responsible to the House of Commons rather than the king combined with the Whig economic innovations facilitated corruption as ministers could not only offer

offices and titles as ruling kings had done for centuries but now could also facilitate loans and investments to secure parliamentary votes. Bolingbroke also influenced James Madison. Together Jefferson and Madison sought to "prevent the invasion of the American garden by the twin serpents of money and ministers" (McDonald, 1979).

The first challenge that Washington and Hamilton undertook was fiscal. On January 9, 1790, Hamilton presented the First Report on Public Credit to the House of Representatives. Hamilton proposed that federal government assume not only the $52 million of the Continental Congress but also the $18 million of state debts at face value. This non-discrimination provision was highly controversial. States paid many of their veterans with state bonds, and as the value of these bonds depreciated, many veterans had sold their bonds to speculators at a fraction of their face value. Many Congressmen and Senators wanted only the original bondholders to receive face value and to pay less to subsequent bondholders. Yet, Washington and Hamilton realized that assumption at face value was necessary to establish that the sanctity of contracts was a fundamental building block of the U.S. economy.

Hamilton proposed a sinking fund that would use tariff revenues to service federal debt. Washington and Hamilton opposed the other major revenue options available to 18th century governments—a federal property tax and federal government-owned monopolies that charged above-market prices to businesses and households. A property tax would be more burdensome on Americans than tariffs, and government monopolies were inconsistent with a free market economy. On April 23, 1790, Hamilton presented a report on Operations of the Act Laying Duties on Imports to the House of Representatives. Hamilton's primary concern was maximizing federal revenues, so he proposed moderate tariffs that averaged about 10 percent on a broad range of

imports.[1] As Hamilton argued in Federalist No. 21, high tariffs would encourage smuggling and actually reduce federal revenue (Hamilton, 2022).[2] Washington and Hamilton wanted to provide modest protection for domestically made goods to encourage the growth of U.S. manufacturing while still exposing domestically made goods to significant price and quality competition from imports to prevent high prices and manufacturing inefficiencies.

Using Representative James Madison as a public mouthpiece, Secretary of State Thomas Jefferson secretly organized the opposition to Washington's economic policies while serving in Washington's cabinet. To overcome congressional opposition, Washington urged Hamilton to negotiate a compromise. In the Compromise of 1790, Madison and Jefferson agreed to support debt assumption, sinking fund, and tariff legislation in exchange for Hamilton's support for legislation locating the U.S. capital in what would become Washington, D.C. in 1800. Washington signed the Residency Act (locating U.S. capital) on July 16, 1790, the Funding Act of 1790 (debt assumption and funding) on August 4, 1790, and the Tariff Act of 1790 on August 10, 1790.

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(1) Protective tariffs are selective with tariffs of 20 percent or higher on imported goods that compete with domestically produced goods and no tariffs on imported goods used by domestic producers or on imported goods not produced domestically.

(2) Hamilton made a Laffer Curve argument against protective tariffs. "It is a signal advantage of taxes on articles of consumption, that they contain in their own nature a security against excess. They prescribe their own limit; which cannot be exceeded without defeating the end proposed, that is, an extension of the revenue. When applied to this object, the saying is as just as it is witty, that, "in political arithmetic, two and two do not always make four." If duties are too high, they lessen the consumption; the collection is eluded; and the product to the treasury is not so great as when they are confined within proper and moderate bounds. This forms a complete barrier against any material oppression of the citizens by taxes of this class, and is itself a natural limitation of the power of imposing them (Hamilton, 2022)."

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On December 14, 1790, Hamilton submitted the Second Report on the Public Credit to the House of Representatives. Hamilton proposed to create a public-private central bank modeled on the Bank of England. The Bank of the United States would be a private corporation in which the federal government would own 20 percent of the Bank's shares and supervise its operations. The Bank would make loans to the federal government, businesses, and households, hold federal government deposits, issue a uniform national currency in the form of Bank of the United States notes, and regulate state-chartered banks through the acceptance and redemption of any currency that they issued.

Congress passed the Bank Act and submitted the bill to President Washington on February 23, 1791. After Madison had questioned the Act's constitutionality in the House, Attorney General Edmund Randolph raised the issue of constitutionality with Washington. The President asked both Jefferson and Hamilton to submit legal briefs arguing their contrasting positions. Randolph and Jefferson argued that the Constitution did not explicitly authorize Congress to create a bank. Hamilton argued that the federal government had the sovereign power to employ whatever means necessary to exercise its explicit powers so long as the means was not prohibited in the Constitution, immoral, or inconsistent with other constitutional principles. Hamilton's arguments proved sounder than Jefferson's. Washington signed the Bank Act into law on February 25, 1791.

The Washington-Hamilton reforms revived the dominant American economy and launched the first boom in U.S. history. Estimated real GDP (gross domestic product) grew at about 7 percent per year from 1790 to 1796. Moreover, the quality of United States debt rose from junk status to the second best in the world. The economic infrastructure

that Washington and Hamilton created still underlies the U.S. economy today.

Finally, Washington decided to not seek re-election after his second term. Once again, Washington voluntarily relinquished power and transferred power to his successor, John Adams, on March 4, 1797, setting an example for future U.S. presidents.

Margaret Thatcher

The post-war United Kingdom was a nation seemingly in decline, with no hope for an uptick in its outlook. But the nation's first female prime minister, Margaret Thatcher, engineered a remarkable reversal. Her steely resolve aroused opposition from the elite, but the people rewarded her for leadership, giving her two big reelection victories.

To understand why this happened, it is important to understand that the economy of the United Kingdom dramatically deteriorated by the 1970s. Even though it emerged from World War II with less damage than the major nations of continental Europe, it was unable to take advantage of its stronger starting position. Based on per-capita GDP calculations, France overtook the UK economy in the late 1960s and Germany did the same in the early 1970s (Maddison, 2022).

The UK was economically weakened as the decade began and things got worse all through the 1970s. There are four things to understand about the economy during that era.

- **The post-war dalliance with socialism** – During the post-war premiership of Clement Attlee, government policy moved sharply to the left on economic issues. The government nationalized key

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sectors of the economy, including aviation, coal mining, railways, utilities, trucking, and the health sector. Subsequent conservative governments did not seek to reverse these expansions of state power.

- **The 1976 IMF bailout** – Reckless monetary and fiscal policies produced an economic crisis so severe that the UK required a record-sized bailout from the International Monetary Fund. This was particularly embarrassing since it was widely believed that only poorly governed nations in the developing world needed this type of financial assistance (National Archives 2022)

- **The "Winter of Discontent"** – As 1978 and 1979 began, the United Kingdom suffered a wave of strikes. The work stoppages affected most sectors of the UK economy, including health, transportation, bureaucrats, and even gravediggers. In 1979, there were more than 4,500 strikes leading to more than 29 million lost days of work (Office of National Statistics 2015).

- **Inflation** – Rising prices were a major problem for the UK economy. After peaking at nearly 25 percent in the middle of the decade, the inflation rate fell to a still-very-high 8.3 percent in 1978. But prices then resumed their upward climb, rising to 13.4 percent in 1979.

The bottom line is that the United Kingdom was in bad shape, but the grim economic news produced a remarkable political outcome. The Conservative Party won a national election in May of 1979 and Margaret Thatcher became prime minister. But not just that, she also became the nation's first female prime minister. Known as the "Iron Lady," Thatcher was a strong advocate of laissez-faire policies. Before

becoming prime minister, she spent considerable time with the experts at pro-market think tanks such as Institute of Economic Affairs.

Her campaign agenda was to shrink the size and scope of government. She proposed a wide range of reforms, including spending restraint, tax cuts, sound money, privatization, and curtailing the power of labor unions. For all intents, she was Reagan before Reagan was Reagan. And, in a parliamentary system where the executive and legislative branches are combined, she had considerable latitude to get her agenda enacted.

Standing up to challenges

But, like Reagan, her agenda aroused intense opposition from supposed experts. Most economists in the UK believed in the Keynesian theory. As such, they thought the economy would suffer if there were any steps to restrain the growth of government spending. There was also widespread support for industrial policy and other forms of government intervention.

Politics also cast a shadow over Thatcher's plans for laissez-faire policies. A previous Tory prime minister, Ted Heath, originally campaigned on a small-government agenda. But pressure from various interest groups – most notably unions – led him to execute an infamous "U-Turn" in the early 1970s in favor of a dirigiste agenda (BBC 2017).

Sure enough, Thatcher faced similar pressure to conform. Not only from normal sources on the left, such as the media and academia, but even from inside the Conservative Party. Many senior members of Parliament were uncomfortable with Thatcher's perceived-to-be doctrinaire agenda. Remembering the Heath years, they did not want to

arouse opposition from unions. But at the Conservative Party conference in 1980, she unequivocally announced that "the lady is not for tuning" and declared that she intended to follow through on her commitments (BBC 1980).

Another pivotal test of Thatcher's leadership came in 1981 when 364 economists signed a public letter strongly criticizing her economic policies regarding inflation. (Thatcher Foundation 1981). Based on their left-of-center Keynesian perspective, they very much opposed her monetarist view that inflation should be tamed by a "tight money" policy from the Bank of England.

Thatcher had confidence in her agenda, notwithstanding very strong opposition from the economic establishment. Did her leadership pay off? Well, inflation was 11.9 percent in 1981, the year the letter was released. Just two years later, in 1983, inflation collapsed to 4.6 percent.

Thatcher also had to respond to Argentina seizing control of the Falklands Islands in early April of 1982. Reclaiming British control was not easy since the islands were less than 1,000 miles from Argentina and nearly 8,000 miles from the United Kingdom. But Thatcher acted resolutely, sent the British Navy to the South Atlantic, and achieved victory by the middle of June.

Perhaps the biggest challenge to Thatcher's leadership was the miner's strike of 1984-85. The government-controlled industry was very uncompetitive and almost all mines operated at a loss, imposing heavy costs on taxpayers and the economy. But the National Union of Mineworkers, which played a big role in Heath's defeat a few years earlier, was controlled by radical socialists and opposed the closure of any mines or the reduction in subsidies.

Showing foresight, Thatcher and her government made sure to stockpile coal. And they cleverly maneuvered so that the strike started in the spring, as warming weather meant lower demand for coal. Most important, Thatcher displayed strong resolve. To avoid Ted Heath's fate, she understood that she could not lose the battle.

She was rewarded for her convictions. The NUM eventually ran out of energy, ran out of money, and ran out of support. The strike officially ended in March of 1985. Not only did Thatcher break the miner's union, she changed industrial relations for the entire nation. The number of annual strikes dramatically dropped, with days lost to strikes falling from more than 27 million during the miner's strike to fewer than 2 million days when Thatcher left office in 1990. Thatcher's reforms also had a long-run impact. It is very unusual in recent years to lose even 1 million days of labor to strikes (Office for National Statistics 2015).

Economic reform

As previously mentioned, Thatcher was considered to be a very "dry" Tory, meaning that she was strongly committed to the principles of limited government. But did she have the competence and leadership to translate her beliefs into real-world policy?

The answer is yes. Looking at the Fraser Institute's Economic Freedom of the World, the UK's score (on a 0-10 scale) climbed from 7.14 in 1980 to 8.27 in 1990 (prior to 2000, there are only estimates for every five years). That is an impressive increase, but presumably would be even more impressive if there was annual data from 1979. Taking a closer look at the 1980-1990 change, the improvement was driven by a vastly better grade for monetary policy, along with significant increases in the quality of fiscal policy and regulatory policy.

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Thatcher's fiscal policy bears closer examination. When she first took office, the top personal tax rate in the United Kingdom was 83 percent, which was extraordinarily high. But there was also a 15 percent surtax on investment income, which meant successful people who invested in the British economy could face marginal tax rates of 98 percent. To make matters worse, there was also a corporate tax with a top rate of 52 percent.

As Prime Minister, Thatcher immediately lowered the top personal rate to 60 percent. She then got rid of the 15 percent surtax in 1984. She then lowered the top tax rate on income to 40 percent in 1988. She also made progress on the corporate rate, reducing it in stages down to 34 percent between 1982 and 1990 (Clark and Dilnot 2022).

Thatcher also achieved some of her goals on the spending side of the budget. When measured as a share of economic output, the burden of government spending declined from 41 percent of GDP when she took office to 34 percent of GDP when she left office. Equally impressive, inflation-adjusted spending only increased by an average of 1 percent annually during her tenure, compared to 4 percent annually in the 20 years before her tenure and in the 20 years after her tenure.

Economic renaissance

Did Thatcher's fiscal conservatism and pro-market reforms pay dividends for the country? The answer depends on how success is measured. The economy was very weak in Thatcher's first few years, with per-capita economic output declining in 1980 and 1981. Almost certainly, this was the unavoidable consequence of the bad monetary policy of the 1970s. Rising prices and non-market interest rates induce

all sorts of economic distortions. When inflation is finally brought under control, there is usually an economic downturn, especially as mal-investments are exposed and then liquidated.

Once inflation was tamed and Thatcher's policy began to take effect, the economy grew rapidly. According to the database on per-capita economic output at the University of Groningen, annual inflation-adjusted GDP growth between 1981-1990 averaged nearly 3 percent in the United Kingdom. That was higher than the 2.2 percent average from 1948 until Thatcher took office. And it was much higher than the anemic 1.4 percent average annual growth from 1991 until today (Maddison 2020).

Another obvious success story was the collapse of inflation. The unemployment rate took longer to improve. The jobless rate spiked early in her tenure as the damage of inflation wreaked havoc with the labor market. It was not until the end of Thatcher's tenure than the unemployment rate finally fell below 7 percent (Office for National Statistics).

Conclusion

The Iron Lady was a very consequential leader of the United Kingdom. When Thatcher became prime minister in 1979, the UK was known as the "sick man of Europe." It was characterized by onerous tax rates, high levels of inflation, inefficient government-controlled industries, and labor market turmoil.

By the time she left office, all of those problems were gone. Perhaps even more impressive, the labor governments of Tony Blair and Gordon Brown from 1997-2010 largely left her reforms in place. In other words,

Thatcher not only changed the direction of the United Kingdom while in office, she also changed the "Overton Window" for what was possible after she left office.

Ronald Reagan

Younger readers will have a hard time comprehending the grim economic conditions that existed when Ronald Reagan became U.S. President on January 20, 1981. During the 1970s, inflation was a pervasive problem that intensified as decade ended. Prices as measured by the Consumer Price Index climbed 5.8 percent in 1976, which should have been a warning sign, but continuing mistakes by the Federal Reserve kept making a bad situation even worse. In 1980, prices rose by 13.5 percent. This wreaked havoc with family budgets and business activity, especially since interest rates also climbed to unimaginable levels. Even the "prime rate" for very safe commercial borrowers jumped to 21 percent in December of 1980, compared to just 6.25 percent in December of 1976.

To make matters worse, unemployment also was increasing. The jobless rate hit 7.5 percent in 1980. Indeed, the economy even went into recession between January and July that year. Conditions were so weak that new words and terms were developed, such as "stagflation" (the combination of anemic growth plus inflation) and "the misery index" (measured as the combined inflation rate and unemployment rate). The incumbent president, Jimmy Carter, even acknowledged that the nation was suffering "malaise."

Bad economic news and ongoing hostage crisis in Iran helped Republican Reagan win a landslide victory over Democrat Carter and

independent John Anderson in November 1980, winning 44 out of 50 states for a 489-49 victory in the Electoral College and 50.8 percent of the popular vote in a three-way race. That was the easy part. Restoring economic vitality was an even bigger challenge. Reagan started his presidency with a very clear agenda of lower taxes, spending restraint, deregulation, and sound money. But he also started with two big obstacles that made that agenda an uphill battle.

- Republicans gained 12 seats and won control of the Senate for the first time since 1954. However, despite a Republican gain of 34 seats, Democrats retained control the House of Representatives with a 242-191-2 (others) majority.

- The economic elite opposed most of his policy agenda.

Overcoming the first obstacle was not easy. But there was less ideological conformity in that era, with some left-leaning Republicans, mostly in the northeast, and even more conservative-leaning Democrats, mostly from southern states. President Reagan's challenge was to convince a sufficient number of Democrats to back his major initiatives. This was expected to be especially difficult with regards to his plan to control government spending.

The second obstacle was more daunting. After the Great Depression and World War II, there was a consensus in favor of Keynesian economics. According to this theory, politicians could boost economic performance with deficit spending. Supporters said government should borrow idle money from credit markets and inject it into the economy by giving it to various beneficiaries who would then spend the money. This process supposedly would jump start the economy. Needless to say, advocates of the Keynesian approach asserted that Reagan's agenda of

smaller government was economic poison. But that was just part of the problem. There also was a consensus in favor of activist government in the decades after World War II. This was in part a reaction to the Great Depression, which some believed was the fault of untrammeled capitalism.

Fiscal Policy

Reagan is probably best known for his libertarian views about public finances. He wanted to lower income tax rates and reduce the burden of government spending. Having won a landslide campaigning on those issues, he could claim a mandate for change. Soon after taking office, his administration asked Congress to being the process.

In the case of tax policy, the cornerstone of Reagan's agenda was an across-the-board reduction of tax rates. He wanted all personal income tax rates to be cut by 30 percentage points over three years, but households were not the only beneficiaries. Reagan also proposed major reforms to reduce the tax penalty on business investment (moving from "depreciation" toward "expensing").

Of particular importance, Reagan did not ask for lower taxes because he wanted to put money in people's pocket. That "pump-priming" or "demand-side" notion was how Keynesians viewed tax policy. Reagan, by contrast, embraced "supply-side" economics, which was based on getting more growth by lowering penalties on productive behaviors such as work, saving, investment, and entrepreneurship.

On the spending side of the fiscal equation, Reagan's primary goal was to restrain the domestic budget. This required changes to mandatory programs (so-called entitlement outlays) as well as limits on annual

appropriations (so-called discretionary outlays).

Reagan was able to overcome the two obstacles of a Democratic-controlled House of Representatives and hostility from elite opinion. His budget plan in May of 1981 attracted 63 votes from Democrats. Late that year, in July, 48 Democrats voted for his Economic Recovery Tax Act, which reduced personal income tax rates by 25 percentage points over four years. Why was Reagan able to earn bipartisan support? There is no accurate way to measure the factors that drive public persuasion, but here are some of the factors that were cited at the time.

- Reagan's personal popularity

- Support for Reagan's agenda from voters

- A feeling that dramatic change was needed

- Sympathy following the attempted assassination

But perhaps those four factors should be replaced by one word: leadership. Reagan had a clear agenda, convinced both voters and lawmakers that his agenda was needed, and overcame an elite consensus for the status quo. It is also worth noting that none of Reagan's major competitors for the 1980 Republican nomination (George H.W. Bush, John Anderson, Howard Baker, John Connally, and Bob Dole) had campaign platforms nearly as aggressive. In other words, it is very unlikely that the United States would have experienced transformative change if any candidate other than Reagan had prevailed that year.

Inflation

Perhaps Reagan's most significant achievement – at least in terms of displaying leadership – was his handling of inflation. He fully supported

the Federal Reserve and its Chairman Paul Volcker in the difficult task of bring prices under control. What made Reagan's approach so admirable is that he put his own political interests at risk. He knew it would be economically painful, yet he also felt it was the right thing for the nation.

Other presidents routinely pressure the Federal Reserve for easy-money policies. They want the political benefits that occur when central banks dump money into the economy. Such policies backfire, of course, as excess money leads to rising prices and financial bubbles, but most politicians only focus on short-run benefits. They figure someone else can deal with the long-run consequences. But Reagan was different. Paul Samuelson, an economic columnist for the Washington Post, opined on his leadership. Here are some excerpts from his 2015 column.

"What Reagan provided was political protection. The Fed's previous failures to stifle inflation reflected its unwillingness to maintain tight-money policies long enough…" Successive presidents preferred a different approach: the wage-price policies built on the pleasing (but unrealistic) premise that these could quell inflation without jeopardizing full employment. Reagan rejected this futile path. As the gruesome social costs of Volcker's policies mounted — the monthly unemployment rate would ultimately rise to a post-World War II high of 10.8 percent — Reagan's approval ratings plunged. In May 1981, they were at 68 percent; by January 1983, 35 percent. Still, he supported the Fed. …It's doubtful that any other plausible presidential candidate, Republican or Democrat, would have been so forbearing. …What Volcker and Reagan accomplished was an economic and political triumph. Economically, ending double-digit inflation set the stage for a quarter-century of near-automatic expansion… Politically, Reagan and Volcker showed that

leaders can take actions that, though initially painful and unpopular, served the country's long-term interests." (Samuelson 2015)

Price controls, labor strife, and trade

There are other examples of Reagan's leadership beyond what happened with fiscal policy and inflation. Two of the most notable displays of leadership occurred shortly after he was inaugurated. Within a few days of his inauguration, he got rid of price controls on American energy. Many people thought this was misguided and controversial. After all, Americans already were worried about inflation. Wouldn't "greedy" oil companies take advantage by raising prices?

But Reagan understood that price controls inhibited energy exploration and production. He correctly argued that such policies produced shortages, which then put upward pressure on prices. Unlike the previous Republican president, he rejected the politically appealing approach and pursued policies based on the nation's long-run best interests.

Reagan also dealt with a major labor crisis in his first year. The union representing air traffic controllers threatened to strike and ultimately walked off the job. Reagan warned that the strike was illegal and that workers would be fired if they walked off the job. And when they nonetheless went on strike, Reagan fired them.

This was a courageous step because the union actually had endorsed Reagan in the 1980 campaign, so he put policy above politics. Moreover, he risked widespread travel disruptions and also dealt with accusation that his actions were creating needless risks for the flying public.

But travel disruptions were minimal, and safety concerns were misplaced. Reagan faced down the union and prevailed. His actions also helped usher in a period of labor peace in the United States. Between 1980 and 1984, the number of strikes dropped by two-thirds (Bureau of Labor Statistics, 2022).

Reagan advocated the liberalization of international trade and investment. During the speech launching his presidential campaign in November 1979, Reagan advocated a North American free trade area among Canada, Mexico, and the United States. In May 1986, negotiation to create a free trade agreement (FTA) between Canada and the United States. Reagan singed the Free Trade Agreement with Canadian Prime Minister Brian Mulroney on January 2, 1988. In 1989, under President George H. W. Bush, Canada, Mexico, and the United States initiated negotiations to include Mexico in the FTA. Reagan's dream for a North American Free Trade Agreement would become reality under President Bill Clinton.

In September 1986, Reagan helped to initiate the Uruguay Round of multilateral trade negotiations among 125 countries that to the Uruguay Round Agreements and the creation of the World Trade Organization under President Clinton. While the negotiations for NAFTA and the Uruguay Round Agreements were completed and approved under Bush and Clinton, neither would have occurred without Reagan's vision of expanded trade and rejection of the protectionist philosophy.

Foreign Policy

Last but not least, any discussion of Reagan's leadership has to include his success in winning the Cold War. Just as was the case with domestic policy, Reagan did not go along with the elite consensus. Most

of the foreign policy establishment was on the side of accommodation and détente. In some ways, this view made sense. The Soviet Union had been on the offensive ever since World War II, using overt aid and covert actions to encourage communist advances in nations all across the globe. And some economists even viewed communism as a superior economic system and made predictions that it was just a matter of time before the Soviet economy surpassed America (Tabarrok 2010).

Reagan, by contrast, had a very clear vision and it did not involve acquiescence. In his words, the Soviet Union was the "evil empire" and communism belonged "on the ash heap of history." To achieve this goal, Reagan dramatically increased America's military capabilities and used foreign policy to put pressure on the Soviets in nations such as Poland, Nicaragua, and Afghanistan.

Reagan also used the bully pulpit to condemn the immorality of communism. His speeches about the "evil empire" and the "ash heap of history" were examples of that approach. But Reagan also used mockery (Roberts 1987). His never-ending supply of jokes and jabs about the inefficiency and foolishness of communism helped to undermine that ideology.

Reagan's jokes revealed a profound strategic insight. Whereas most Sovietologists focused on the Soviet Union's perceived military strength, Reagan saw economic weakness. Reagan correctly understood that the Soviet economy could not support a sustained increase in military expenditures. So Reagan's military build-up and emphasis on developing new high-tech weapons was a deliberate strategy to bankrupt the Soviet Union and force its leadera to sue for peace and negotiate real arms reductions.

Results

What were the results of Reagan's presidency? On economic policy, the misery index dropped dramatically as both inflation and unemployment fell. The economy enjoyed a record-long economic expansion. Median household income rose to an all-time high.

Reagan dramatically lowered tax rates during his tenure, both because of the 1981 tax cut and the 1986 Tax Reform Act. By the time he left office, the top personal income tax rate had been reduced from 70 percent to 28 percent. And the corporate was lowered from 46 percent to 34 percent. Most interestingly, big reduction in the top personal tax rate did not lead to a reduction in tax revenues. Just the opposite (Mitchell 2011).

The overall burden of government spending only fell by a small amount, dropping from 21.6 percent of GDP in 1981 to 20.6 percent of GDP in 1989. But that one-percentage-point shift masks the fact that domestic spending (including entitlements) was reduced significantly as a share of GDP during the Reagan years, dropping by 2.5 percentage points.

And the Soviet Union, shortly after Reagan left office, completely collapsed.

Conclusion

It wasn't just what he achieved. Reagan also changed the "Overton Window," meaning that he substantially expanded the acceptability of ideas about free markets and limited government. Prior to his tenure, Republicans rarely challenged the welfare state. They basically

accepted the New Deal and Great Society. Reagan didn't have much success unraveling welfare state programs, but he showed that such programs could be criticized and big-picture ideas about reform were not politically toxic.

Perhaps the best way to capture Reagan's is this excerpt from a column in the Wall Street Journal by former Senator Phil Gramm (Gramm 2022).

"As the House vote approached, some 30 Republicans asked for a meeting with the president to demand changes in the reconciliation bill. …Sitting down at the cabinet table the president said, "You called this meeting, so let me listen to what you have to say." …It quickly became clear that the attendees had planned out what they were going to say, and almost every member raised concerns about his constituency. When they had all spoken, the president said nothing for what seemed like five minutes as he looked at each of the 30 members in puzzled silence. "I have been confused," he said finally. "I thought this vote was about the future of our country. I didn't know it was about our political constituencies." He then got up and walked out of the room. The stunned silence continued for several minutes and more than a few congressmen teared up as they got up to leave. When the final vote was taken, not one person who had been in that room voted no".

In other words, Reagan triumphed over the oft-gloomy economics of public choice. He showed that it is possible to put country over politics.

David Lange

Because of New Zealand's dependence on agricultural exports, New Zealand experienced one of the largest percentage declines in GDP during the Great Depression. In response, the first Labour government

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under Prime Minister Michael Savage (December 6, 1935, to his death on March 27, 1940) and Prime Minister Peter Fraser (March 27, 1940, to December 13, 1949) instituted a policy of "insulationsim" to isolate New Zealand from the vicissitudes of the global economy and develop an extensive social welfare system.

During the fourth Labour government (July 26, 1984, to 2 November 2, 1990), Prime Minister David Lange (July 26, 1984, to August 8, 1989) and Finance Minister Roger Douglas (July 26, 1984, to December 14, 1988) overcame the opposition of left-wing Labour MPs and some traditional Labour constituencies and initiated sweeping economic reforms that overturned interventionist economic policies instituted by the first Labour government (December 6, 1935, to December 13, 1949) and maintained by subsequent governments both Labour and National and Labour by instituting a non-nuclear policy that strained military and political relations with New Zealand's major allies and trade partners, Australia and the United States (Chapman, 1992; McRobie, 1992; Hawke, 1992; O'Quinn, 1996). The fourth National government (November 2, 1990, to November 27, 1999) continued and expanded Labour's economic reforms. Sweeping away protectionism, regulations, subsidies, and government ownership and operation of commercial enterprises was not easy. While the economic benefits were great, they were slow to become fully apparent to the public. In the end, New Zealand prospered and remains one of the freest economies in the world.

Although the Labour and National parties alternated in government for next 34 years, the insulationsim policy remained largely unchanged through 1984. New Zealand raised tariffs and instituted import licensing on imported goods and established foreign exchange controls to protect

domestic industries. New Zealand required governmental approval for outward foreign investments while an Overseas Investment Commission policed inward foreign investments. Except for an abortive attempt to lower tariffs and lift foreign exchange controls in early 1950s, New Zealand remained a highly protected economy until 1984.

New Zealand intervened heavily in domestic markets. Detailed regulations from limiting shopping hours to preventing trucking companies from hauling goods more than 40 miles in competition with the government-owned railroad severely restricted business competition and limited consumer choice. Agricultural subsidies, which the first Labour government introduced in 1935, grew to 30 percent of total farm income in 1984.

Insulationism caused a gradual decline in New Zealand's economic competitiveness. By limiting imports to raw materials and manufacturing equipment, New Zealand so sheltered domestic manufacturers that they had little incentive to create new products, improve quality, or control costs. Instead of specializing in a few internationally competitive goods, domestic manufacturers made a little of everything at very high costs relative to manufacturers in other developed countries.

From 1960 to 1984, New Zealand had the slowest growth in productivity and income in the Organization for Economic Cooperation and Development (OECD). Average annual productivity growth rate was a mere 1.2 percent in New Zealand compared with 5.8 percent in Japan, 3.3 percent in the European Union, and 2.5 percent in the United States. Real GDP per capita increased by an annual average of 1.4 percent in New Zealand compared with 2.7 percent in all OECD countries. As a result, New Zealand fell in real GDP per capita in the

OECD from the 7th highest in 1960 to 18th highest in 1984.

After oil price shocks in 1973 and 1979, the third National government led by Prime Minister Robert Muldoon (December 12, 1975, to July 26, 1984) sponsored taxpayer-financed "Think Big" industrial projects-New Zealand Steel, New Zealand Petrocorp, New Zealand Synthetic Fuels Corporation, and the Marsden Point Refinery-that accumulated a debt of NZ$7.2 billion (about NZ$2,500 per capita). By 1984, government departments and government-owned corporations engaging in commercial activities accounted for 12 percent of GDP and 20 percent of gross domestic investment.

Worse yet, government expenditures ballooned from 27.5 percent of GDP in the 1971/72 March fiscal year to 40.7 percent of GDP in the 1983/84 March fiscal year. Simultaneously, the budget moved from a small fiscal surplus to a deficit of 6.5 percent of GDP.

Inflation and unemployment soared. The consumer price index (CPI), which had an annual average of 4.1 percent in the 1960s, ballooned to annual rate of 17 percent in June 1982. On June 22, 1982, the National government announced a 12-month freeze on all wages, prices, and dividends. The freeze was then extended for another eight months. Unemployment exploded from less than 1,000 in the 1960s to 131,700 in 1984.

Going into 1984, the National government had 47 seats; Labour, 43 seats; and Social Credit, two seats. After a National MP Marilyn Waring threatened to vote for a Labour anti-nuclear bill, Prime Minister Muldoon called a snap general election on June 14, 1984. Poor economic performance and Muldoon's arrogance after nine years as Prime Minister were the major campaign issues. Many National

voters were disgusted that a nominally right-of-center government had implemented socialist policies that drove the economy into the ground. On July 14, 1984, Labour won the general election with a 43.0 percent of popular vote (up 4.0 percentage points) and a comfortable majority of seats (56-37-2).

For many years, Labour had opposed nuclear weapons and nuclear power. Left-wing Labour MPs and their supporters led a movement to exclude nuclear-powered ships and submarines and non-nuclear-powered ships and submarines capable of carrying nuclear weapons from New Zealand waters. After become party leader in February 1983, Lange was unable to persuade his party to distinguish between nuclear propulsion and nuclear weapons.

Labour's anti-nuclear policy put Prime Minister Lange at odds with New Zealand's main allies—Australia and the United States. At the annual ANZUS Treaty members meeting in Wellington, New Zealand on July 16, 1984, U.S. Secretary of State George Schulz and Australian Foreign Minister Bill Hayden harshly criticized Labour's non-nuclear policy. Schulz told Lange that continued access by U.S. naval vessels to New Zealand ports was critical to the maintenance of ANZUS Treaty. When New Zealand refused the entry of the conventionally powered USS Buchanan that almost certainly did not have nuclear weapons because the United States would not confirm that the USS Buchanan did not have nuclear weapons in February 1985, the Reagan administration effectively ended New Zealand's participation in ANZUS. Reagan wanted to make an example of New Zealand to dissuade Japan and NATO allies from adopting a similar non-nuclear policy. On September 17, 1986, the Reagan administration formally suspended U.S. treaty obligations toward New Zealand under ANZUS.

Initially, the New Zealand public was evenly divided over Labour's non-nuclear policy. However, a bizarre incidence solidified public support for Labour's non-nuclear policy. On July 10, 1985, French intelligence officers bombed and sank Greenpeace's flagship, Rainbow Warrior, in Auckland harbor. The Rainbow Warrior had been preparing to sail to the French Pacific Island of Mururoa to protest French underground nuclear tests.

The diplomatic break with Australia and the United States over nuclear policy ironically helped Lange and Douglas to liberalize New Zealand's economy. Lange and Douglas appeased left-wing Labour MPs that would have otherwise opposed economic liberalization and perhaps brought down the government with the non-nuclear policy.

The record of economic liberalization under the fourth Labour government was quite remarkable:

- All wage, price, rent, credit, interest rate, and dividend controls were abolished between 1984 and 1988.

- All foreign exchange and outward foreign investment controls were terminated in December 1984.

- The New Zealand dollar was allowed to float in foreign exchange markets in March 1995.

- Financial services were deregulated in 1985. Telecommunications was deregulated in 1987. Taxi services were deregulated in 1990.

- Agricultural and industrial subsidies were phased out beginning in 1985.

- Merger and takeover provisions were liberalized in 1986.

- Monopoly privileges on domestic air service, electricity generation, long distance trucking, and telecommunications were abolished by 1987.

- Restrictions on shopping hours were abolished in 1989.

- The top personal income tax rate was slashed from 66 percent to 33 percent in October 1986. The company income tax rate was reduced from 48 percent to a flat 33 percent in October 1986.

- A 10 percent Goods and Services Tax (GST) replaced various selective wholesale sales taxes in October 1986. The GST rate was raised to 12.5 percent in July 1989.

- Tariffs were cut unilaterally between 1986 and 1992, and quantitative controls on imports were phased out between 1988 and 1990.

Moreover, the fourth Labor government began to reform New Zealand's bloated government sector by exposing it to market forces. Lange and Douglas agreed on five principles for government reform:

- The government should perform only those functions that cannot be efficiently or effectively performed by the private sector.

- Commercial trading functions within the government sector should be structured along the lines of private enterprise.

- Departments should be restructured to separate policy advice, regulatory, service delivery, and commercial trading functions.

- Departmental managers should be fully accountable for the efficient operation of their organizations with a minimum of centralized control on inputs.

- The costs of government services should as far as practical be determined by real market factors.

The fourth Labour government enacted three laws reforming government   operations:

- *The State Owned Enterprises Act 1986* provided the basis for converting state commercial trading activities into State-Owned Enterprises (SOEs), businesses owned by the state, but operated as if they were private.

- *The State Sector Act 1988* reformed the Public Service. Permanent Secretaries became Chief Executive Officers (CEOs) employed under individual, limited-term, output- based, performance contracts with their supervising Minister. Public Service protection was lifted from most other departmental employees, granting CEOs broad authority to hire, reward, and fire personnel.

- *The Public Finance Act 1989* transformed state sector financial management and reporting. The Act transferred the responsibility for paying departmental bills, collecting accounts, and managing funds from the Treasury to each department. Departmental CEOs were freed to choose what inputs their departments will use to achieve the output goals established in annual negotiations with their supervising Minister.

The fourth Labour government corporatized commercial activities that had been conducted by government departments. Under corporatization, commercial activities are converted into a company form with the Ministry of State-Owned Enterprises as the sole shareholder. State-Owned Enterprises Minister Richard Prebble sought to duplicate the

culture and methods of private business as much as possible. Leading businesspeople were appointed to the SOE boards of directors. In turn, board members hired CEOs who exercised the normal powers of a CEO in a private business. These corporations included:

- **Postbank**. The New Zealand Post Office Savings Bank was converting into Postbank in April 1987. By reducing staff by 30 percent and outlets by 40 percent, Postbank became profitable.

- **Electricity Corporation (ECNZ)**. In the three years after corporatization, ECNZ reduced staff by 45 percent, increased productivity by 71 percent, slashed costs by 28 percent, decreased average wholesale electricity prices by 13 percent, and increased after-tax profits by 187 percent.

- **Forestry Corporation**. In the three years after corporation, Forestry Corporation became profitable by reducing staff by 65 percent.

- **Coal Corporation**. In the three years after corporatization, Coal Corporation boosted productivity by 20 percent, earning a small profit after losing money in 20 of the 22 years prior to corporatization.

- **Telcom Corporation**. In the three years after corporatization, Telecom reduced staffing by 47 percent, increased productivity by 85 percent, and boosted profits by 300 percent.

In most cases, corporatization was a half-way house. SOEs may suffer from seven deficiencies that could undermine their productivity and profitability gains through time. Ministers may try to hide transfers to favored constituencies through SOEs. SOE management may become

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entailed in political disputes. Ministers may appoint board members based on political affiliation rather than ability. Constituencies may press ministers to become involved in the day-to-day commercial operations of SOEs. The compensation paid to CEOs may become politicized. Government ownership creates an impression that the government will bail out an SOE in financial trouble. Finally, the government may be unwilling to invest sufficient funds to keep an SOE competitive over time.

Privatization was highly successful in New Zealand with far less political interference or favoritism than in other countries. After corporatization, civil servants carefully examined the enterprise to determine its potential value and its method of sale. Potential bidders around the world were notified. Interested bidders were invited to make an initial offer. A short list of the best offers was prepared, and the bidders were invited to make a final binding offer. Civil servants made recommendations to the Cabinet. Ministers then decided whether and to whom to sell.

Many privatizations were initiated under the fourth Labour govern-
ment. Some occurred under the fourth Labour government, but others were
:completed under the fourth National government. Among these are

- Air New Zealand

- Bank of New Zealand (BNZ)

- Communicate New Zealand

- DFC (investment bank)

- Export Guarantee Office (loan portfolio sale)

- Fletcher Challenge Limited Shares

- Forestry Cutting Rights (ongoing asset sales)

- Health Computing Service

- Housing Corporation Mortgages

- Landcorp Mortgages

- National Film Unit

- New Zealand Rail Limited

- New Zealand Steel

- Petrocorp

- Petroleum Mining Licenses

- Postbank

- Rural Banking and Finance Corporation

- Shipping Corporation

- State Insurance Office

- Synfuels

- Telecom Corporation

- Tourist Hotel Corporation of New Zealand Limited

- Wrightsons Rights (share rights sale)

Inflation remained a problem during the fourth Labour government with CPI rate ranging a low of 5.7 percent in 1989 to a high of 15.7 percent in 1987. To eliminate high and variable, the *Reserve Bank Act*

1989 created a monetary constitution for the New Zealand. Previously, the *Reserve Bank Act 1964* stated that monetary policy "shall be directed to the maintenance of economic and social welfare in New Zealand, having regard to the desirability of promoting the highest level of production and trade and full employment, and of maintaining a stable internal price level." Instead, the *Reserve Bank Act 1989* gave the Reserve a single, clear mandate—price stability. The Act did not define price stability but allows the finance minister and the Reserve Bank Governor to agree to a precise definition of price stability in a Policy Targets Agreement (PTA). Once the PTA is signed, the governor may conduct monetary policy independently and without instruction from the government. The Act demands full accountability from the Reserve Bank. The Bank must issue a public report and evaluation of its performance, the *Monetary Policy Statement*, every six months. The governor's salary is tied to the Bank's inflation performance. Moreover, the finance minister can remove and replace the Governor if the Bank exceeds its inflation target.

This new monetary constitution produced results. The CPI rate fell from 6.1 percent in 1990 to 1.0 percent in 1992.   Subsequently the CPI rate averaged 2.3 percent between 1991 and 2021.

Because of the Labour party's historical ties to unions, the Labour government found reforming New Zealand's labor market difficult. Since the first Labour government, New Zealand workplaces were heavily regulated. Most workers were required to belong to unions. Unions and employers engaged in nationwide bargaining and were subject to rulings of an Arbitration Court. The fourth Labour government largely excluded the labor market and social welfare programs from their otherwise comprehensive economic reforms.

The campaign for next the general election was underway in the winter of 1987. On the stump, Lange and Douglas differed on the need for additional economic reforms. Lange said the Labour government had implemented the bulk of economic reforms while Douglas emphasized the need for further economic reforms. On August 15, 1987, the fourth Labour government was re-elected with 48.0 percent of the popular vote (up 5.0 percentage points) and a 57-40 majority of seats. This was the first Labour government since 1946 to win re-election. According to then Minister and later Prime Minister and Director-General of the World Trade Organization Mike Moore, Lange won the 1984 election, but Douglas won the 1987 election. The economic reforms caused a political realignment. Labour gained the support of business leaders while traditional Labour's ties with unions and their members weekended. Labour won some previously safe National seats while losing some previously safe Labour seats.

Following a worldwide decline in shares prices in October 1987, a rift opened between Lange and Douglas. The next year, the consensus for economic reforms within Labour weakened. Despite Lange's reservations, Douglas continued working on a proposal for a flat-rate income tax and a guaranteed minimum family income (GMFI). On December 17, 1987, the fourth Labor government announces its intention to introduce a flat-rate income tax and a GMFI. In January 1988 while Douglas was out of the country, Lange told a press conference that the flat tax/GMFI proposal would be withdrawn because it was unworkable. Although the Cabinet abandoned the GMFI and reworked the tax proposal to try to bridge the differences between Lange and Douglas, their feud became increasingly public and bitter. In December 1988, Douglas wrote to Lange to tell him that he (Douglas) would tell

the Labour caucus that he could no longer serve as Finance Minister if Lange was re-elected as Labour leader and thus Prime Minister in the following February. Lange then sacked Douglas as Finance Minister and replaced him with David Cargill. On December 21,1988, Douglas unsuccessfully challenged Lange for Labour leader and thus Prime Minister at the Labour caucus.

Three incidents in April 1989 further undermined Lange's leadership. First, former party president and MP Jim Anderton resigned from the Labour party and founded the New Labour party. Anderton was a social democrat that favored a return to insulationsim and a government-managed economy. Second, Lange gave a speech at Harvard University suggesting that New Zealand would formally withdraw from the ANZUS alliance without consulting the Cabinet. Third, there was a very public clash between the Lange and Douglas factions at the party's conference in Auckland.

On August 3, 1989, the Labour caucus reinstated Douglas to the Cabinet. Viewing Douglas' reinstatement as a vote of no confidence, Lange promptly resigned as Labour leader and Prime Minister. The Labour caucus elected Geoffrey Palmer as Lange's successor as Labour leader and Prime Minister (August 8, 1989, to September 4, 1990). Palmer kept Cargill as Finance Minister and appointed Douglas as Police and Immigration Minister instead. Then 13 months later, the Labour caucus replaced Palmer with Mike Moore as Labour leader (September 4, 1990, to December 1, 1993) and Prime Minister (September 4, 1990, to November 2, 1990).

The New Zealand public viewed Labour as hopelessly divided. At the general election on October 27, 1990, the National party led by Jim

Bolger won 47.8 percent of the popular vote (up 3.8 percentage points) and a large majority of seats 67-29-1. The National party campaigned for keeping the economic reforms that the fourth Labour government had made and making reforms in the labor market and social welfare programs.

While a full discussion is beyond the scope of this chapter, the fourth National government focused on reforming the government sector and labor markets. The reorganization of the government sector proved successful and was retained by succeeding governments. However, the Employment Contracts Act 1992 proved "a bridge too far" with the New Zealand public and was substantially reversed in the Employment Relations Act 2000. Moreover, the railway was also renationalized on July 1, 2008.

Lange and Douglas initiated the process of economic reform in New Zealand. The reform process continued after both had left their offices. Economic reform transformed New Zealand from the most interventionist economy in the OECD to one of the freest economies in the world.

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Emotionally Agile Leadership: Build Your Leaders

Emotional Agility: A constant must in a Dynamic Environment

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Agile Leaders: The Avant-Garde Leaders Who Navigate the Global Twists

Globalization, competition, technological breakthrough, natural disasters, diversity, social awareness, corporate social responsibility, ethical standards, telecommuting, virtual workplaces, sustainability are all trends that are increasing the complexity of the business worldwide. Leaders across the globe are more and more driven towards finding new ways to adapt amid all these changing circumstances.

The need to be emotionally agile enforces itself when employees are feeling stressed, while witnessing panic and guilt. They become increasingly overwhelmed when they are overloaded with work, pressured to their limits in a dynamic environment, or even pushed to deal with bosses or coworkers who have stronger personalities. While some of them witness a lack of appreciation, others suffer from a state of work-life imbalance. A survey done on top executives in Fortune 500 companies identified that emotional agility is a competency that is most needed by leaders, in order to ensure the success of their organizations

and to be able to manage their diversified and global workforce (Joiner, 2008).

From a structural perspective, organizations lack the emotional agility needed to read the present circumstances and navigate the global twists. However, when empowered with agile people inside who are led by agile leaders, this will enable both the organization and its employees to thrive and sustain (David & Congleton, 2013). Leaders who have emotional agility may develop skills to better control the disengaged teams, to better motivate subordinates, to increase employee creative minds, to make organizational changes and to become more effective leaders (Ferguson, 2019).

Natural disasters changed dramatically the workplace environment where leaders had to change the job requirements in order for their organizations to cope and sustain. The COVID-19 pandemic placed enormous challenges and burdened global leaders, where some industries, such as the education industry, introduced educational leadership preparation programs that focus on emotional intelligence, emotional agility, and crisis reduction stressors through the integration of social and emotional constructs and mindfulness programs (Wilson, 2021). These programs were channeled towards decreasing the work-related stressors, alleviating job burnout, increasing the job retention, and preparing the leaders for effective crisis management. In the 21st century, academics became more aware of these trends (Joiner, 2008), and of the need to develop agile organizations that can surf amid these challenges.

This brings us to the main questions: what is emotional agility and what is meant by leaders having emotional agility, and does that mean

that leaders must train themselves to acquire this skill? What are the leadership traits and skills needed to be agile? and does emotional agility increase when leaders adopt a specific leadership style?

Emotional Agility: The Psychological Perspective

The term is indeed mesmerizing as it has psychological roots. Some psychologists define the term emotional agility as an innovative approach to control in a better way the downturns of life, with insights based on values instead of the stories or emotions that hook us (David & Congleton, 2013).

Persons can identify their inner states, their thoughts, and emotions and identify the strongest ones with curiosity and compassion. Emotional ability enables people to better understand their circumstances while keeping them aligned with their core values and principles. People who enjoy emotional agility are able to change positively their daily habits, and their interpersonal relationships both at work and in their personal lives (David & Congleton, 2013). Instead of getting stuck with negative thoughts about being too impatient, not being good enough at work, or not being able to work under pressure; emotional agility helps people to better understand how to deal with these states, which in turn predicts their success and effectiveness on the personal and professional levels.

From the standpoint that emotions relay information rather than direction, having emotional agility enables people to label better their emotional statuses, such as identifying the difference between anxiety and stress or stress and anger. If people ignore these emotions or try to cast them aside or avoid them, it means they are hooked. Emotional agility helps them observe and notices these feelings with high sensibility and

even helps them to identify their root cause; such as the root cause of anger at work is fear of the unknown or being unsatisfied with the job.

Two important models were elaborated from the psychological perspective:

«Agile Leaders are Solid leaders who are soft-hearted and caring»

Ghada Kalakesh

In order to become emotionally agile and better leaders, four main key steps need to be taken: showing up, stepping out, walking your why, moving out (David & Congleton, 2013).

Figure 1: Steps to Emotional Agility, Source : David and Congleton (2013)
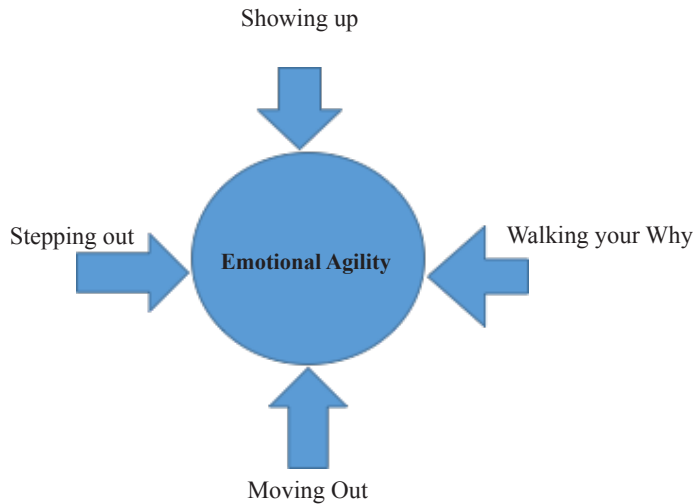
Show your emotions. People need to use kindness and curiosity in order to show-up to their emotions and face their thoughts and behaviors. When people are aware that their positive or negative emotions and thoughts are part of who they are, they will be able through their emotional agility to work better with them and to use them and move on.

Stepping out. Detaching from thoughts and emotions enables people to create a non-judgmental distance between feelings and reactions. When people look enjoy detached observance, they can identify and control their feelings better.

Walking your Why. After calming the mental processes, people need to focus on their values and act accordingly. When detached from the negative thoughts and feelings, this enables people to align their thinking with their values and aspirations.

Moving out. This last step involves the cultivation of the minds where the habits and motivations are integrated with the values; this step is an important gateway toward achieving a real and important behavioral change (David & Congleton, 2013).

Mindfulness as a Buddhist Approach in a Medical Setting

Emotional agility is further elaborated by introducing the issue of mindfulness. The Mindfulness-Based Stress Reduction Programme (MBSR) introduced a Buddhist practice of meditation into the medical and clinical settings (Tang, 2018).

Figure 2: Buddhist Practice of Meditation. Source: Tang, (2018)

An emotionally agile leader must be a mindful leader who is able to attain these states of minds (Tang, 2018):

-A state of peaceful bliss.

-A contemplation of the experience of four elements: his body, his soul, his experience, and his feelings.

-A higher compassion.

Accordingly, the MBSR mediation practice focused on the below important three elements.

-An emotional state that is peaceful.

-A balance of the body and the mind and awareness of them.

-A compassion for both the self and the others. (Tang, 2018)

The concept of mindfulness was considered a cornerstone for building emotionally agile leaders, in view of its impact on increasing followers' work-life balance and resilience (Michel et al., 2014) and improving leaders' performance, collaboration and compassion (Pidgeon & Keye, 2014).

Moreover, mindfulness was found to have a profound effect on the human body through neurolinguistics programming (NLP) and psychology (David & Congleton, 2013) as a way to increase the emotionally agile leader through:

-Increasing his confidence.

-Enhancing his relaxing ability.

-Boosting his creativity.

-Clarifying the decision-making.

Mindfulness is no longer considered by academics as a "nice to have" skill for leaders but a "must have", as it supports some dimensions of emotional intelligence such as self-regulation in addition to increasing the effectiveness of their decision-making process (Goleman et al., 2017). The scope of practicing the mindfulness exercise flooded over the mediation and simple breathing and was even adaptable to how leaders wished to translate it into their own organizations.

Hence, the psychological perspective gave an elaborate definition of emotional agility based on its relationship with the functioning of the mind, as far as being able to detach from emotions, feeling relaxed, ability to exercise self-regulation and self-awareness of both the body and soul, boosting creativity, increasing confidence and decision-making ability.

Agile Leadership: The Academic Perspective

Leaders are adapting to change through their emotional agility; though being a new concept, however it has not a common definition (Akkaya & Tabak, 2020). Emotional agility is defined by Breu et al. (2002) as an entity which is quickly adaptable to change. The other definitions of emotional agility are more academically related and most of them defined it as emotional intelligence.

Emotional intelligence was a term used by major researchers that further explains agility and helps to increase the leadership impact, through elevated emotional health, better stress control, higher creativity and enhanced team production (Fleming, 2016). Both leaders and employees who are emotionally intelligent are able to cope better with a changing and diverse working environment. Leaders who are

high in emotional intelligence are transformational leaders who are able to understand and manage better their own emotions and that of others.

Emotional Intelligence as a Building Block for Emotional Agility

"If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far."

Daniel Goleman

Emotional Intelligence is a concept that became widespread in academic literature by Salovey and Mayer (1990), and then became further popular with Goleman (1995) who defined it as a person's ability to manage his own feelings in order to express them in an effective way. Goleman identified that leaders with high emotional intelligence levels are able to succeed in the workplace. The five important components of emotional intelligence identified by Goleman (1995) are:

-**Self-awareness**. Ability to understand their strengths and weaknesses and the effect of their actions on others.

-**Self-management**. Ability to control their emotions in communicating with others and to apply self-restraint.

-**Motivation.** People with high levels of emotional intelligence are self-motivated and follow their inner ambition to achieve their goals instead of external forces such as the need for money or power.

-**Empathy**. Emotionally intelligent people are compassionate with others and are reactive to their concerns and needs.

-**Social Skills**. Emotionally intelligent people are able to build trust with others and gain their respect Goleman (1995).

These five main concepts were broken down into four main realms as per Goleman (1998):

-**Self-awareness**

-**Social awareness**

-**Self-management**

-**Relationship Management**

Table 1: Emotional Intelligence Frameworks. Source: Riopel (2019)

	Recognition	Regulation
Personal Competence	**Self-Awareness** Self confidence Awareness of the emotional state Recognizing how your behavior impacts others Pay attention to how others impact your emotional state	**Self-Management** Keeping disruptive emotions under check Acting in alignment with values Handling change flexibly Pursuing goals and opportunities
Social Competence	**Social Awareness** Picking on the mood in the room Caring what others are going through Hearing what the other person is really saying	**Relationship Management** Getting along with others Handling conflicts effectively Clearly expressing ideas and information being empathetic to other people feeling

● International perspective in Leadership: Challenges and opportunities ●

Emotional Intelligence and the Power of the Brain

Emotional intelligence may be improved by an individual through continuous training and deployment of different patterns in the brain (Johnson & Erb, 2011).

The emotional intelligence wheel shows the interaction of these patterns to develop the brain and build emotional intelligence. The four main important steps in the interactional wheel are:

-Creating an expanded open and synchronized space needed to encourage the followers learning capabilities. This is done by focusing on interpersonal relationships and the continuous participation of leader-follower in the creation of something new.

-Acknowledging the presence of others and being empathetic to their feelings and needs through active listening and openness.

"No matter how competent a person is, they will not have sustained and lasting success unless they can effectively lead themselves, influence, engage, collaborate with others and continuously improve and renew their capabilities. "

Stephen Covey

Figure 3: The Emotional Intelligence Wheel. Source: Johnson & Erb (2011)
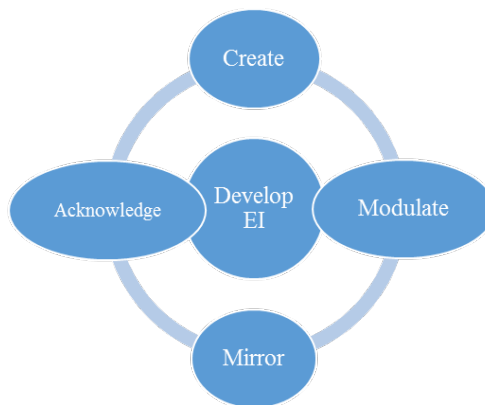
-Mirroring the emotional experiences of other people through mutual respect and caring about their needs and wants.

-Modulating the resonance with others in order to decrease anxiousness and stress, through self-sharing and mutual inquiry.

The Mind-Mapping Technique as a Constructivist Approach

The most revolutionary way to boost emotional intelligence is to activate and use both the left and right parts of the brain in thinking about abstract issues (Erdem, 2017). This is done by getting out of the linear thinking mode into a radial one by applying the Mind map technique developed by Buzan (2018). This technique helps individuals think about issues from different points of view (Erdem, 2017), and may serve as a lifelong learning tool when used with a constructivist approach in the learning and teaching process.

The main benefits of the Mind map technique are:

-To improve memory and recall

-To boost creativity

-To enhance problem-solving skills

-To increase the focus ad concentration on different issues

- To organize the thought and ideas in a constructive manner

Mind mapping emerges as a process directed towards getting leaders to think out of the box and helps them to be more creative (Erdem 2017). The main structure of this process is built around a common center, where leaders are encouraged to use symbols, images, and words to build branches from that center. Accordingly, no need to use any linear thinking or logic structure as ideas can flow down as soon as they pop out from the brain.

"If your only tool is hammer, then every problem looks like a nail."

Abraham Maslow

The Mind mapping process encompasses the below main five characteristics:

1-the main subject is displayed as a central image.

2-The main theme emerges from the central focus and it appears as the branches.

3-The branches are drawn as an associated line and it represents a key image.

4-The topics which emanate from the branches and are of less importance than the main themes.

-The branches form the nodal structure. (Erdem, 2017).

Hence, the academic perspective used the term "emotional intelligence" in order to define emotional agility. The main EI dimensions that agile leaders use to change their teams' behavior and increase their job satisfaction are self-awareness, self-management, motivation, empathy, and social skills. The mind mapping technique was also identified as a revolutionary way to boost leaders' emotional intelligence through the sound use of the left and right parts of the brain. Scholars have even predicted the development of human resources organizations through emotional intelligence, where many human resources managers ask specific questions to determine the emotional intelligence levels of candidates as means for job fit (Kalakesh & El Zein, 2022).

➤ Traits and Soft Skills to Build Emotionally Agile Leaders

The COVID-19 Pandemic was a crisis that called for an immediate

attitude change, by stressing the importance of cultivating soft skills in leaders for organizations to cope and sustain. Nowadays, governments and organizational leaders worldwide who lack soft skills proved their inability to offer their followers the comfort needed to calm their natural and human anxiety (Majluf, 2021). These soft skills include emotional agility, resilience, emotional intelligence, empathy, communication, collaboration, friendliness, self-esteem, self-awareness, tolerance of others, and active listening. The main equation to soft skills as identified by Majluf, (2021) is as follows:

Soft skills (SS) = Emotional Intelligence (EI)

Soft skills were identified by Heckman and Kautz (2012) as predictors to success in all areas of life, while others defined them as the skills and abilities that are by-products of personalities and not of formal or technical knowledge (Moss & Tilly, 1996). Several traits became apparent in leaders who have high emotional intelligence levels such as their ability to actively listen and communicate well with others. Other traits that are by-products of being emotionally intelligent include the ability of leaders to cope with change and to adapt well in a dynamic environment, in addition to mastering the management of their teams and of their own self.

The possession of soft skills predicts success in life both on the professional and personal levels (Heckman and Kautz, 2012). Soft skills as defined by Moss and Tilly (1996) refer to the skills, abilities, and traits that pertain to personality, attitude, and behavior rather than to formal or technical knowledge.

«Leaders who succeed in engaging others are the once who think inside out»

Ghada Kalakesh

The main models that portrayed the soft skills traits are:

The Resilience-Agility Umbrella (R-AU) Model

In human-centered management (HCM), the two most important master skills for leaders are emotional agility and resilience (Lepeley, 2021). Both resilience and agility are considered to be complementary skills for organizations that are keen on continuous improvement, achieving the standards in quality, and long-term sustainability (Majluf, 2021). These soft skills are identified as the Lingua-Franca, or the practical language needed for (Lepeley, 2021) successful management.

"People skills in leadership are not negotiable"

Christina Imre

Table 2: The Soft Skills. Source: Lepeley (2021)

Resilience	Agility
Self-Esteem	Creativity
Emotional Intelligence	Vision
Patience	Passion
Empathy	Persuasiveness
Collaboration Skills	Assertiveness
Active Listening	Quality Improvement
Effective Communication	Innovation
Ability to deal with Different Personalities	Mentoring
Conflict Resolution	Effective Planning
Problem-Solving	Entrepreneurship
Tolerance	Sense of Humor
Overcoming Failures	Learning from Mistakes

The most revolutionary interpretation of these soft skills was their importance in the transition from human resources management to human centered-management and the activation of quality management (Lepeley, 2021). The soft skills enable leaders to communicate well in a global environment with people who come from different backgrounds and who may speak different languages (Lepeley, 2020). When used by people inside an organization, the soft skills reflect the organization's mission, image, and they mirrors the organizational identity better than the hard skills.

Both resilience and agility enable people to achieve wellbeing in the workplace. Organizational wellbeing may be attained through achieving quality standards and maintaining employee satisfaction. Leaders and employees who possess soft skills are able to spread an organizational culture characterized by ethical standards, work engagement, mutual trust and support. This culture enables leaders to satisfy employees' needs and to achieve their organizational mission and improve sustainability (Lepeley, 2021).

"Likeability is a soft skill that leads to hard results."

Mo Bunnell

Agility

Emotional agility was used to describe leaders who are emotionally reactive. They use their understanding of other people' emotions to lead and create successful and innovative teams (Fleming, 2016). Emotional agility includes the leaders' creativity, vision, passion, persuasiveness, assertiveness, quality improvement, innovation, mentoring, effective planning, entrepreneurship, sense of humor and learning from errors (Lepeley, 2021).

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The Five Levels of the Leadership Agility Model

Since the 1980s until date, many academic studies and research were done on the leader's ability. One study revealed the importance of increasing the leadership agility through the use of daily initiatives to develop leadership competencies. Leaders need to pass by 5 levels of leadership agility (Joiner, 2008), during which they develop distinct sets of emotional and mental capacities to cope with environmental changes and complexities in today's workplace, as they step from one stage to the others to eventually reach the highest level of emotional agility.

The five levels of leadership agility include: the Expert level, the Achiever level, The Catalyst level, the Co-Creator level, and the Synergist level (Joiner, 2008).

-The Expert level. They are strongly motivated and they have problem solving capacity. They assume that that power emanates from their expertise and tactical orientation, and their emotional agility is at its lowest level so they may succeed in environments that stress the use of existing strategies (Joiner, 2008). The experts represent 45% of managers (Joiner, 2008).

-The Achiever Level. They are highly motivated to accomplish institutional outcomes. Their power emanates not only from their expertise, but also from their ability to motivate others and encourage others to achieve challenging goals. They may succeed in environments that witness periodic shifts in corporate strategies. The Achievers constitute 35% of managers (Joiner, 2008).

-The Heroic and Post-Heroic Leadership. All managers who are at the Pre-expert, the Expert, and Achiever levels are considered to be operating under the heroic way of thinking. They consider themselves

the only ones responsible for developing the organizational goals, assigning tasks and responsibilities, and managing the performance of employees. Since Heroic leadership discourages people from feeling responsible for anything beyond their assigned jobs, this leadership level is considered to be unsuccessful in the present era where there is continuous demand for collaboration in problem-solving, teamwork, and management of organizational change.

-The Catalyst Level. The catalyst leadership is one of the three post-heroic leaderships. Leaders who go beyond the heroic leadership are able to create an organizational culture that encourages participative teams who share the commitment and the responsibilities needed to sustain in this global environment. Catalyst leaders represent only 5% of the post-heroic levels of agility. They are visionary leaders who are willing to make radical changes in their assumptions, and they are willing to change in order to thrive in today's global, complex business environment.

-The Co-Creator Level. The Co-Creator leadership is the second Post-Heroic leadership. They possess high levels of emotional resilience and are highly committed to the leadership agility principles. The Co-Creator leaders are able to create a win-win situation through shared leadership and through the development of collaborative teams. They are very well equipped to ensure their organization long-term success in this disruptive global economy, and they represent 4% of the post-heroic levels of agility.

The Synergist Level. This level of leadership agility is approached from the inside out, where leaders are able to live their daily experiences moment by moment. They are able to develop awareness of their present

events and can handle chaotic situations and confront storms.

Hence, leaders at the synergist agility level enjoy a synergetic intuition that transforms complex and abstract issues into solutions that are beneficial to all parties concerned. These competencies enable these leaders to mirror and represent leadership development in the 21st century (Joiner, 2008).

"Slowness to change usually means fear of the new."

Philip Crosby

Resilience

Agility alone will not guarantee the sustainability of organizations if it is not coupled with resilience (Holbeche, 2015). Specifically, when working in a global environment that is unpredictable, complex, and where multiple stakeholders need to protect their interests amid these rapid changes. Resilience is needed as an important leadership trait that enables leaders to take prompt, creative, and transformative responses to control and manage the effects of robust and powerful events.

Resilience is the ability of leaders to adapt to all changes enforced by the environment on the external and internal levels. Using resilience, leaders may be able to control and overcome the disruptions and volatility of the global environment (Lepeley, 2021). Resilience includes the leaders' self-esteem, emotional intelligence, patience, empathy, collaboration, active listening, effective communication, ability to deal with different people, conflict handling and problem-solving, tolerance and overcoming failures. The importance of leadership agility and resilience was further highlighted as crucial to the success of small and medium-sized entrepreneurs in the digital transformation era (Nururly, 2022).

"I remind myself every morning: Nothing I say this day will teach me anything. So if am going to learn, I must do it by listening."

Larry King

Other resilience definitions took a more biological perspective, where in the medical field, it was referred to as the homeostasis or the positive adaptation or the ability of people to keep and control their mental health (Herman et al., 2011). Hence the main two important concepts in the public and clinical health works are the resilience dynamic nature, and its interaction with other major fields of life functions; this includes the close interpersonal relationships and emotional attachments (Herman et al., 2011).

The Emotional Intelligence Dimensions in the Global Turmoil

The importance of leaders having the soft skills needed to be emotionally agile becomes crucial, where the soft skills are equal to emotional intelligence (Majluf, 2021). What differentiates a good leader from an average one is not a bunch of technical and hard skills, but the emotional intelligence dimensions that make leaders more agile and propitious in this global turmoil (Goleman, 2015). Academic identified that emotional intelligence can be learned (Goleman, 2015) which is great news for leaders who wish to excel in emotional agility. However, it is not an easy process as leaders must devote time and commitment to developing the emotional intelligence soft skills.

The five emotional intelligence soft skills or dimensions identified by Goleman (2015) are:

Table 3: Understanding EI Components. Source: Goleman (2015)

EI Component	Definition	Hallmarks	Example
Self-awareness	Knowing one\s emotions, strengths, weaknesses, drives, values and goals-and their impact on others	-Self-confidence -Realistic self-assessment -Self-deprecating sense of humor -Thirst for Constructive Criticism	A manager knows tight deadlines bring out the worst in im, so he plans ahead to get job done well in advance
Self-regulation	Controlling or redirecting disruptive emotions	-Trustworthiness -Integrity -Comfort with Ambiguity	When a team fails, the leaders tries to explain the reasons and to find solution for them
Motivation	Being driven to achieve for the sake of achievement	-A passion for work and for challenges -Unflagging energy to improve	A portfolio management at an investment company fails for three consecutive terms. She decides to learn from failure and to reengineer the comeback
Empathy	Taking into consideration other people feeling especially in decision making	-Expertise in attracting and retaining talents -Ability to develop others -Sensitivity to cross-cultural differences	An American consultant and her teams pitch a project to a Japanese client. The teams read the client silence as rejection. The consultant reads the body language of the client as approval, continues the meeting and her team gets the job.

		-Effectiveness in leading change	
Social Skills	Managing interpersonal relationships in order to move people into the right direction	-Persuasiveness	-Optimism in the face of failure
		-Extensive networking	
		-Expertise in leading and building teams	

Self-Awareness

Leaders must follow seven steps in order to increase their emotional awareness: being authentic in thinking; having self –awareness; being aware of others; understanding and using emotions; managing own emotions and other people s emotions (Ferguson, 2019).

"Look outside and you will see yourself, look inside and you will find yourself."

Drew Gerald

Self-awareness is the ability of people to identify their points of strength, weaknesses, values drive, and effects on others (Goleman, 2015; Goleman, 1995). Leaders who have strong self-awareness are honest with themselves and others, and they recognize how their feelings affect others and they are able to express their emotions accurately, whether in times of failure or success. Leaders with high self-awareness are very confident in themselves and in their capabilities, and they do not accept failures. They are able to face the negative moods around them through reflection and positive self-talk (Bartz, 2019).

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Self-regulation

The self-regulation of people is sometimes affected by their biological impulses, such as high adrenaline (Bartz, 2019) or anxiety, since they drive their negative emotions to unacceptable levels (Goleman, 2015). Self-regulation helps people control their extreme emotions, through the creation of an environment of trust and fairness. Leaders who are able to control their emotions, and are aware of them, may increase their flexibility and positive behaviors towards other people (Bradberry & Greaves, 2009).

Mistrust issues that take place inside an organization are a result of impulsive behaviors, and leaders who have high self-regulation may develop a strong sense of integrity which is an organizational point of strength and not only a personal virtue (Goleman, 2015). Leaders who have high emotional regulations show high reflection and propensity, and they are very comfortable with change and ambiguity.

«Use your mind to control yourself, and use your heart to control others»

Ghada Kalakesh

Motivation

Self-motivation enables people to be highly energetic and helps them achieve their career goals, and to get over delayed rewards and the resulting behavioral impulsivity. Motivation increases the individual positive behavior and drives him to outstanding achievements (Seligman,2011).

Leaders who are highly motivated have a strong sense of passion for work, and they are driven by the sole desire to achieve for the sake

of achievement and not for external materialistic rewards (Goleman, 2015). Motivated leaders like to change the status quo and are eager to do things differently in order to stretch their followers, their organizations and their own performance levels. They are so persistent that they try to benchmark their industry and even their competitors' performance levels. They remain optimistic even in times of failure as they transform them into opportunities to learn and to innovate solutions.

"Try not to become a person of success, but rather try to become a person of value."

Albert Einstein

In order to motivate their followers, leaders try to increase their organizational commitment by introducing intrinsic factors that make them happy in their jobs and removing all extrinsic factors that make them dissatisfied.

Accordingly, leaders who have these traits are able to form a team of managers around them who have the same competencies such as optimism and organizational commitment (Goleman, 2015), which are fundamental to leadership agility.

Empathy

Empathy is the ability to understand other people needs, wants and emotions in order to build a positive interpersonal relationship (Barz, 2019). Empathy enhances sustainability in three ways: increasing talent retention, enhancing organizational commitment and team success, and surviving in a globalized environment (Goleman 2015).

"You should not judge, you should understand."

Earnest Hemingway

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Leaders who are empathetic are able to interact successfully with their followers in the workplace, both on the individual and group levels, through active listening and emotional concern (Bradberry & Greaves, 2009). Leaders who are empathetic are able to make intelligent decisions, through taking into consideration their followers' feelings and emotions, in view of their positive impact on their retention and wellbeing in today's globalized world (Goleman, 2015). Empathy is becoming increasingly important for leaders' success in this globalized world, as it enables them to read body language and the message hidden behind it, particularly in cross-cultural workplaces (Goleman, 2015).

Leaders with high empathetic concern can mentor and coach their followers to retain and keep them satisfied at work: and this leadership knowledge will improve organizational sustainability.

Social Skills

A social skill is the ability to acknowledge and understand negative thoughts and to assess what triggered these emotions in an attempt to be agile enough to move past them (Bartz, 2019). The social skill enables leaders to have a wide circle of acquaintances, and to be friendly but with an added plus: being friendly with the purpose of moving followers in the right direction based on strategic thinking (Goleman, 2015).

Social skills are the result of two emotional intelligence dimensions: empathy and motivation. When leaders are empathetic and they understand very well their feelings and those of others, they become very successful and effective in managing relationships. When leaders are motivated and driven to achieve, they become optimistic, and this affects their social interaction and popularity in the workplace (Goleman, 2015).

"Nobody cares how much you know until they know how much you care."

Theodore Roosevelt

Bu putting themselves in other people's situations and reversing the roles, leaders are able to think and feel. This requires intensive emotional agility, including accepting the negative emotions as well as the positive ones, in order to derive a productive solution to the situation or what is called "workability" (David & Congleton, 2013).

The literature identified resilience, agility, emotional intelligence and many other soft traits that may be learned by leaders in order to increase their emotional agility, and to be able to boost their organizational sustainability in this dynamic world. This leads us to the third question on whether leadership styles determine the leaders' emotional agility.

➢ Leadership Styles and Emotional Agility

Leadership is a concept that revolves around how leaders inspire and influence others in order to make them behave in a certain way. As a result, leaders may employ various leadership styles, each with unique dimensions and traits suited for specific people and situations (Meyer & Meijers, 2017).

Understanding the role that leadership style plays in organizational agility emerges, specifically for organizations that operate in highly competitive multinational markets (Akkaya & Tabak, 2020). Although little research was done on the relationship between the different leadership styles and emotional agility, many leadership style dimensions were found to be common with the emotional agility of leaders in the workplace.

Burns (1978) and Bass (1985) developed the transformational and transactional leadership styles, and later Bass and Avolio (2001) divided the leadership styles into three categories: transformational, transactional and the laissez-faire leadership styles. Each of these leadership styles holds inherent dimensions that may be suited to switching and adapting to complex situations, and some of them may hold common traits with emotional agility (Meyer & Meijers, 2017).

Table 4: Dimensions of The Transformations, Transactional and laissez faire Leadership Styles. Source: Bass & Avolio (2001).

Transformational Style	Idealized Influence (Attributes and Behaviors)	Leader instills pride in followers
	Inspirational Motivation	Leader inspires followers to achieve goals
	Individualized Motivation	Leader communicates with followers and care about their needs
	Intellectual Simulation	Leader articulates new ideas and encourages followers to be creative
Transactional Style	Contingent Rewards	Leader provides rewards based on performance
	Management by Exception / Active	Leader anticipates problems and take action
	Management by Exception / Passive	Leader takes action after problem arises
Laissez-faire style		Avoidance or absence of leadership

The Transformational Leadership Style

Transformational leadership stresses the importance of bringing new improvements to the organization, and transforming other people's behavior in an attempt to change the organization into a behavioral one. Transformational leaders try to transform the employees' behavior in order to make them identify with the organizational mission, goal, and standards through the use of internal resources and personal values (Kuhnert & Lewis, 1987).

"It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change."

Charles Darwin

The five main transformational leadership dimensions (Avolio & Bass, 2011) are:

-Idealized attitude (influence): transformational leaders are highly valued, and they remain optimistic amid all disruptive environments and situations.

-Idealized Influence (behavior): Transformational leaders create organizational cultures characterized by high ethical standards and moral values.

-Inspirational Motivation: Transformational leaders motivate their followers, and care about their needs and wants. They enhance their followers' awareness on the existing problems, and they encourage them to participate in decision-making through empowerment and support.

-Intellectual Simulation: Transformational leaders, through their vision and personality, inspire their followers to be creative and innovative in their thinking styles and their actions. Transformational leaders inspire their followers to change their attitudes and core values in a way that aligns with the organizational mission.

-Individualized Consideration: Transformational leaders act both as coach and mentor to their followers, in an attempt to develop their capabilities, and to foster their achievement potential and career advancement.

the transformational leadership roles and dimensions showed many common characteristics with emotional agility.

The main roles played by transformational leaders are:

-Change agents: transformational leaders are change catalysts, who enforce changes in the organization in order to keep pace with today's rapidly changing workplace. Transformational leaders are visionary leaders who use the power of their personality to change their followers' perceptions, motivations, and commitment to a common goal. These main traits are common to emotional agility, which are:

-Risk takers: Transformational leaders should be able to convince their followers to carry out tasks which are beyond their own interests for the sake of a greater organizational interest (Gunawan, 2020).

-Conflict handlers: they resolve conflicts that arise from their change management strategies and try to minimize their negative effect on both the employees and the organization.

-Learn from experience: transformational leaders learn from their own mistakes and they try to create opportunities from problems.

The Transformational Leadership Dimensions and Roles with Emotional Agility and Emotional Intelligence

The transformational leadership dimensions were found to converge with emotional agility and emotional intelligence, as they exhibit many common traits with both models which are needed for the organizational success in the present turbulent environment.

Figure 4: Transformational Leadership style and the Agility-Resilience Model and the Emotional Intelligence Model . Source : Author based on (Lepeley, 2021; Goleman, 2015).

Organizations worldwide need transformational leaders in view of their ability to be emotionally agile and their capability to develop and commit themselves to a culture of change. This pattern of transformational leadership has a positive effect on the well-being and emotional status of employees, since transformational leaders are emotionally intelligent as they strive to increase the commitment of followers in a framework of trust, shared values, and vision (Saad Alessa, 2021). The main common characteristics of the transformational leadership dimensions with emotional agility and EI may be summarized as follows:

Transformational leaders have idealized influence (attributes and behaviors), as they exhibit a clear vision and are able to articulate it while being committed to a clear sense of purpose, confidence in self and others, and ability to gain trust. These dimensions coincide with both the agility and resilience traits of having a clear vision, being persuasive, mentoring others, being collaborative, and increasing effectiveness in the workplace. They also converge with the emotional intelligence dimensions of self-awareness and social skills.

-Transformational leaders show inspirational motivation as they use their personality to inspire others in order to achieve efficient organizational goals. This parallels with the resilience dimension of emotional intelligence and social skills, and with the emotional agility trait of continuously striving for quality improvement.

-Transformational leaders exhibit individualized motivation since they are able to communicate with their followers and care about their needs. These traits are common with the resilience traits of being empathetic with others, and portraying effective communication and listening skills. It also converges with the emotional agility trait of persuasiveness.

-Transformational leaders show intellectual simulation as they think outside of the think tank and they are able to come-up with new ideas. They inspire followers to be creative and innovative in their approaches to getting their jobs done in an effective way. This includes increasing their followers' motivation through their charisma and personality, which agrees with the emotional intelligence motivation dimension. It also agrees with the agile leaders who should be creative and innovative in their thinking style, and with the resilience trait of effective collaboration skills.

The literature identified the main transformational leadership roles that are in line with emotional agility and resilience, such as:

- Change agents agree with the quality improvement and vision of agile leaders and with the social skills and self-regulation traits of emotional intelligence.

- Risk takers agree with the entrepreneurial characteristics of agile leadership.

    -Conflict handler trait agrees with the patience, conflict resolution, and tolerance of the resilience trait. It also agrees with the social skills dimension of EI.

    -Learning from experience agrees with the learning from mistakes trait of emotional agility, and with the problem-solving and overcoming failure traits of resilience. It also agrees with the self-regulation dimension of EI.

The Transactional Leadership Style

Transactional leaders satisfy their followers' needs through social transactions, or by satisfying their needs through promising them

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a reward. As compared to the transformational leaders-followers' relationship, which is based on mutual respect and moral principles, the transactional leader-follower relationship is based on indirect compensation and financial rewards (Akkaya & Tabak, 2020).

The three components of transactional leadership (Avolio & Bass, 2001) are:

-Contingent rewards: leaders promise followers a reward as an incentive to get their job done.

-Management by exception (Active): Leaders control the followers' behavior in order to avoid deviation from the standards and norms, and they correct the mistakes and make future plans accordingly.

- Management by exception (Passive): Leaders correct their followers' mistakes and errors.

Transactional leaders are able to articulate some of the emotional agility and resilience traits, but to a lesser degree than transformational leadership. The contingent reward dimension enables them to motivate their employees through their transaction-based relationship and this coincides with the emotional intelligence dimension.

Figure 5: Transactional Leadership style and the Agility-Resilience Model and the Emotional Intelligence Model . Source : Author based on (Lepeley, 2021; Goleman, 2015)
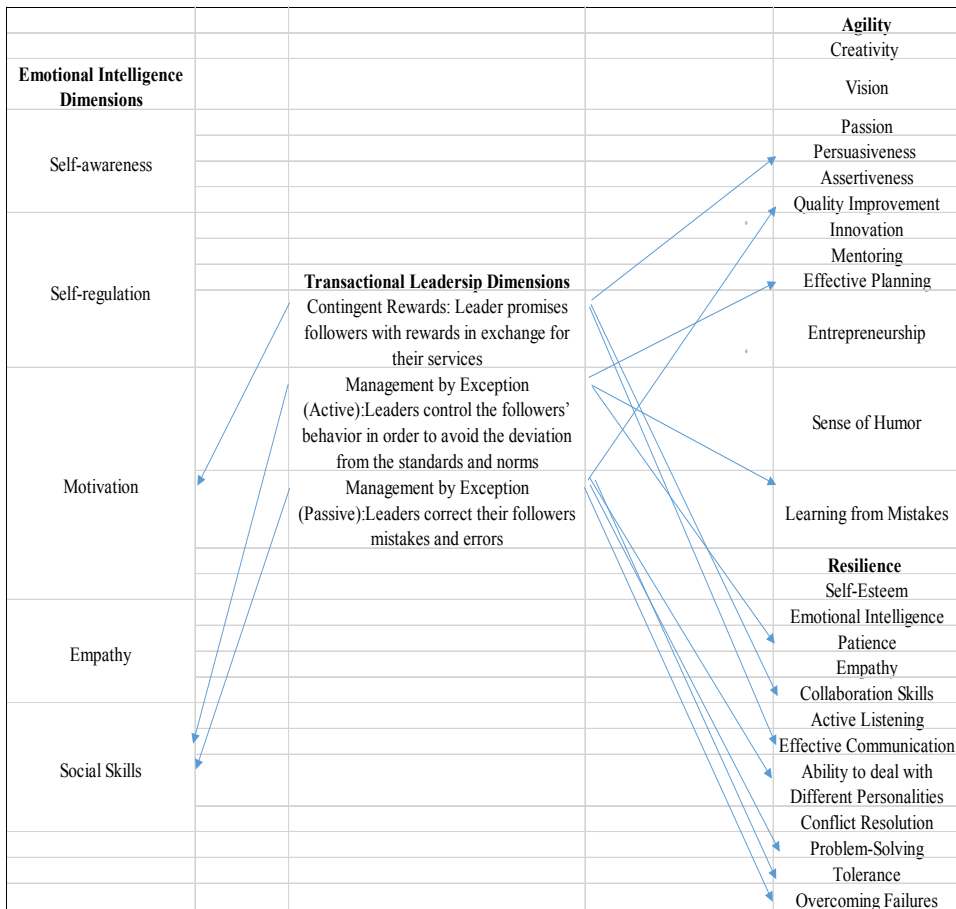
Management by exception (active) agrees with the agility traits of effective planning and learning from mistakes, as well as with the patience and learning from mistakes resilience traits .It also requires the social skills of emotionally intelligent people. Management by exception (passive) agrees with the resilience traits of: problem solving, tolerance, overcoming failures and ability to deal with different personalities. it also agrees with the emotional agility trait of quality improvement. It encompasses the social skills needed to be emotionally intelligent.

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The Laissez-Faire Leadership Style

Bass and Stodgill (1990) emphasized the contrast between the three previous leadership styles, namely: transformational, transactional, and laissez-faire style. The laissez-faire style portrays leaders who are inactive, inefficient, and who do nothing facing challenges (Avolio & Bass, 2001). When things get tough, they tend to disappear, and they avoid using any force where deemed necessary. Hence, laissez-faire leaders do not possess any traits common with emotional agility, resilience, and emotional intelligence.

Emotional agility is largely related to the transformational leadership style and to a lesser extent to transactional leadership. The laissez-faire leadership does not have any common trait with emotional agility. Organizations worldwide need transformational leaders who believe in cultural change and who can follow it up with determination and sincerity (Saad Alessa, 2021), in order to sustain amid the present chaotic and turbulent business environment. In higher education, scholars have even identified the importance of transformational leaders in view of their ability the transform the behavior of students and upgrade their skills with the 21st century soft skills needed (Kalakesh & El Zein, 2021).

Obviously, the world is witnessing a global competition where technology is evolving and economy is continuously changing. Businesses globally need to be agile in order to surf in a diversified world, and to find new ways in order to bypass this chaos. The psychological perspective gave an elaborate definition of emotional agility based on its relationship with the functioning of the mind, as far as being able to detach from emotions, feeling relaxed, ability to exercise

self-regulation and self-awareness of both the body and soul, boosting creativity, increasing confidence and decision-making ability. The academic perspective used the term "emotional intelligence" in order to define emotional agility. The main EI dimensions that agile leaders use to change their organizations into a behavioral ones are self-awareness, self-management, motivation, empathy, and social skills. The mind mapping technique was also identified as a revolutionary way to boost the leaders' emotional intelligence through the sound use of the left and right parts of the brain. Resilience, agility and emotional intelligence and many other soft traits may be learned by leaders in order to increase their emotional agility, and to be able to boost their organizational sustainability in this dynamic world. Organizations worldwide need to have transformational leaders who believe in cultural change and who can navigate their employees through it with determination and sincerity, and who react swiftly to the dynamic environment.

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7

Joséphine Nkoma Akanda Hänel

Joséphine Nkoma Akanda Olagot married to Hänel is PhD student in Law and Religion; she devotes her research to the Religious Origins of Legal and Monetary Institutions in Ancient Catholic Monarchical Regimes. And especially on the stabilizing role of religious money in the Contract. In other words, on the feasibility of the Monarchical Regime or the Royal Leadership as a Mechanism of Institutional Stability.

As part of the ongoing work, parallel studies are being conducted on the effectiveness of currencies from the Blockchain such as Bitcoin and its derivatives, as well as on the Impact of so-called complementary currencies and the consequences on the institutional order of the Contract. Finally, always in the pursuit of an Implementation of the Monarchical Regime as a model of balance. The Feasibility of a Christian Monetary Regime on the Establishment of Conventions compared with the Institutional Yield proposed by Islamic Finance is part of the research avenues of the work carried out.

Mounina Tounkara

Mounina Tounkara is an IT engineer, a PMP-certified project manager and a TED@PMI Speaker. With more than twelve years of experience in the IT industry, she works as a consultant in project management. She is a volunteer at PMI France Chapter and serves as leader of a study group on PMBOK7.

Her research interest is in the field of African traditional leadership and African values for justice; she is profoundly attached to Ubuntu's value of "humanness" for caring and sharing. She respects equity, belonging, social harmony and community wellbeing. Tounkara speaks English, French, Bambara and Soninke.

Table of Contents

Prehistory, Antiquity, Middle Ages of the Sacred Leadership of Black Africa: Royal Leadership (Comparative Study Africa and Europe)

Introduction

While constitutional studies emphasize the tendency of African regimes to transform into presidential regimes and the majority of writings are limited to autobiographical portraits of contemporary African leaders, while failing to address the issue of leadership; it is perhaps, because there is no longer a Leader as in the time of Antiquity or the Middle Ages of Black Africa. It must be said that current political science makes very little reference to the theme of African Leadership.[1]

Today we find mainly autobiographical portraits of circumstance on the lives of presidents or some poignant facts of their power but very few studies refer to the real feasibility of their leadership, and the impact of this leadership with regard to the populations that are subjected to it.[2]

Finally, very little is given to the leaders of Sacred Kingship who preceded the contemporary era and whose leadership lays the foundations of power and authority in Africa but also in the West and the rest of the

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(1) J. Boyon, « Pouvoir et autorité en Afrique noire : État des travaux », Revue française de science politique, vol. 13, n° 4, 1963, pp. 993-1018, p. 1001.

(2) Ibid., p. 1002.

world. Indeed, these African heroes of the Middle Ages and especially of Antiquity have truly changed the face of the world and the study of their leadership appears essential in the construction of future changes.

Leadership can be defined from different angles, which led Ralph Stogdill to say that there are as many definitions of leadership as there are authors who have tried to define this concept. [1] .

According to Meyer, the leader by his ability to attract leads others and leads a team towards stable performance. [2] For House, it is an individual's ability to influence, motivate and empower others to contribute to the effectiveness and success of the organizations they are members of. [3] These two definitions of leadership highlight the causal relationship between leadership and performance.

As part of this study, one of the concepts of leadership proposed by Jean-Michel Plane will be retained. Indeed, leadership can be considered as the exercise of a hierarchical function, in other words, as the exercise of power, that is to say the authority of the leader, the leader, and even the supremacy or domination of a state or a company. [4]

In truth, it is here to show that the Royal Leadership of the past and whose model continues to feed at least theoretically the consciences of those who work for a change of presidential democracies towards the return to the Sacred Monarchy remains, according to some specialists, the political regime best adapted to the nature of human society whose anchorage is both carnal and spiritual. In other words, political and

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(1) Éric Jean Garcia « Perspectives on the exercise of power in business », Editions group of boeck s.a, 2011, p.21

(2) Leadership: Research and Practice, coordinated by Florence Noguera and Jean-Michel Plane, Vuibert edition, 2016, p.8

(3) Ibid

(4) Leadership: Research and Practice, coordinated by Florence Noguera and Jean-Michel Plane, Vuibert edition, 2016

religious. In this respect, we can quote the American political scientist Francis Fukuyama, professor at Stanford University in California who, through his famous book "The End of History and Last Man" affirmed that the monarchical regime is the model of successful political regime that allows the perfect balance of the three essential elements of any political order of excellence, namely: the Monarchy, the Rule of Law, and the Responsibility of the rulers.[1]

In 1959, at the annual Congress of African Studies of the American Association, two reports on black Africa and political science were published, one of which by Professor James S. Coleman emphasized all that Africa has contributed to political science. The second, Professor Rupert Emerson, presented how political science can contribute not only to the study of Africa but also to its future by exploring its forms of government in order to better understand the breadth of African leadership and the power of its foundations and their influence on the world.[2]

As Jacques Vidal indicates, a man, a woman, from Black Africa is deeply religious. Nature, the world, the environment, life, everyday life, traditions, everything related to his education, everything is religious. Religion remains fundamental to African society. This study must therefore be given the primacy of religion. This is to say that the first element of institutional political formation is the Divine figure: the creator God, the Great God. This is also the approach chosen by Jacques Vidal, to approach Black Africa of ancient times. In other words, the foundations of Africa's leadership in ancient times.[3]

(1) P. Bourgois, « « Devenir le Danemark » : le pays nordique comme « idéal politique symbolique » chez Francis Fukuyama ? », Nordiques, n° 31, 1 mai 2016, pp. 109-124.

(2) J. Boyon, « Pouvoir et autorité en Afrique noire », op. cit., p. 993.

(3) J. Vidal, « Symboles et religions. Cours de l'année 1986-1987 », édité par Julien Ries avec la collaboration d'un groupe des étudiants de Jacques Vidal, coll. Homo religiosus. Série Cahiers, 1989, p. XVII-417.

In addition, it will be necessary to see the leadership of black Africa of ancient times in order to measure the impact it had on the formation of civilizations since it is in the study of the formations of yesteryear that we can better understand and identify the institutional formations that govern today's society. Studies on the leadership of Black Africa in ancient times present a dualistic leadership fixed between the temporal andthespiritual.[1]

The Reality of a Dualist Monarchical Leadership in Ancestral BlackAfrica[2]

Indeed, the history of Black Africa in the periods of Antiquity and the Middle Ages shows that Africa has never known the experience of a secular Republic. This is despite the fact that the political regimes that governed these ancient periods were democratic, accompanied by a very marked balance of power. This is why, as Professor Cheikh Anta Diop says, every African is an aristocrat who ignores himself, just as every Frenchman from the nobility before the Revolution of 1789. As such, the latter noted that the deep reflexes of contemporary African man are closer to a Monarchy regime than to a Republican regime: "[3][4]*The rich as the poor, the peasant as the city-dweller, dream more of being a lord rather than a small or large bourgeois".*[5]

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(1) L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, Karthala, Publié avec le concours du CNRS, 1993.

(2) L. de Heusch, Le Roi du Congo et les monstres sacrés, Paris, Gallimard, 2000, p. 80.

(3) C.-A. Diop, Civilisation ou barbarie : Anthropologie sans complaisance, Paris, Presence Africaine, 2000.

(4) Ibid.

(5) Ibid.

Also, the colonization carried by the republican regime could not erase the monarchical spirit that remains the Ancestral regime of Black Africa. *"These consequences of aristocratism would have been extirpated only if the African, in the course of his history, had assumed his own destiny."* This is why "[1]*a whole revolution still separates African consciousness from the republican West. Also the western republican colonization could not modify these data. This also explains many Negroes adapt perfectly to the customs of the aristocracy (...) It is difficult to attach to this factor a certain aesthetic way of being of the Negro, which nevertheless seems to be an important trait of the African character.*[2] Indeed, all studies show that Ancient Africa and that of the Middle Ages, in other words the entire pre-colonial period was punctuated by Monarchies and Empires. Africa is par excellence a monarchical continent, its ancestral political regime is based on the governance of Kings and Emperors. As such, the consultation of an old map of Africa by Robert Vigondy makes it possible to verify this assertion. In the period of Ancient Black Africa and the Middle Ages "the whole continent was covered with Monarchies and Empires. No place where men live, even a virgin forest, escaped a monarchical authority" This is what can be observed by consulting a map of Ancient Africa established by Robert Vigondy in 1795.[3][4]

Black Africa is therefore not a republican continent and even less secular because its history indicates that from its advent it is crowned by the glory of Kings and Emperors. We better understand the failure of

International perspective in Leadership: Challenges and opportunities

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(1) Ibid.
(2) Ibid.
(3) Ibid.
(4) Ibid.

the installation of republics in Africa and the long reigns of presidents, these contemporary leaders whose longevity in power is more akin to a monarchical regime than to a republican regime. Contemporary African leaders behave more like monarchs than presidents.

The leadership in Antiquity and the Middle Ages of Black Africa is essentially part of that of sacred royalty insofar as the African continent of ancient times is monarchical and religious. Black Africa is the continent of the Sacred Kings.[1]

Thus African Leadership is sacred because it is in the sacred law that it draws its power and legitimacy. There is no power in Africa detached from the religious dimension. Even today, power is still associated with the spiritual world. In Africa everything is linked to religion. This is why studying African Leadership imperatively refers us to a regime of the Monarchical and Religious type, that is to say, to a Regime of Sacred Royalty where the temporal and the spiritual mingle and intertwine. [2]

African leadership is dualistic in that it is based on temporal power and spiritual power. More precisely, it will be said that this duality is based on the art of mastery of the Word of Oratory and in the offerings of Sacrifices. These realities form the foundation on which the dualistic character of the Royal Black African Leadership rests and of which the King is the most striking expression. Similarly, without falling into caricatures and premature judgments, it seems legitimate to question the potentialities and feasibility of a democratic monarchy defined as the excellence of the political regime most adapted to the human race

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(1) L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, op. cit.

(2) M. Eliade, Le Sacré et le Profane, Paris, FOLIO ESSAIS, 1987. ; P. Kolár, « La revanche du sacré dans la culture profane », Revue du MAUSS, vol. 22, n° 2, 2003, pp. 55-61.

This is how it is appropriate to approach the characteristics of the Monarchical Leadership of Ancestral Black Africa and its contributions to the formation of the institutions that allowed the establishment of human civilization. For a better illustration of this study, we will deal successively:

I/ The Reality of Royal Leadership through Art and Speech Mastery in Ancestral Black Africa

II/The Reality of Royal Leadership throughSacrifice in Ancestral Black Africa

I/ The Reality of Royal Leadership through Art and Speech Mastery in Ancestral Black Africa

According to a Fulani thought of Niger man and the beast both have the breath of life however man is superior to the beast in that he can express a word to someone as well as one can address him a word. Man is a being with whom a dialogue can be established. This is therefore the faculty of speech that differentiates man from animal. The heart of African thought thus distinguishes man from animal from speech. Man is the one who speaks and this word differentiates him from the beast. In Africa, speech constitutes the superiority of man, which is why the education of a person consists in learning the mastery of speech. For it is through the mastery of speech that he acquires a status in society. In this African society of oral tradition anyone does not say anything to any interlocutor. The word is a mark of distinction. The value of the word is conditioned by the one who delivers it. This reality expresses the hierarchical relationships and the modalities of the exercise of speech in ancient Black Africa and which is also found in contemporary Black Africa.[1][2][3]

(1) P. Roulon-Doko, « Le statut de la parole », 2008, p. 33.

(2) Ibid.

(3) J. Derive, « Parole et pouvoir chez les Dioula de Kong », Journal des Africanistes, vol. 57, n° 1, 1987, pp. 19-30.

It is through the instrument of speech that the ancient black society of Africa is organized and structured through a model of monarchical hierarchy. To describe Leadership in the society of imperial and monarchical black Africa is to describe the power relations revealed by the socialized use of speech. In a certain way, therefore, we must consider the producer of the word as well as its recipient. However, in the context of this study on the theme of Royal Leadership we will choose to expose mainly the producer of the word, in other words the King and therefore the chief in order to understand the keys to the monarchical leadership of Black Africa Prehistoric, Ancient and Middle Ages. The right of a person or group to produce or consume speech in a specific time or moment is indicative of the reality of a prior political-social power. It is easy to understand that the distinctive signs of power are manifested by the exercise of speech. The accession to a [1][2]politico-social status results in the accession to the production of one or more specific types of speech emphasizing the reality of an acquisition of force or the exercise of power. Moreover, it appears that the privilege of the exercise of speech is not only a distinctive sign in the social hierarchy but also implies the accession to a performative function, in other words, an oratorical performance. Thus in Antiquity and the Middle Ages of Black Africa, the word of the King leader who legislates or renders sentences must be the manifestation of a certain oratorical performance[3].

The right of a person or group to produce or consume speech in a specific time or moment is indicative of the reality of a prior political-

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(1) Ibid.
(2) Ibid.
(3) Ibid.

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A/ The African King, a leader who masters the art of oratory of speech

B/ Study of the political and social life of the Sacred Kings as an illustration of the Royal Leadership of Ancient Black Africa

A/ The African King, a leader who masters the art of speaking

Some studies show that speech represents a force, in other words a considerable ideological power, so that in all societies individuals fight to conquer or keep the monopoly of speech. Indeed, the [2] one who alone holds the power to speak to others who have power only to listen, actually has the means to strongly influence, in other words, to maintain or reverse the order of values in progress[3]. It should be noted that there is a relationship between power and speech, and that this relationship is particularly pronounced in the Royalty of Ancient Black Africa.

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(1) Ibid.

(2) G. Calame-Griaule, Ethnologie et langage : La parole chez les Dogon, Limoges, Editions Lambert-Lucas, 3e édition, 2010.

(3) J. Derive, « Parole et pouvoir chez les Dioula de Kong », op. cit.

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Africa is the continent whose leadership is characterized by oral speech. Indeed, Black Africa constitutes a high place in ethnographic and more precisely ethnolinguistic work. Ethnolinguistics has highlighted the power of socialized speech in this society. These studies reveal the relationship between language and society through the political organization of Black Africa Preantique, Ancient but also the Middle Ages, in order to show that the art of speech, in other words, the production of the good word is the weapon of the power of the Royal leadership.[1]

The Royal African leadership draws its strength from the King's words. Indeed, the King is a Leader that we listen to and follow because his word is sacred, it is the word of the leader he is the representative of the Divinity.

The African King is also a leader whose oath, that is to say, the sworn word, must be defended by the Sword. It is because the King is the representative of the Divinity that his swearing word and his commitments cannot be dishonored on pain of death. The King is sacred and everything he does or says is in the realm of sacredness. Thus the sacredness of the King is defended by the Sword.

1) The African King, a leader representing the Divinity[2]

To address the question of Sacred Leadership, it should be noted that Negro Kingship is spiritual royalty. This religiously based royalty

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(1) G. Calame-Griaule, Ethnologie et langage, op. cit.

(2) J.-P. Magnant « Du grand prêtre au roi. Les origines religieuses des Etats anciens du Tchad » in L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, op. cit., p. 160. See also J. Vidal, « Symboles et religions. Cours de l'année 1986-1987 », op. cit.

is a distinctive and singular character trait of African Sacred Royalty. In the Royal Tradition of Central Africa Kongo Rwanda, Burundi, Mozambique, the leading King is the representative of God on earth. The person of the King is sacred, no one can see his face without permission, no one can approach him without trembling. It is often represented by a ferocious animal a panther or a leopard.

In the Dogon tradition the King is the representative of God in other words Amma he is designated by the expression Hogon which designates the religious leader, but also the representative of the Divinity. *"Hogon, Ogo, omblic, in Dogon, and at the same time umbilical cord, axis that connects heaven and earth"*.[1]

In a context where the sacred is constantly creeping into everyday life, the Hogon or King among the Dogon appears as the bridge, which connects the Divinity and men. The social, economic and political organization established by the Hogons made them the pillars on which the kingdom rested. It is the Kings in other words, the Haugons who say the law and its observance, they insinuate themselves and form a weaving that connects the whole Dogon society. The power of the Hogon thus extends over the entire Dogon Kingdom and even to the most intimate[2].

2) The African King, a leader who defends and preserves the faith[3]

It is by studying the rites of the African religious tradition that Jean Pierre Chrétien discovers the religious origins of royalty and empires

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(1) M. Odeyé-Finzi, Miniatures Dogon, un art évincé, Kathmandu, L'Anthropo, 2010.

(2) Ibid.

(3) L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, op. cit., p. 160.

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that punctuate the antiquity and the Middle Ages of black Africa. Like many ethnologists and anthropologists, he notes the religious origins of ancient states in black Africa.[1]

The Black-African civilization has no secular dimension, everything is religious, there is no separation between the exercise of faith and civil life, insofar as civil institutions are of religious origin. Portuguese explorers reported in their memoirs that the life of kingdoms and empires in Black Africa was dominated by religion. In particular, they mentioned religious dominance in absolutely all areas. There is no space without religion everything is built around religion through religious laws.[2][3]

Finally, the King is the guardian of the faith foundation of the structures that organize African society.[4]

3) The African King, a conquering leader symbol of courage and honor

Africa is mainly dotted with Empires more than royalty. We are also talking about Imperial Africa which marks this specificity of the governance regime of African antiquity. The many Empires that populate this continent testify to the conquering character of its Kings. We think of King Shaka, king of the Zulu in the early nineteenth century. Shaka was born in the 1780s in the eastern part of South Africa. He is the son of the Zulu King Senzangakhona and Nandi.

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(1) Ibid., p. 161.

(2) Voire Isabel de Castro Henriques «Interférence du religieux dans l'organisation du commerce en Angola au XIXème siècle » Ibid., p. 139.

(3) Voire Isabel de Castro Henriques «Interférence du religieux dans l'organisation du commerce en Angola au XIXème siècle » Ibid.

(4) Ibid., p. 161.

A powerful warlord, Shaka created and invented an entire doctrine of warfare techniques. In a way it can be said that he wasablit in his time a manual of the techniques of war. It must also be said that Shaka set up a series of reforms to centralize power and transformed a tribal confederation into a powerful centralized kingdom. By the techniques of war he has created, King Shaka makes his army invincible before all his enemies. Thus, because of the extent of his military reforms, conquests and completely new and innovative military strategies, King Shaka is placed by Western historians among the greatest military men in history. King Shaka is presented as "a military genius", historians call him "the Black Napoleon". Before Shaka, Bantu wars and battles were ritualized clashes limited to exchanges of javelins. Within the Bantu tribal organization King Shaka will change the face of war, establishing the principle of total victory. That is, the total crushing of the opponent without the possibility of withdrawal, the only way out being total submission to King Shaka and his army or Kingdom. Each "I*ntanga*" is transformed into an "Ibutho" or "Amabutho*"* regiment to designate the plural. From now on, each "Ibutho" regiment is used only for military purposes. Moreover, they have only one Shaka Chief, so that all the men of the same age group under Shaka's control are part of one and the same regiment. Intanga becomes a "military district". Indeed, each Ibutho must build his own barracks, i.e. his own "Kraal". Shaka also changed the armament, he replaced the Zulu Javelin with an iron spear that increased from 25 to 30 centimeters, with a more margin blade and a shorter handle. This spear is called "Iklwa" in Zulu. The small shield of the Zulus is replaced by a large shield covering the whole body. The wearing of sandals is forbidden to be light in combat. Army baggage is kept to a bare minimum. Finally, Shaka develops hand-to-

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hand combat to destabilize the opponent and subdue him.

One of his most famous military formations that he invented is the one known as "The Horns of the Ox"[1] This training consists first of all of dividing the army into three sections. Then, "les deux cormes" are composed mainly of young inexperienced soldiers whose mission is to take the enemy in pincers. Facing these two horns is the "skull" which is made up of the best elements of the army who aim to deal the fatal blow to the enemy. Finally, "the chest" is composed of the oldest warriors, who are a kind of reserve since they intervene only as a last resort, that is to say only in case of necessity[2]. Shaka's military reforms will show their effectiveness in the war that Shaka will fight to accede to his succession to the Zulu throne following his Father. The Zulus oppose their military superiority. Shaka thus inaugurates a cycle of conquests throughout his life. King Shaka becomes the King of a Kingdom that is drawn, rich and immense in terms of geographical area.

(1) P. Drame, « La bataille anglo-zoulou d'Isandhlwana, 1879. Une réponse indigène à un défi militaire colonial », Stratégique, vol. 88, n° 1, 2007, pp. 207-230. ; Eginhard, « La bataille d'Isandlwana (Afrique du Sud, 22 janvier 1879) », 22 janvier 2020, , https://www.histoire-pour-tous.fr/batailles/4732-la-bataille-disandlwana-22-janvier-1879-17.html, consulté le 11 décembre 2022.

(2) D. Golan, « The Life Story of King Shaka and Gender Tensions in the Zulu State », History in Africa, vol. 17, 1990, pp. 95-111. ; D. Wylie, Myth of Iron: Shaka in History, Ohio University Press, 2006, Google-Books-ID: eQXzPQAACAAJ. See also S. Capo Chichi, « Shaka Zulu, l'un des plus célèbres conquérants de l'histoire africaine », Nofi Media, 18 avril 2020, , https://www.nofi.media/2020/04/shaka-zulu-lun-des-plus-celebres-conquerants-de-lhistoire-africaine/67353, consulté le 11 décembre 2022.

Shaka Zulu's War Strategy known as "The Horns of the Ox"
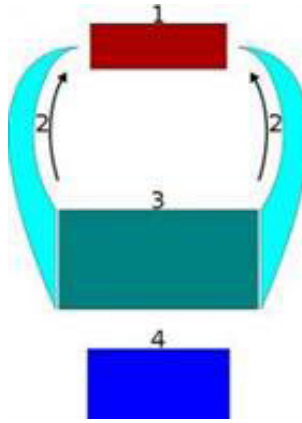
4) The word, a distinctive mark of power in the exercise of Royal African leadership

The mastery of speech functions first as an index of the politico-social power of the King leader. Speech is not only an attribute of power that defines it as such, but it is also and ultimately one domain among others in which this power is concretely[1] exercised.

a) The word of the King leader, an effective word

Therole as a vehicle for the exercise of power is enforceable. In the sacred kingship of Pre-Antiquical, Ancient and also Middle Ages Black Africa, the power of speech is manifested in the moral, political and sacred order. The word of the King has authority over the whole Kingdom or Empire, what he says in the order of management, political or social will have to be executed. The King's word represents power par excellence. It performative insofar as what the King states institutionally has the force of law[2].

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(1) J. Derive, « Parole et pouvoir chez les Dioula de Kong », op. cit.

(2) Ibid.

b) The word of the King leader, a word vector of ideology

Respect for the monarchical hierarchy and the moral order means that the King can express her word without being unnecessarily challenged in his presence, that is to say publicly, so that he can develop without risk of excessive contestation his ideas and their understanding. As a religious and political leader, the King enjoys the privilege of being the representative of the Godhead. Therefore, the King does not need to justify himself constantly, because his power is not perceived as the fruit of an accident or historical revolution but as belonging to the natural order of things[1] .

c) The African King, a leader whose sworn word is sacred

The oath or the swearing word of the King is sacred insofar as its legitimacy derives from the Divine and not from men. Political commitment is serious because it is sacred. The oath is a dominant part of African royalty. Indeed, the oath is inseparable from all the religious initiatory institutions from which the legitimacy of power proceeds. There is no power without a religious oath to bring about politics and good social governance. The sworn word of the King is defended by the Sword no one can mock the King's oath on pain of death. Today political oaths no longer have the sacredness of the monarchical regimes of yesteryear, a given political oath can fall or change along the way.[2][3]

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(1) Ibid.

(2) O. Lanciaux, « Serment, promesse et engagement : rituels et modalités au Moyen Âge, éd. Françoise Laurent », Cahiers de recherches médiévales et humanistes. Journal of medieval and humanistic studies, 16 juin 2010, https://journals.openedition.org/crm/11928, consulté le 11 décembre 2022.

(3) N. Bagayoko et F.R. Koné, Les mécanismes traditionnels de gestion des conflits en Afrique subsaharienne, Chaire Raoul-Dandurand en études stratégiques et diplomatiques

We are no longer in the taking of the oath more than in the oath itself. The inviolability of the monarchical oath has given way to an oath of performance of obligation of means and not of result.

B/ Study of the life of the Sacred Kings as an illustration of the Leadership of Black Africa[1]

It is appropriate to see here the broad outlines of Negro Kingship by the study of the monarchical figures who marked their time and even beyond. We will study successively King Kongo, Mvemba Nzinga (Alfonso I), King Soundiatha Keitha, and the Image of the Negro Pharaoh in order to show the convergent points that attest to the kinship and cultural unity that characterize all the Negro Kings of Antiquity and the African Middle Ages.

1) Presentation of the leadership characteristics of the Kongo Empire: Kongo King Mvemba Nzinga Alfonso I

The Kongo Kingdom is an empire that stretches from Central Africa to South Africa. This Kongo Empire is known as Kikongo *Kintotila Kia Kongo*. It is also referred to by the traditional titles: dia Ntotila , Kongo dya Ntotila, Kongo dya Ntotila and Kongo dia Ntotela . [2]

- UQAM, Centre FrancoPaix en résolution des conflits et missions de paix, 2017, pp. 13-14.

(1) T. Obenga, La philosophie africaine de la période pharaonique. 2780-330 avant notre ère, L'Harmattan, 1990, p. 157.

(2) H. Deschamps, Histoire générale de l'Afrique noire, de Madagascar et des archipels, Tome I: des origines à 1800., PUF, 1970, pp. 371-375. Le Royaume du Kongo jusqu'en 1568.

The Kongo Kings are considered prophets, they are Kings who marked their generation because of the sacrifices they took at the cost of their lives for the well-being of their peoples. In the period of antiquity we can mention in the year 220 the King and Emperor Ne *Mbemba*; in the year 220-320 the King and Emperor Nkulu Isanusi, Mama Mbangala; from 320 NsasuKulu a Nkanda in the year 420 the King and Emperor Kodi Puanga; in the year 529 we can mention the King and Emperor Kulunsi, Ne Nkembo Wamonesua ; in the year 520-530 we will mention the King and Emperor Tuti dia Tiya[1]. And finally we will mention, from 690, the King and Emperor Nimi a Lukeni who closes the Kings of Antiquity Kongo. From the year 1000 until 1800[2]. The Kings of Kongo continue to work from a leadership that is both political and virtuous consecrating their Empire to the spiritual and material world. From King Nzinga Mvemba or Alfonso I to King Nvita a Nkanga or Antoine 1st (1661-1665) Kongo royalty remains a royalty whose leadership is anchored in a governance of wisdom that is to say a virtuous governance where the Spirit comes before the Body. Thus after Nzinga Mvemba (Alfonso I) all dynasties followed this art of leadership by wisdom.

However, of all the Kings of Kongo, famous for their leadership, it can be said that King Nzinga Mvemba (Alfonso I: 1457-1543) is the one who made history because of the leadership he displayed throughout his reign. From its traditional name Funsu Nzinga it is also called Mvemba a Nzinga . He is part of the Kilukeni dynasty. Aged about 85 in 1542 he would have been born around 1457. He is the son of King

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(1) En Angola, au cœur du royaume Kongo., 2020.

(2) H. Deschamps, Histoire générale de l'Afrique noire, Tome I, op. cit., pp. 371-375. Le Royaume du Kongo jusqu'en 1568.

Emperor Nzinga a Nkuwu. Emperor Nzinga Mvemba is considered by historiography to be the greatest monarch of the Kongo Kingdom, due to the wisdom with which he ruled the Kongo Empire[1].

Indeed, the policy of King and Emperor Nzinga Mvemba aimed to spread moral virtues throughout Kongo dia Ntotila in order to consolidate his power and that of his Empire around a literate nobility and this, in order to establish a real bureaucracy.

Military Badge of Alfonso Ier
source**:** Cécile Fromont fromont@uchicago.edu, University of Chicago, USA

Tecido estrangeiro, hábitos locais: indumentária, insígnias Reais e a arte da conversão no início da Era Moderna do Reino do Congo/ Anais do Museu Paulista: História e Cultura Material, vol. 25, no. 2, pp. 11-31, 2017/ Museu Paulista, Universidade de São Paul

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(1) Ibid.

a) King Nzinga Mvemba, a leader who accedes to the throne by a miraculous victory

It is by a miraculous victory that King Nzinga Mvemba, ascends the royal throne after a terrible struggle against rebels who tried to overthrow the royal power. The King will testify to have been by an army of Heaven composed of Saints and horses. King Nzinga Mvemba, is a very spiritual King and during his reign he will teach his faith to the Kongo people for their edification[1] .

b) The struggle of King Nzinga Mvemba, against the practices of witchcraft: a leader in search of holiness

King Kongo Nzinga Mvemba (Alfonso I) is considered by historiography as a saint. He is therefore a King who throughout his life to work for the sanctity of his Kingdom. As such, he burns all fetishes to purify his Empire of witchcraft to which he devotes a relentless war[2] .

Mbanza Kongo XVIè siècle

Source: Mbanza Kongo (São Salvador). Gravure. De O[Ifert] Dapper,
Naukeurige beschrijvinge der Afrikaensche gewesten, 1668, p. 562-63

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(1) Ibid., pp. 373-375 Alphonso premier.

(2) Ibid.

c) From King Nzinga Mvemba's letter to the Portuguese King to repressive laws on the trade in men: a leader opposed to slavery

This letter from King Kongo to the Portuguese King proves the combative character of King Nzinga Mvemba against plunder, kidnapping of free men, i.e. slavery. King Kongo denounces the European slave traders who arbitrarily seize free men to sell them to the slave traders of Pinda. King Nzinga Mvemba or "*Alphonso I feared the consequences of the slave trade, ever more invasive. His compatriots allowed themselves to be dazzled by European goods, began to forcibly recruit slaves, arbitrarily seizing free men to sell them to the slave traders of Pinda. The King had to issue severe decrees banning these raids and establishing legal markets in both Banza Congo and the Pumbos. Congolese went to buy in these distant markets of the high river the slaves of the interior, which they truncated with the junk of Europe*" Thus, King Nzinga Mvemba fought so that his country Kongo is no longer exposed to commercial slavery. In particular, he fiercely opposed the mercantilism of Portuguese brokers who wanted to establish their trading posts in all regions of Kongo[1].

(1) Afonso I, « Lettre de Afonso Ier, roi du Kongo, à Manuel Ier, roi du Portugal, concernant l'incendie de la « grande maison des idoles », royaume du Kongo, 5 octobre 1514. », 5 octobre 1541, https://www.villamedici.it/wp-content/uploads/2020/07/sammy-baloji-congos-fragments_fr.pdf, consulté le 13 novembre 2022.

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Kings of Kongo

King Alvare XIV Mfutila 1891 King

Peter II Mvemba a Vuzi

Source: Jelmer Vos, Kongo in the Age of Empire 1860-1913, Madison, The University of Wiscontin Press, 2015, 218 p.

King Peter VII et Queen Elizabeth of Kongo 1934
(source: Os 140 Anos da Sociedade de Geografia de Lisboa)

d) King Nzinga Mvemba, a leader who governs: administrative reform

The Kings of the Kongo Empire that are designated in Kikongo *Mintinu mia* are endowed with the title of *Manikongo* which is an abbreviation of *Mani a Kongo* that is to say the one who governs. Indeed the title *Mani* is one of the many titles of the King. More specifically, the *Mani* title is endorsed by the one with administrative responsibilities. In other words, the one who directs and controls institutions[1]. The one who ensures and assumes responsibility for administrative governance. We speak of mani *a Kongo or mani Soyo* to designate the one who decides with regard to the verbs manina / manisa in other words the one who decides, the one who brings the final decision. However, the most solemn expression to describe the reality of a King who governs is *Ntinu* which means one who has responsibility for the welfare of the people.

e) King Nzinga Mvemba, a leader reforming the education and training of Kongo peoples

After his exile, King Nzinga Mvemba (Alfonso I) successfully won victory over the rebels and managed to ascend the throne. He undertook reforms to energize his administration and give a literate education to his elites and all the youth of the Kingdom[2] .

The building of an intellectual elite is the governance strategy of King Nzinga Mvemba, who is convinced that it is in education that one

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(1) H. Deschamps, Histoire générale de l'Afrique noire, Tome I, op. cit., pp. 373-375 Alphonso premier.

(2) Ibid. See also G.-H.L. Koko, Les figures marquantes de l'Afrique subsaharienne - 3, L'Atelier de l'Égrégore, 1er édition, 2020.

forges the stability of an Empire. With this idea, he built many schools and universities so that the Kongo would be an elite people capable of carrying out the missions of the Kingdom entrusted to them.

2) Mandinka Empire Leadership Presentation: King Soundjata Keitha

Regarding West Africa, Soundjata Keita's leadership analysis seems relevant in the pre-colonial era. In other words, at a time when the leadership of Black Africa is resounding. This leadership is part of the *Mansa* movement[1].

Sundiata Keita, also known as Mari-Djata[2], was born on August 20, 1190. He was the first son of Sogolon Kedju, the second wife of the king of Mali, Maghan Kon Fatta. Soundjata's father was renowned for his leadership in all countries; Maghan was also a good king, loved and respected because he was the son of a long lineage of hunters. In the African context, a hunter is an adventurer, a knowledge-seeker and a knowledgeable person[3]. Hunters communicated with "*the spirits of ancestors who had died and were a part of the living dead, in the traditional sense of ancestors who continue to guide and direct activities among the living, creating community harmony when called upon and appealed in ancestral rituals.*"[4]

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(1) King of Kings

(2) International Journal of Novel Research in Humanity and Social Sciences Vol. 5, Issue 1, pp: (28-36), Month: January - Feburary 2018, Available at: www.noveltyjournals.com

(3) Molefi Kete Asante, The History of Africa : The Quest for Eternal Harmony, Routledge editions, New York, 2019, p.128

(4) Ibid., p. 127.

a) King Soundjata Keita, a miraculous leader who accedes to the Throne

One day, king Maghan, sitting under a Kapok tree surrounded by his familiars, saw a hunter coming towards him. The hunter threw the cowrie shells of divination and read the prophetic meaning of their design: "*I see two hunters coming to your city; They come from far away, and a woman accompanies them. Oh, that woman! She is ugly; she is awful. She wears on her back a bump that distorts her; her exorbitant eyes seem to hang on* her *face, but, O mystery of mysteries, this woman, king, you must marry her, for she will be the mother of him who will make the name of the Manding immortal forever. But king, for fate to lead this woman to you, a sacrifice is necessary: you will sacrifice a red bull, for the bull is powerful; When his blood soaks the earth, nothing will stand in the way of your wife's arrival. Well, I have said what I have to say, but everything is in the hands of the Almighty.* " [1]

Later, two young hunters, accompanied by a young woman, headed towards the courtyard:

"*They told the king that this woman, Sogolon Kedju, was a human double of a Buffalo that had ravaged the country of Do, which was to the north of Mali and had killed citizens and animals. Hunters in African societies are often scientists and explorers because they see many things in their travels and can reflect on what they discover. In this case, the hunters said that they killed the buffalo and brought the woman to Mali.*" [2]

(1) Djibril Tamsir Nash, «Soundiata ou l'épopée du Mandingue », Éditions Présence Africaine, 1960, p.20

(2) Molefi Kete Asante, The History of Africa : The Quest for Eternal Harmony, Routledge editions, New York, 2019, p.128

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Figure 1: Representation of Sogolon Kedju in Bamako, Mali
Source: Photo by Momo, © aBamako.com

The two hunters then introduced the young woman to the king because they considered that this woman fulfilled the conditions to become the Queen: "*As hideous as she was, she was very wise and had extraordinary powers*."[1] Thus, convinced by this prophecy, King Maghan decides to marry Sogolon. Soon she was pregnant with a boy.

According to a well-known Bambara proverb in ancestral Mali and even today:

"Man is in a hurry, and time is long, but everything has its time. ' '

Sundjata had a prolonged and challenging childhood; he was still crawling on all fours at seven. Despite his doubt regarding Sundjata's handicap, king Maghan showed his desire to make him the king of Manding by giving him djeli Balla Fassalé, the son of his djeli[2]. Unfortunately, on the death of king Maghan and despite his desire to make Soundjata Keita his successor, the regency council influenced by Queen Mother Sassouma Berété, the first wife of king Maghan,

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(1) Ibid.

(2) Traditional historian, alson know as griot

enthroned Dankaran Tuman as king of Manding in place of Sundiata Keita.

After installing her son, Dankaran Touman, as king, the Queen Mother seized power from an unofficial point of view and ruled the Manding as she pleased. Filled with jealousy because she didn't accept the prophecy that established Soundjata Keita as a great king, Sassouma Béréte decided to place Soundiata's mother in the Palace's backyard. She allowed the crowd flock to see Sundiata dragging himself on all fours.

Queen Mother Sassouma Berété took away all the kingdom resources from Sogolon Kedju and her children, even the food. One day, Sogolon Kedju needed some baobab leaves for her cooking and asked Sassouma Berété if she could borrow some. Sassouma said yes, but took this as an opportunity to insult Sogolon and treated Sundiata as a disabled and lazy son. Sogolon, deeply touched by the insults, burst into tears: O son of doom, will you ever walk!

Console yourself, console yourself! Sundiata replied.

No, it's too much; I can't

Well, I'm going to walk today!

It was the big day. Using an iron rod made by his father's blacksmiths, Mari-Djata stood and walked for the first time. This new feat of Soundjata Keita engendered even more hatred on the part of Queen Mother, who decided to take away Soundjata's djeli, bequeathed by his late father.

The Queen's decision deeply affected Sundiata Keita, leading him to exile his people and family for safety.

A few years later, Sundiata learned that Soumaoro Kanté, the King of Sosso, had invaded Manding and that his brother, Dankaran Touman, had fled the Kingdom. Immersed in an unprecedented war with the invader, the notables of Manding formed a committee to fetch Sundiata Keita. Two months later, they found him in Mena[1] and asked him to come and deliver the Mandingo Fatherland.

b) King Soundiatha Keitha, a leader who fought the hegemony of the Sorcerer King

With his experience as a warlord in Mena[2] with King Soumaïla Tounkara during his exile, Soundjata set out to reconquer Manding. To do this, he used his negotiation skills to convince the kings of Mena and Wagadou to give him half of their army. They accepted and helped Sundiata in his fight to free the Manding from the nuisance of the Sorcerer King Soumaoro Kante of the Sosso Kingdom.

Sundiata launched a surprise attack on the army of Soumaoro at the town of Tabon, near the city of Kita. His army prevailed, but Soumaoro escaped. Sundiata understood that it was not more men he needed but more supernatural power, more magic to overcome the invincible Soumaoro Kanté. He consulted his wise men, who threw cowrie shells of divination and told him that he had to sacrifice a *hundred white oxen, a hundred white rams and a hundred white cocks.* [3]

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(1) Current Segou (4Th Region of the Mali)

(2) Djibril Tamsir Nash, «Soundiata ou l'épopée du Mandingue », Éditions Présence Africaine, 1960, p.70

(3) Molefi Kete Asante, The History of Africa : The Quest for Eternal Harmony, Routledge editions, New York, 2019, p.128

After making these sacrifices, Sundiata and Soumaoro Kanté met at the Kirina battle. Sundiata wined the war.

c) King Soundiatha, a freedom leader who established a Charter for the respect of the rights of freedoms: the Mandinka Charter

After Soumaoro's defeat at Kirina, all the dispositions had to be taken to prevent any forms of social and economic injustice and authoritarianism that the people of Manding witnessed under the rule of King Sosso. Thus, the delegates representing the tribes met the day after the victory for twelve days to establish the constitution of Manding or "the Charter of Kurukan Fuga" in 1236[1].

The first act of the assembly of Kurukan Fouga was the oath of allegiance of the heads of provinces to Sundiata KEITA. They proclaimed Sundiata Emperor of Manding.

For nearly 800 years to the present, the Kurukan Fuga Charter continues to govern in part the peoples who belonged to the Manding Empire (Mali, Guinea, Guinea Bissau, Gambia, Burkina Faso, Senegal, Mauritius and a large part of the territory of Ivory Coast) and especially in rural areas. This governance includes the organization of society, division of labour, conflict management, hospitality, peaceful coexistence and tolerance.

As part of our study, we will focus on the principles "**Sanankoungna**", "**Tanamanyöya**" and the "*Nyamakala*" instituted in Articles 2, 7, 25 and 43 of the Manden Charter. [2]

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(1) plain located at Kaaba on the border between Mali and Guinea-Conakry

(2) Regional consultation workshop between Mandinka traditionalists and Farmers' Radio communicators (Kankan from 02 to 12 March 1998), "The Charter Kurukan Fouga », https://www.humiliationstudies.org/documents/KaboreLaCharteDeKurukafuga.pdf

Sanankunya, or joking cousinhood, allows cohesion and social harmony between different surnames. The principle of Sanankun contributes to facilitating day-to-day conflict situations and resolving complex conflicts such as inter-community conflicts. The Manden charter establishes that are Sanankun (joking cousin) the following Kourouma and Kante, Kéita and Bérété, Condé and Traoré, Bah and Diallo, etc. This principle also applies to ethnic groups (Malinké and Soninke are Sanankun). Thus, under the aegis of this article, a Soninke can make mockeries and even say offensive words to a Malinké without risk of retaliation because Sanankun can say anything to each other.

From the leadership perspective, this principle can serve as a safeguard to allow the Leader to be informed about any of his harmful practices, benefit from honest and truthful advice, and make him evolve in the right direction. The cornerstone of this principle is to be ready to hear everything and promote dialogue as a means of conflict resolution, thus promoting harmony and social cohesion.

Tanamanyöya, or totemism (strong prohibition), was established between different ethnic groups, including the Dogon and the Bozos. Based on this principle, a Bozo cannot harm a Dogon and vice versa. Also, the two ethnic groups can not marry. They can joke while respecting each other. A Dogon cannot say "no" to a formal request from a bozo, and the latter is in charge of guiding or putting the first on the right path. When a Bozo mediate for forgiveness, it cannot be denied by a Dogon, under penalty of severe consequences on the latter, his family and his community. When a Dogon is in trouble and asks a Bozo for help, the Bozo is obliged to help him and inversely. A pact of reciprocal solidarity thus links the two ethnic groups

Nyamakala (castes): *Nyamakas* are djelis, shoemakers, blacksmiths, dyers, etc. They must tell the truth to the leaders, regardless of their hierarchical positions, to advise them and to be the guarantor of the rules of society. They mediate, even in the courts: a Nyamakala can, for example, replace the accused by "*assuming responsibility for the fault committed by others.*"[1] The objective is to obtain forgiveness and the reduction of compensation. They act as intermediaries for marriage requests, etc.

These principles inherited from the reign of Sundiata Keita continue to guide the people from originating from Manding Empire. Sundiata died in 1255. At his death, the Ancient Mali Empire was Africa's vastest and wealthiest state.[2].

After Sundiata's reign, Keita followed his son Mansa Uli, who reigned from 1255-1270. Others succeeding rulers followed and built upon the Empire's wealth: gold, copper, salt and economic activities such as agriculture, local manufacturing and artisanship, etc., making the Empire of Mali unique in West Africa.

II/ The Reality of Royal Leadership through Sacrifice in Ancestral Black Africa

African Monarchical Leadership is situated in a constant dimension of testing the King. The African King's Leadership model thus has a stronger moral commitment and social responsibility than in the royalties that have been observed outside Africa. The African monarch rules his

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(1) Marcello Monteleone, « The Dogon: Trial Criminal traditionnel et justice rérestatrice", Édition The Harmattan, Paris, 2009, p.201

(2) Molefi Kete Asante, The History of Africa : The Quest for Eternal Harmony, Routledge editions, New York, 2019, p.131SSSS

Kingdom or Empire according to a very inclusive mode of governance, in other words, with a more spiritual leadership with affirmed moral values. [1][2] It will be necessary to see here:

A/ The sacrifices offered to the spirits of the afterlife constitute the regime of regulation of the life of the Kingdoms and therefore of the royal leadership

B/ Comparative Study of African Ancestral Royal Leadership and Royal Leadership in the West of Antiquity and the Middle Ages

A/ The sacrifices offered to the spirits of the afterlife constitute the regime of regulation of the life of the Kingdoms and therefore of the royal leadership

The use of sacrifices to influence the collective and individual destiny is widespread in Black Africa, no act, no action is done without going through sacrifices offered to the Spirits. The whole life of the Kingdom works to the rhythm of sacrifices.

The ritual sacrifices that required help for the realization of any project, any healing, any victory in war, any peace, any negotiation, any entry into politics, any decision... every gesture is the subject of ritual sacrifices in Ancestral Black Africa and even today.

If in African philosophy sacrifices constitute the fundamental axis of social regulation the blood of animals and others ... versed on these artifacts or fetishes remains essential for the capacity for action that is recognized for them. [3]

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(1) R. Nkakleu et J.-M. Plane, « Chapitre 11. Comprendre le "leadership africain" ? Quelques clés de lecture possibles conceptualisées à partir d'expérimentations au Cameroun », in Africa Positive Impact, Académie des Sciences de Management de Paris, Caen, EMS Editions, 2020, pp. 140-150.

(2) Ibid.

(3) Georges Bataille, 1973 in L. de Heusch, Le sacrifice dans les religions africaines, Gallimard, 1986, p. 329.

Finally, sacrifice is not here a mode of communication but appears more as a mode of construction and action of the spirits invoked that the ritual act contributes to produce in a constantly renewed way. The focus on the material dimension of these ritual acts allows us to better understand the conceptualization of the mode of construction and action of Royal leadership.[1]

1) The use of sacrifices as a mode of construction and means of action of the Royal Leadership in Ancestral Black Africa

The King draws his strength of action from these various ritual sacrifices that are performed daily. In order to influence the destiny of his Kingdom, the King resorted to the sacrifices of cattle and others[2] .

In this royal and imperial Africa, it is impossible to make a commercial agreement without going through the realization of sacrifices every act of trade is filtered by the religious. A cargo can only leave the kingdom after a ritual sacrifice to ask for protection and then it is sprinkled with blood and water from the sacrifice made on the animal. The African never dies death is a continuity the dead are not dead it is the cult of the dead. Death does not exist, because we remain linked to the deceased the ancestors[3] .

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(1) A. Kedzierska-Manzon, « Le sacrifice comme mode de construction », Archives de sciences sociales des religions, n° 174, 1 avril 2016, pp. 279-301.

(2) Voire Isabel de Castro Henriques «Interférence du religieux dans l'organisation du commerce en Angola au XIXème siècle » in L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, op. cit., pp. 137-139.

(3) A. Margarido, « L'ancien royaume du Congo (note critique) », Annales, vol. 25, n° 6, 1970, pp. 1718-1726.

In the societies that we meet in Angola in the eighteenth century, we can mention the Imbangala whose mission is to make sacrifices to ask the spirits for the peace of the kingdom to allow good relations of exchange with other peoples. It is emphasized that the Imbangalas are also arbiters of commercial and political disputes. The Imbangala are from the kingdom of Kasanje, we also remember in this same period the Tshokwe of the Kwango and the Ovimbundo of the Bihe region which highlight the reality of the sacrifices that are backed by all acts of trade relations with foreigners including Portuguese explorers who are present in this part of sub-Saharan Africa still called the Great Lakes Region. It is under the pen of the Portuguese explorer that we can learn about the sacrifices practiced for commercial success Indeed, in these societies where everything is religious, each act is accompanied by sacrifices offered to the Spirits for the materialization of the act that will be performed.[1]

2) The King is the formidable master of natural and supernatural forces, who draws his strength from sacrifices and consultation of oracles

At the time of his enthronement, the future King was subjected to initiation rites that gave him a formidable and feared power. On the day of his enthronement the person of the King then becomes dangerous because of the supernatural power he acquired during the initiation rites preparing his enthronement." in other words his formidable nature. [2]

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(1) Voire Isabel de Castro Henriques «Interférence du religieux dans l'organisation du commerce en Angola au XIXème siècle » in L'invention religieuse en Afrique. Histoire et religion en Afrique noire - Jean-Pierre Chrétien, op. cit., p. 135.

(2) L. de Heusch, Le sacrifice dans les religions africaines, op. cit., p. 158.

Power is considered in the Sacred Negro Kingship as a dangerous instrument, so it must be limited to avoid any dramatic situation that could arise from the mystical forces with which the King is endowed. Here we are faced with an institutional delay in the power of the leader. The notion of order and balance is the foundation of the sacred Negro Kingship. Order brings peace and condemns crime, evil. Royal power is subject to moral rectitude and good conduct. The King must imperatively display an irreproachable interior and exterior conduct. The King must "*therefore govern in clemency and peace. The lower must respect the superior. Authoritarianism is banned, hated. The social order is a value that cannot be monetized.*"[1]

The King is therefore infallible and must do everything to remain so. This is the reason why physical disability is not tolerated in the exercise of the African Royal function.

3) The King is infallible, a King weakened by a disability or illness cannot exercise the Royal function

In some traditions of ancient Black Africa, the King had to have his throat slit when his physical strength declined. A village identifies itself with its leader, just as a Kingdom identifies with its King. Thus, the King is deposed if his mystical power becomes inoperative in the face of disasters and all forms of plagues likely to put the Kingdom in difficulty. If the King is not put to death due to physical disability he is simply removed from power and a new King is placed on the throne. The procedures for appointing a new King are variable and shrouded in great hidden mysteries. We know that the ideal candidate must be

(1) T. Obenga, La philosophie africaine de la période pharaonique. 2780-330 avant notre ère, op. cit., pp. 156-157.

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of good looks and have a beautiful presence and handle the word with ease and authority and this, while being respectful of customs. He must possess mystical faculties. The King must present physical criteria superior to the men of the Kingdom it is the "Royal vitalism" which implies the physical vitality of the King as an essential condition of accession to the Royal Throne. A king cannot be one-eyed or one-armed or weakened by disease... This tradition of royal vitalism from ancient Africa gave rise to the conditions of eligibility of the chief based on his good mental and physical health.[1]

The reality of a vitalist conception of royalty

As Professor Cheikh Anta Diop points out, if the Negro-African royal function has obvious advantages, it is also regulated by a ritual so demanding that sometimes, all things considered, the fate of the King is not at all enviable. We then notice that the competition for the royal throne is real only in countries that have bypassed the customs of the physical testing of the King. In the New Sudanese states, Ghana, Mali, Songhai there are traditions of vitalism according to which a King can in no case be physically diminished (crippled, one-eyed, penguin ...). Even wounded in the war, he had to leave the throne until he was healed and appoint or have appointed a temporary worker. This is the case of Sounditaha Keitha. but also that of Kayor with Damel Lat-Soukabé[2][3] .

(1) Jean Vasina « Afrique Centrale Ancienne, Histoire et Culture », L'Harmattan, 2021, p. 100.
(2) C.-A. Diop, Civilisation ou barbarie, op. cit., pp. 210-211. See also L. Frobenius, Histoire de la civilisation africaine, Gallimard, 1936, Google-Books-ID: efNxAAAAMAAJ.
(3) C.-A. Diop, Nations nègres et culture, Paris, Présence africaine, 3e éd édition, 1979, p. 210.

Thus, the physical testing of the King comes from a vitalist conception, constitutes a common feature of all Negro-African royalties that still persist today. Indeed, the importance of the role of the priest as well as the conduct of the government by consulting an oracle is a singular characteristic of Kingship and more precisely of Imperial Africa. All the traditional kings of Black Africa are designated by their clergy or the priestly caste so the priests.[1]

At a time when Europe and Africa have lost their respective leadership, it appears that a comparative presentation of the greatest kings of antiquity and the Middle Ages can serve to recall the real meaning of the notion of leadership, a notion that the World Today has lost or seems to ignore. It will be a question of showing the similarities of the Royal African and European Leadership, in order to demonstrate that it is in the deployment of piety, wisdom, bravery, courage, strength and honor of the Monarchies of ancient times that true Leadership is hidden. [2]We will deal with the issue of the implication of sacrifices in leadership.

B/ Comparative Study of African Ancestral Royal Leadership and Royal Leadership in the West of Antiquity and the Middle Ages

The Monarchical History of Antiquity and the Middle Ages remains a living genre that continues to exalt the image of historical figures who embodied the essential values that served as the foundation for the

(1) Ibid.

(2) G. Grésillon, « La grande crise du leadership européen », Les Echos, 26 février 2019, , https://www.lesechos.fr/idees-debats/editos-analyses/la-grande-crise-du-leadership-europeen-993963, consulté le 18 décembre 2022. See also A. Nkoyock, « Leadership en Afrique: Le maillon manquant! », Le Temps, 11 octobre 2012, https://www.letemps.ch/economie/leadership-afrique-maillon-manquant, consulté le 18 décembre 2022.

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structure of the institutional social body. Also a comparative study of these Kings makes it possible to measure the importance and greatness of the leadership they embodied. We will present here a comparative study between King Alexander the Great (Ancient Greece) and King Soundjata Keita (1). Finally, a study on King Saint Louis of France and King Mvemba Nsinga known as Alfonso I will complete this comparative dynamic of European and Sub-Saharan African Kings (2)

1) Comparative study between King Alexander the Great of the Kingdom of Macedonia and King Soundjata Keitha

Soundjata Keita is very often compared to King Alexander the Great evoked in Mandinka stories and among all the traditionalists of the Malinké countries under the name of Djoul Kar Nain. We also note that the comparison often comes back to the advantage of King Soundjiata whose glory is said to have surpassed that of King Alexander the Great. Alexander's West-East route is contrasted with King Soundjata Keitha's East-West route. Nevertheless, the narrative comparison of the Mandinka griots reveals two almost twin royal figures that are otherwise almost identical.

a) Two Kings heirs of a Royal leadership carried by mystical-supernaturalforces[1]

Plutarch records the enigmatic birth of Alexander. The zeal with which the latter indulges in the cult of Dionysus is described. The serpent in question was a god who came in this form to unite with Olympias to give birth to Alexander. Since Alexander is often presented as the Son of Zeus. Anyway this anecdote gives the character of Olympias a mystical-disturbing dimension.

(1) L. Kesteloot, B. Dieng et F. Suard, Les épopées d'Afrique Noire, Paris, Karthala, 2009, pp. 73-89.

The royal ancestry of these two Kings is quite singular and constitutive of the mystical-spiritual atmosphere that surrounds their lives. Indeed, Sogolon and Olympias are women with formidable powers to such an extent that they inspire a repulsive fear on the part of their contemporaries but also of their respective husbands. Sogolon is presented as the buffalo woman who metamorphoses into a beast to get rid of the proximity of her husband. As for Olympia the Mother of Alexander, Philipe her husband catches her lying on her bed with a snake against her. The author Plutarch suggests that this serpent would be a god who would have taken the form of this serpent in order to unite with Olympia and give birth to Alexander. Alexander who is often presented as the son of the god Zeus. According to Erantagones, Plutarch writes[1][2], Olympias revealed to Alexander the secret of his birth when the latter went on an expedition. She would therefore have asked Alexander to be worthy of his origin.

King Alexander the Great (British Museum)

(1) S. Diop, « Alexandre le Grand et Soundjata Keïta : Les sources grecques d'une épopée mandingue », in C. Cazanave (éd.), La mémoire à l'œuvre, Annales littéraires, Besançon, Presses universitaires de Franche-Comté, 2020, pp. 199-213, pp. 20-21.

(2) C. Jouanno, « Alexandre et Olympias : de l'histoire au mythe », Bulletin de l'Association Guillaume Budé, vol. 1, n° 3, 1995, pp. 211-230.

b) Two Kings marked by a Royal leadership of military conquests and territorial expansion

Born on July 21, 356 BC in Paella and son of King Philip II and Olympias, King Alexander the Great is presented as the pupil of Aristotle. He continued his father's panhellenic project. After reuniting Macedonia with Greek cities, King Alexander reached Asia and seized the Persian Empire: he won Anatolia in May 334 by the Battle of Granica, he overthrew King Darius III in 333 and won Issos. By the victory of Gaugameles in 331 he obtained the whole of the Persian Empire. After taking Babylon, Suze, and Persepolis, King Alexander continued his conquest during which he reached Egypt and continued his march towards India. He crossed the Indus and reached the Himalayas, and then he eventually returned to Babylon to administer his conquests. Finally, it should be noted that his Empire did not survive him, contrary to the cultural heritage he spread to the East. Indeed, the Hellenic world had to fade in the face of the growing power of Rome. Greece and Macedonia bowed and submitted in the middle of the second century to the Roman power which nevertheless strongly impregnated itself with Greek culture: architecture, science, medicine, literature, religious cults anddivinities.[1]

c) Royal leadership marked by Sacrifices and Consultation of the Oracles

The sacrifice in Greek is called thusia the act by which the Greeks

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(1) O. Battistini, Alexandre le Grand. Un philosophe en armes, Paris, ELLIPSES, 2018. See also Lucrèce, « Alexandre le Grand, conquérant du bout du monde », Histoire pour tous de France et du Monde, 16 novembre 2022, , https://www.histoire-pour-tous.fr/biographies/1430-alexandre-le-grand.html, consulté le 18 décembre 2022.

enter into relationship with their gods, heroes or demons. In the Greco-Roman world, one sacrifices to the gods but also to the demons to whom one appeals to curse someone or destroy him.[1]

The notion of sacrifice refers to the Latin expression "sacrificium" which expresses the act that makes "sacer" that is to say, which consecrates to divinities, heroes and even demons. Since one can in the ancient Greek and Roman religions ask demons to curse someone or to do harm or destroy an enemy. So we can address prayers to demons. And this insofar as the Latin word "sacer" also means "cursed" The Latin verb sacrificarer finds its equivalent in the Greek word hiereuein, "to consecrate" that is to say to transform a non-sacred being into a sacred being. We also have the expression "Thusia" which is a the most common word in Greek to designate the notion of sacrifice and which came from the Indo-European root "Thuein" and which means "to smoke to smoke". This refers here to the smell in sacrifice, this sacrificial smell that the Gods breathe and which spreads everywhere like a wisdom that men breathe in turn. [2][3][4]

Faced with the onslaught of crises that threaten social order and peace, it is the response of sacrifice that appears as the inevitable solution, because only the powers of the Gods can thwart the threats to the community. Indeed, in parallel with the exercise of justice and politics, the Greek and Roman cities constantly practiced sacrificial rites in favor of their gods so that the latter rushed towards them to help

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(1) A. Jacquemin, « Le sacrifice dans le monde grec et ses interprétations », Archimède : archéologie et histoire ancienne, n° 1, 2014, p. 107.

(2) Ibid.

(3) Ibid.

(4) Ibid.

them. Homer and Hesiod created for the Greeks a theogony in order to give a certain logical scheme to the polytheism that characterizes the Greek religious world. They wanted to give the Gods qualifiers and functions and honors by giving them a pictorial and statuary appearance. Here there is no mystery or dogma in the Greek religion, the Greek citizen can choose the Deities he wants, it is open to him to turn to this divinity or that doctrine. There are no incompatibilities. An author, a famous personality, a cult leader, a city are legitimate to introduce changes in the religious myth. They can also change the modalities of the rite There is no incompatibility or blasphemies. The modalities of worship can be changed by worship leaders but also by anyone with a little notoriety. Indeed, there is no revelation, nor a sacred book on which a dogma rests. It must be emphasized that the anthropomorphism of deities makes them fit for change and adaptation. Gods and heroes respond to the needs of men, they preside and help in all the decisive actions of life. The mythical stories feature the heroes closer to men, the gods especially those grouped by Homer and Hesiod and retained by tradition. These are the gods from the couple Kronos and Rhea to this tradition adds Asclepius a hero of medicine who was deified and also Dyonisius. This group of gods who would live in Olympus are recognized by all Greeks.

Regarding the rite, we note that the main ritual forms are related in Homer's poems. Thus, Canto I of the Iliad shows how by a ritual Briséis held in captivity is restored. It also shows how Chryses witnesses a sacrifice in order to ward off a threatening curse. Everything happens around an altar where a hecatomb is offered to the god solicited for the cause raised. Moreover it is emphasized here that the Hecatomb means in the etymological sense that are immolated, that is to say sacrificed a

hundred cattle. The word hecatomb refers to the reality of an immolation of a multitude of cattle or other species sacrificed in large masses. The slaughter indicates the large number of animals that are sacrificed to save a defended cause.

According to the Homeric texts, prayers precede sacrifice, after raising prayers, hands are washed and barley grains are thrown to the sky. Then the heads of all the victims are turned to heaven and a prayer is said aloud to the gods or god to whom the sacrifice is offered. We then cut the throats of the victims. Regarding the sacrifice that Chryses offers to ward off the curse, it is recorded in the Homeric texts this formula addressed to Phoibos Apollo that the priest pronounces aloud with raised arms, and this, after throwing grains of barley: "You whose bow is silver listen to my words ... Then he cuts the throats of the victims one by one, holding their heads to the sky. Then the priest skins, and detaches the parts, and some of them are covered with a double layer of fat, he deposits on top of the raw flesh. Finally, comes the immolation on branches. It is with pins with five points that the flesh thus immolated is ridden.

With regard to the different forms of sacrifice, we can also remember libations where beverages are poured out at the same time as a prayer is raised. The ablutions of purity go through a meat sacrifice. After each sacrifice comes the consumption of the immolated pulpits. Animal sacrifice is very popular. Two rituals can be performed for the same deity. For demonic deities, the sacrifice is not turned towards the sky but towards the ground it is practiced in a hole, the blood of the immolated victim flows directly into the ground as swallowed by the ground. These are chthonic rites that address the Chonian deities who

are the deities of the hells so infernal deities in other words, demons. Paradoxically, sacrifices are offered to these infernal deities when the sacrificial demand is focused on purification. Cleansing sacrifices are based on a burnt offering, meaning that the sacrificial victim is totally consumed by fire. There is no covenant atonement here as can be observed in other civilizations. However, it remains quite paradoxical to ask for purifications from creatures of the underworld. The truth is that there is no profane and sacred in the Greco-Roman regions. There is no separation between the profane and the sacred, which is why the meaning of sacrifice remains an offering. It is more a offering sacrifice than a sin of atonement or a contract. There is no repentance in the sense of reparation that requires atonement

"This is why the notions of profane and sacred have no borders (...) Certainly the requirement of ritual purity reminds us that we must present ourselves before the gods free of defilement. But it is less a question of being pure than of getting rid of accidental defilements, and the rites required are simple; For a murder there .it is the material presence of the blood that is defiled, not the murderous intent. Greek religion ignores the notion of sin and even less of original sin. The Hellenics do not seek redemption and salvation. They don't care about life after death. Only insult to the gods, i.e. hubris, is repressed. It should also be noted that sacrificial rites are clothed with a magical character. Similarly, the consultation of the dead to tell the future is widespread." Thus, divination is an integral part of these rites. [1]

It should be emphasized that solitary domestic sacrificial rites with self-immolation are dominant. It is noted that the Romans do not use

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(1) Homère, L'Odyssée : Poésie homérique. Tome II. Chants 8-15. Texte établi et traduit par Victor Bérard,... 5e édition, trad. V. Bérard, p. 76.

the word religion in the singular but in the plural. We are therefore talking about Roman religions. The Romans and Greeks were deeply religious and attributed their war success to their ritual piety. In Rome the ritual sacrifice is not very different contrary to popular belief.[1]

The steps of the sacrificial rite must be respected: To accomplish the immolation a salted flour is poured on the back of the animal it is the mola salsa and this, in order to consecrate the animal. After the recitation of the prayer that is to say the precatio said aloud and then the animal is slaughtered and held by four people during the slaughter and then comes the ritual cutting of the parts. There is also the step of obtaining the consent of the gods on the immolation practiced and which is designated by the litatio. It should be noted that in case of holocaust the animal is burned totally. The sacrifices differ according to the prestige of the god celebrated. The Greek world and the Roman world of antiquity are not really different. [2][3]

On this question, it is appropriate to analyze the implications of sacrificial rites in leadership in India.

For René Girard, the Vedic religious thinks of sacrifice as at the heart of the mystery of social life. That is, the relationship between men and Gods. René Girard's analysis presents Vedic sacrifice as a form of atonement for human evil whose solution is based on the sacrificial killing of an Emissary Goat that allows the reconciliation of the group with the Gods. The Veda texts composed between 1500 and 500 BCE are very different from contemporary Hinduism, so the Veda is the

(1) J. Scheid, « Sacrifice et banquet à Rome », Mélanges de l'école française de Rome, vol. 97, n° 1, 1985, pp. 193-206.

(2) J. Champeaux, La religion romaine, Paris, Le Livre de Poche, 1998.

(3) J. Scheid, « Sacrifice et banquet à Rome », op. cit.

source of Hindu orthodoxy. Since then, many practices and cults have been grafted and substituted for Vedic doctrine. In the first version of the Vedic religion the Gods are present only in the prayers addressed to them and the offerings intended for them, there is no question of Temples, pilgrimages or even images, all these devotions are actually more contemporary. [1][2]

The self-immolations of animals in sacrifices are very often goats. We can speak here of the offering of *Soma*, whose altar is in the shape of a bird made of brick. On this flaming altar is placed a goat's head, a ram's head, a bull's head, a turtle's head in order to ensure the balance of a society by the benevolence of the Gods. [3]

In Nepal every year the authorities perform rituals where goats are sacrificed, that is to say immolated by thousands in the temples and shrines of Kathmandu. Thus, for several days the people "*engage in an ofmeat*".[4]

In the more contemporary folk religions of India, i.e. reformed, there are various Deities. This is not the case in Vedic sacrifice. Indeed, the Vedic religion is the ancient religion of India that endures, only Brahmins hold the ancestral knowledge of ritual sacrifices that are the only ones that can practice in accordance with the Veda. A distinction is made between collections of instructions on solemn rites, the Srauta-

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(1) R. Girard, « Le sacrifice dévoilé dans les religions bibliques et la religion védique », in Le sacrifice, Conférences et Études, Paris, Éditions de la Bibliothèque nationale de France, 2015, pp. 48-69.

(2) C. Malamoud, « La dénégation de la violence dans le sacrifice védique », Gradhiva : revue d'histoire et d'archives de l'anthropologie, vol. 15, n° 1, 1994, pp. 35-42.

(3) C. Malamoud, Cuire le monde: Rite et pensée dans l'Inde ancienne, Paris, 1989. In C. Malamoud, « La dénégation de la violence dans le sacrifice védique », op. cit.

(4) C. Malamoud, « La dénégation de la violence dans le sacrifice védique », op. cit.

sura, and treatises on sacrificial doctrine, such as the Brahmana.[1]

The ethnologist Véronique Bouiller, director of research at the CNRS, affirms that Indian civilization is based on the Vedic religion, which is above all a religion of sacrifice. Indeed, it is through the sacrificial rite that Indian man ensures the continuity of the balance of the society in which he lives, and this by continually offering sacrifices in order to appease the Gods and rivalries between men.[2]

Killing is always present in the Indian sacrificial rite because Vedic religion is still dominant. Indeed, the history of religions distinguishes three phases in the stages of construction of traditional Indian civilization: Vedism, Brahmanism and Hinduism. However, the Vedas remain the sacred texts, despite innovations, ruptures and reminders of traditional values nourish a nationalist spirit based on ritual sacrifices. All the acts of everyday life: seizure of power, contract, marriage, birth, death .... are preceded by ritual sacrifices offered to the deities to ensure their success.[3]

It is also worth seeing the implication of sacrifices on leadership in America.

It was in the West of America that the Inca Empire developed. This Empire developed in the thirteenth century and extended from the valley of Cuzco (Peru) to the equator, Colombia, Bolivia, Argentina and Chile. The Inca civilization is transmitted orally it is a people of orality. It should be noted that the human presence in this territory dates from

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(1) Ibid.

(2) GILV. Bouillieret J. Assayag, « Hindouisme et Violence », LE CONFLIT, http://www. leconflit.com/article-hindouisme-et-violence-121432943.html, consulté le 12 mai 2022.

(3) C. Malamoud, « La dénégation de la violence dans le sacrifice védique », op. cit.

at least the thirtieth millennium before the present time.[1]

The founder of this Empire is Manco Capac who would have reigned around 1200 however it is only from the fourteenth century and therefore the seventh Inca emperor that the Empire begins its expansion by the conquests of all neighboring peoples.

The Inca Empire is a great empire that amazed Spanish conquerors and continues to fascinate lovers of the history of civilizations and the anthropology of civilizations. The monarch also called The Inca is considered the representative of God on earth. He is the civil, religious and military leader of the Empire. His blood is considered Divine and pure. The Inca King is approached barefoot, as well as his garment and his scepter in feather cross are sacred. The King of the Incas used only Gold and Silver in his everyday instruments. At his death, he was mummified and preserved in one of the most magnificent temples that punctuate the Peruvian civilization. The administration of the Inca Empire is divided into four provinces or suya: Conti-suya, Colla-suyu, Anti-Suya and Chincha-Suyu. The capital of the Empire, on the other hand, is divided into two portions: Hanan-Cuzco or upper Cuzco and Hurin Cuzco or lower Cuzco. Four roads starting from the capital connect the latter to the capitals of the four provinces or suya. Half of the Empire composed by Conti-Suya Colla-Suya is in spiritual relations with the other half of the Empire constituted by Hurin-Cuzco and Hanan-Cuzco[2][3][4]

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(1) H. Lehmann, Les civilisations précolombiennes, Presses Universitaires de France, 2012, Cairndomain: www.cairn.info, pp. 94-102.

(2) Ibid.

(3) Ibid.

(4) Ibid.

It is noted here that ritual sacrifices are made for the great religious ceremonies related to the installation of royal power first and then to the economy by territorial conquests and also to the future of souls after death. Thus gives rise to sacrificial rites: The death of the King, the Inca and the enthronement of a new King the new Inca; initiation of young people who go to war; to thank the God Huiracocha for the harvest, they also sacrifice for the Sithua festival to protect the Empire from natural disasters. The sacrifices have the effect of appeasing the wrath of God, Huiracocha. Sacrifices are composed of animal sacrifices. For harvests a non-animal sacrifice is offered. Every legal, administrative, or military act is preceded by a sacrificial oracle to know whether the act to be performed will benefit from the approval of the God, Huiracocha. The divinatory sacrificial oracle is used to predict the outcome of a war or battle and also to punish for a crime. [1][2]

It is therefore in the bowels of the sacrificed animals that one reads the oracle to allow the conclusion of the action that must be carried out. On the other hand, among the Mayans and Aztecs, Mesoamerican civilizations, sacrifice appears to be the key to institutional balance, they constantly sacrifice for the success of the acts taken. Among the Aztecs, sacrificial ritual life is particularly intense, punctuated by the Aztec calendar. The institutionalization of royal power and the assumption of governance of the kingdom requires ritual sacrifices[3][4][5]. Black Africa also knows the practice of sacrificial rites to ask for the help of the Spirits of the afterlife such as the Geniuses. Indeed, King Soundjata

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(1) Ibid.
(2) Ibid.
(3) Ibid., pp. 62-70.
(4) Ibid., pp. 31-45.
(5) Ibid.

uses ritual sacrifices to defeat Soumaoro who possess sorcerer's powers that allow him to disappear from the battlefield. The sacrifice will consist in the immolation of a hundred : white goats, white oxen, white roosters. In the end he wins his case since King Soumaorao is defeated and Soundjta liberates the Mali Empire[1].

All in all, it should be noted that the nature of the leadership that characterizes King Soundjata Keïta and King Alexander the Great is based on ritual sacrifices as a recourse to difficulty. With regard to King Saint Louis and King Mvemba Nsinga Alphonso I, we are in a leadership marked by the end of bloody ritual sacrifices. Indeed, the sacrifice of one God allowed the redemption of the multitude. Also, there is no need to sacrifice cattle. The only invocation of the blood of the God-King allows the resolution of all evils, the displacement of all The common religion of these two Kings is based on a bloodless sacrifice that is to say memorial. Only solitary or communal fervent prayer during the bloodless memorial sacrifice of the God-Messiah allows the resolution of difficult or even chaotic situations.

2) Comparative study between the leadership of King Saint Louis of France and that of King Mvemba Nsinga (Alfonso I)

Before the arrival of the Merovingian dynasty, Gaul (future Kingdom of France) was divided between many tribes who competed for the hegemony of said Gaul. King Clovis helped by the God of his wife Queen Clotilde managed to gain the upper hand and control of all these local chiefs. The story of France and that of the Monarchy begins with King Clovis. Moreover, it was in 751, during the reign of

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(1) M. Kouyaté, «La variabilité dans quatre versions de l'épopée mandingue», 2015, Bordeaux 3, pp. 58-59.

the Carolingian dynasty, that the papacy declared that the person of the King was inviolable. Henceforth, every King of France is placed in a higher rank than his subjects. This is Divine Right Kingship. Despite Charlemagne's conquests, the Carolingians were unable to preserve their Empire because of Frankish customs that weighed down the development of institutions. At the death of Charlemagne his Empire was divided between his three sons. It was the Treaty of Verdun of 843 that divided Europe into three kingdoms and drew the borders of France. In total, it is with the Capetian dynasty that the French Monarchy reaches its peak with the reign of King Louis IX who becomes King Saint Louis. [1]

In the chapter "Consolidation of royal power" of his work Louis IX ou Saint Louis (1214-1270) Roi de France (1226-1270), Jean Favier *writes: "The prestige that Louis IX is worth his virtues is added to that which he draws from a hereditary succession hitherto flawless, which makes royalty a kind of priesthood"*.[2]   This passage summarizes the Royal leadership of King Saint Louis dominated by faith and sustained piety and the will to spread this faith. This characteristic of the kingship of Saint Louis can be compared to that of King Mvemba Nsinga (Alfonso I). Just as King Louis IX said Saint Louis, King Mvemba Nsinga (Alphonse 1st) is presented as a Holy King, who teaches faith to his subjects to make his Kingdom, a kingdom of holiness, the testimonies of missionaries who approached the latter attest to this reality. Indeed, King Mvemba Nzinga who is the first Manikongo, is considered the greatest monarch of the Kongo kingdom, moreover European and African historiography present him as "the apostle of Kongo". It should

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(1) H. Medori, Les rois de France: La monarchie de Hugues Capet à Louis XVI, Vichy, Aedis, 2002.

(2) J. Favier, Louis IX ou Saint Louis (1214-1270) Roi de France (1226-1270).

also be noted that the Kongo Kingdom is both a Kingdom and an Empire. It can be said that the Royal Leadership of these two Kings corresponds to a Leadership of Holiness.[1]

King Saint Louis
(Paroisse Rochefort)

a) Two Kings Priests, engaged in a conquering Royal leadership to spread the wisdom and freedom of faith

In the Western Middle Ages the good King is the most religious man in the Kingdom. The King must be pious and wise, merciful and just, courageous and prudent. He must carry within him the qualities of the cleric and those of the knight. He must prepare his people to enter the heavenly paradise as well as he must prepare them for the eventuality

(1) J. Thornton, «The Origins and Early History of the Kingdom of Kongo, c. 1350-1550», The International Journal of African Historical Studies, vol. 34, n° 1, 2001, pp. 89-120. See also A.F. Nganga, Monseigneur Dom Henrique Ne Kinu A Mvemba 1495-1531, Edilivre, 2018.

of war. In addition to all the administrative and technical functions that he must fulfill, the King must assume the functions of priest. The King's wisdom is acquired from childhood. Thus, King Saint Louis had from his childhood the greatest tutors, the greatest scholars and the most experienced knights. He is trained in foreign languages as well as history. The future King learns the arts of war but also of rhetoric. Indeed, verbal eloquence is very important because the future King must speak in Assembly and also educate his people. The art of speech is very important in his function as King. The King takes his decisions in council (noble assembly, assembly of clerics, Estates General, King's advisors) because solitary decisions are considered dangerous. The choice of councillors is one of the King's subtle duties. It will be emphasized here that the instruction of Saint Louis was first religious and moral insofar as the King must respect the divine laws and avoid pride.

Well trained, well surrounded, the Prince has good government to ensure the general interest. Good government is regarded in the Middle Ages as the fact of guiding well to the celestial port, the ship of the Kingdom. Thus, the King holds the rudder. The King of France is in principle the head of good government. He exercises effectively and in the interest of all royal functions. The King of France derives his power from God. In the Western Middle Ages, only the emperor and the pope were sovereign but from Saint Louis, the King of France became Emperor in his Kingdom. Only he can make the law and judge in the last resort. Only he can declare and conduct war in the dying world where he is responsible for peacekeeping. Only he can tax the activities of the kingdom for the common good. Saint Louis assumed military, judicial, and fiscal functions. The King of France is now with Saint Louis more

than a lord. It is the centralization of power around the person of the King. We see here that the centralization of power is a real characteristic of the Monarchical Regime established by King Saint Louis. It is because St. Louis possesses an unshakable faith that he became a Saint. His prayer life is a reflection of the spirituality of his time: eschatological messianism, attraction to Dominican religious orders and especially Franciscans. His piety is recognized: daily presence at Mass, devotion to the holy relics. It is here that we understand why King Saint Louis brought back the Holy Relics in France. His whole life was inhabited by an apostolic desire, a thirst to spread the Gospel to convert places where Christ is not known. It is recalled here that in the thirteenth century the crusades is not a crusade but a pilgrimage. Whether it is a movement ad extra towards the Saracens or ad intra against the Albigensians and others[1] .

For his part,King Nzinga Mvemba Aphonso I, is known for the power he wields with the word. His speeches touch the hearts of Kongos. It is reported that a letter written to the King of Portugal mentions that the Kongos converted to the virtuous and spiritual life after a speech by King Mvemba Aphonso I because of the power of the words that came out of his mouth. As has been pointed out, King Aphonso forbids the practice of witchcraft and other depraved morals. The Portuguese present in the Kongo Kingdom hasten to relay the image of King Nsinga Mvemba Aphonso I as that of a Holy King, a Lord of the Faith whose primary objective is to spread the faith. This is shown by the report of the priest Ruy d'Aguiar dated May 1516. The priest Ruy notes in this report that: "King Aphonso was such a great King that the chronicles of

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(1) J.-B. Noé, « Saint Louis et la justice », 25 août 2013,https://www.jbnoe.fr/Saint-Louis-et-la-justice, consulté le 18 décembre 2022.

Portugal call him "the apostle of Kongo". The royal policy of Aphonso was to consolidate the Monarchy by a conversion of all the people to the spiritual and virtuous life.[1]

b) Two Kings with Royal leadership under the sign of institutional reforms to consolidate the Monarchy

It is through a Royal leadership placed under the sign of institutional reforms that these two Kings undertake to consolidate the Monarchy[2] .

In 1247, Saint Louis created a service of royal investigators, specialized in the audit of all services and who directly inform the King of everything that happens in the services of the Kingdom. Their mission is to suppress abuses in the fields of justice, administration, taxation, and the army. With the ordinance of 1254, King Saint Louis created the Bailiffs and provosts, the Senachaux who [3] are inspectors who work in several districts. They are obliged to comply with the strict rules of public accounting established by the said ordinance. The royal investigators ensure compliance with all the ordinances established by the King. They watched over the Bailiffs and Provosts as well as the royal officers. The investigators set the limits of each body and transmitted all complaints to the King in writing[4]. King Saint Louis divided the politico-administrative domains of the Kingdom into three parts. He created the Parliament which deals with political affairs, he also created the Court of Auditors which he established in turn of the

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(1) A. Lagamma, Kongo - Power and Majesty, New York, Yale University Press, 2015, p. 92.

(2) F. Olivier-Martin, Histoire du droit français des origines à la Révolution, [Paris] : Domat Montchrestien, 1948, pp. 100-102, 202-229.

(3) Ibid.

(4) Ibid.

Temple. In 1254, he published the "Great Ordinance" also known as the "*Statutum generale, statuta sancti Ludovici*".[1]   This great ordinance made it possible to reform the Royal Government. This great Ordinance forbids royal officers any social discrimination, it orders them to dispense justice without distinction of persons and also to refuse any gift. This Great Ordinance fights all corruption in the institutions of the Kingdom.

At the level of justice, King Saint Louis established the presumption of innocence by prohibiting the convict of a person without trial. He therefore established that any accused person was presumed innocent. This is the advent of the fair trial[2] .

It establishes measures to combat famine such as the transport of wheat and other measures to combat hunger. It should be noted that taverns are reserved for travelers and forbidden to the local population.

By Ordinance of 1254, King Saint Louis applied a series of measures that made it possible to moralize public life in the Kingdom of France: he prohibited gambling. It also prohibits dice games and their manufacture as well as chess games, lady's games, as well as *"trictrac"* which are twice as reprehensible as a gambling game[3].

At the economic level it prohibits lending at interest and usury. King Saint Louis, who aims to lead his people to the salvation of their souls, forbids prostitution[4] .

By the Ordinance of 1256, King Saint Louis abolished torture. By the

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(1) J.L. Goff, Saint Louis, Paris, Folio, 1999, p. 252.
(2) Ibid., p. 260.
(3) Ibid., p. 252.
(4) Ibid.

Ordinance of 1954 it prohibits prostitution, any woman who engages in prostitution is expelled from the city and any person who offers her a house to establish her prostitution business[1] .

According to Dieudonné Adolphe a coin is considered a Royal Mint when it is issued under a royal order and the title and weight are fixed by the sovereign for the entire territory of the Kingdom and whose proceeds are regularly paid to the Treasury.[2]

Thus, King Saint Louis issued a series of ordinances to reform the monetary system. It prohibits the circulation of foreign currency in the Kingdom of France reserved for the Royal Mint. He created the gold coin, the gold ecu. He created the Big Tournament, silver coin[3] .

In terms of monetary leadership, King Saint Louis really stood out to win the golden palm of good money. It is because of the monetary reform of St. Louis that the thirteenth century is presented as "the Century of good money[4]". The bimetallic monetary system articulated around a gold coin the ecu, a silver coin, the wholesale, and small billon coins and this, to fight against inflation and ensure the circulation of money and the justice of exchanges[5]. Todo this, it creates a currency of account which constitutes the central element of a monetary system[6].

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(1) Ibid.

(2) A. (Adolphe) Dieudonné, Les monnaies capétiennes ou royales françaises, Paris : E. Leroux, 1923, p. 1 Chapitre 1er Les monnaire capétiennes.

(3) J. Blanc, «La complexité monétaire en France sous l'Ancien régime: étendue et modes de gestion», in De Pecunia, vol. VI, 1994, pp. 81-111, p. 5.

(4) J.L. Goff, Saint Louis, op. cit., pp. 765-767. See also J.L. Goff, Le Moyen Âge et l'argent, Perrin, 2019, Cairndomain: www.cairn.info, pp. 15-34.

(5) M. Bompaire et F. Dumas, Numismatique médiévale: monnaies et documents d'origine française, Turnhout, Belgique, Brepols, 2000, pp. 439-443.

(6) J. Blanc, La complexité monétaire en France sous l'Ancien régime, op. cit., p. 5.

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He banned counterfeit money, imposed the royal mint as the sole currency of the Kingdom of France and gave his country monetary sovereignty[1]. The good currency of St. Louis becomes the world monetary standard as well as a dollar. The currency of Saint Louis is copied all over the world[2]. At the architectural level, King Saint Louis built Notre Dame de Paris, the Cathedral of Chartres and Amiens, Reims, Rouen, Beauvais d'Auxerre. He also built many churches and abbeys, convents and monasteries[3]. Under the reign of King Saint Louis Paris became an artistic capital with elegant architecture and many workshops of embroidery, ivory, tapestry, jewelry and precious stones.

King Saint Louis founded many universities, the most famous of which was that of the Sorbonne which was to accommodate poor students, non-boarders, he awarded scholarships to finance their studies.

At the level of Health he founded the Hospital Centers such as the Hospice des Quinze Vingt in order to take in the destitute blind of Paris. The King grants a scholarship for the destitute blind. He founded the Hôtel des Audriettes to welcome widows and destitute women. He founded the Hôtel Dieu throughout the France and placed nuns there to care for the sick. King Saint Louis bequeathed to the nuns his country house in Pontoise to welcome the poor.

From a military point of view he created many fortifications, bases and military buildings. He created ports and naval fleets[4]. He is the victorious King who defeated the English.

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(1) M. Bompaire et F. Dumas, Numismatique médiévale, op. cit., pp. 439-443.

(2) J.L. Goff, Saint Louis, op. cit., pp. 765-767.

(3) Ibid., pp. 165-172.

(4) Ibid., pp. 176 et 762.

The Royal Policy of Mvemba Nzinga is to make his Kingdom a virtuous and spiritual land based on literate nobility. King Alphonso Nzinga Mvemba sees virtue and education as keys to the consolidation of his power and the whole of royalty. King Mvemba therefore undertook the construction of many schools. By the[10th] year of his reign, there were thousands of students in the Kingdom. Indeed, in 1516, the vicar Ruy d'Aguiar indicates in his report the presence of a thousand students in Kongo, thus demonstrating the success of the educational reform of King Mvemba Nsinga Alphonso I. For the King only piety and knowledge in the sense of education are the keys to the consolidation of power.

c) Two Kings leaders peacemakers and whose Justice is recognized internationally: the art of speech

Regarding the power of the word and justice of King Mvemba Nsinga Aphonso I The report of the priest Ruy of May 1516 indicates that the words of the latter come from the Divinity. "When he gives an audience or conducts trials, his words are inspired by God and examples of saints." "May Your Highness learn that his life... is such that it belongs to me, not as a man, but as an angel sent by the Lord to this kingdom" These are praises that testify and will continue to testify to the holiness and leadership of justice of King Mvemba Aphonso I[1] .

In one of the letters of King Aphonso Nsinga Mvemba, Alfonso I dating from 1526 and addressed to the King of Portugal against the slave trade and the levy on the Kongolese people, we can read: "*Every day the traders kidnap our people, the children of this country, the sons of nobles and vassals, even members of our own family. This corruption*

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(1) A. Lagamma, Kongo - Power and Majesty, op. cit., p. 92.

and depravity is so widespread that our land is completely depopulated. We only need priests and teachers in this kingdom and not merchants, unless it is wine and bread for Mass. We wish that this kingdom would not be a place of trade or transportation of slaves. A number of our subjects yearn for the Portuguese goods that your subjects have brought into our kingdoms. To satisfy this excessive appetite, they seize many of our people, free men (...) and very often it happens that they even kidnap nobles and sons of nobles, and our parents, and take them to sell them to white men, they are branded with a hot iron. When our guards recognize them when boarding the boats, the whites claim to have bought them and they cannot tell whom. It is our duty to do justice and to give free men their freedom, we cannot carry out our mission because your subjects claim to be offended, when we point out to them (...) To avoid this we have passed a law... »[1] .

Relations between King Afonso Nzinga Mvemba and the Portuguese deteriorate an attack on his person was missed on Easter Day 1539. Afonso Nzinga Mvemba died in 1543 under unknown circumstances.

As for King Saint Louis, the latter is presented as the King of the word , the King who governs by the word. It is through words that he exercises the two highest functions of the Kingdom: justice and peace. King Louis IX is regarded as the justicier King who questions and renders sentences himself in the famous "plaids of the door" now known as "requests" as Joinville points out. When he dispenses justice King Saint Louis is seated under a tree, leaning on the trunk of said

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(1) A. Brásio, Monumenta missionaria africana. Africa ocidental, Lisboa, Agência Geral do Ultramar, Divisão de Publicações e Biblioteca, 1958. See also J. Thornton, « Early Kongo-Portuguese Relations: A New Interpretation », History in Africa, vol. 8, ed 1981, pp. 183-204.

tree more exactly an oak in the woods of Vincennes. King Saint Louis is presented as a soothing who arbitrates his word like Solomon in his time. As the historiography of[1][2][3] King Saint Louis indicates, he restores peace not only in his Kingdom but also in other Royaumes. The justice of King Saint Louis is appreciated throughout the world people come from far and wide to listen to his sentences. It is he who is called to arbitrate conflicts between countries and Kingdom. King Saint Louis becomes the international arbiter, the Saint Louis sentences are listened to and followed internationally. This love of the word of truth leads St. Louis to forbid bad speech, bad language, swearing. Thus blasphemy against the Godhead and the Saints is prohibited.

Saint Louis is the most important King in the political history of the West and even the world in the thirteenth century. It is the central element of the thirteenth century to such an extent that the thirteenth century is called the century of Saint Louis still called "*Louis IX is geographically, chronologically, ideologically, the most central of the great characters*" *of the* thirteenth century. He is the major figure of the medieval West. [4][5] With 1245, he forbade private wars by ordering a truce of forty days when a discord arose between two parties in order to appease anger. Any revenge is prohibited at the end of the period. Saint Louis is truly a great King. Speaking of Saint Louis, Mathieu Paris wrote that the "King of *France is the King of Kings of all the earth*".[6]

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(1) J.L. Goff, Saint Louis, op. cit., p. 693.

(2) Ibid.

(3) Ibid.

(4) Ibid., p. 16.

(5) Ibid.

(6) A. Clairand et M. Prieur, Les monnaies royales françaises 987-1793, Paris, Editions Les Chevau-Légers, 2009, p. 20.

d) Royal leadership marked by the end of ritual sacrifices

In the book entitled "Hidden Things and the Origin of the World" we learn that the God Messiah came to put an end to centuries of ritual sacrifices that have characterized the history of humanity since the beginning of time [1].

This is the thesis of René Girard demonstrates that the God Messiah comes to substitute centuries ritual sacrifices to impose a bloodless ritual: the Holy Mass or memorial sacrifice[2] .

If religious sacrifice is a central institution in the history of humanity, it is precisely because its function is to prevent conflicts from breaking out[3].   Crises that threaten peace and community unity require a response: the sacrificial rite[4]. Even in the Greek or Roman cities where a judicial system supported by policed states reigns, we see that the practice of sacrifice does not cease in any way. Sacrificial rituals are practiced in parallel with the exercise of politics and justice. It is the same for Black Africa of yesterday but also of today. Indeed, a link is made between social inequalities linked to an unbalanced distribution of wealth and the implantation of the liberal economic system and the practice of ritual sacrifices[5].

In his book Mensonge romantique et Vérité romanesque, René Girard shows how his conversion to the bloodless memorial sacrificial

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(1) L. de Heusch, Le sacrifice dans les religions africaines, op. cit., pp. 36-37.

(2) R. Girard, Des choses cachées depuis la fondation du monde, Paris, GRASSET, 1978.

(3) R. Girard, La violence et le sacré, Paris, Fayard/Pluriel, 1972, p. 30.

(4) Ibid., p. 35.

(5) N. Beddiar et M.S. Cataleta, « La protection des enfants face aux crimes rituels au Gabon », Revue Lexsociété, janvier 2022, https://hal.archives-ouvertes.fr/hal-03543452, consulté le 12 mai 2022. ; J. Mussavu Mussavu, Les enfants en situation de rue à Libreville au Gabon, thèse de doctorat de sociologie, Université de Rouen, 2009, 2012.

rite can be compared to a romantic conversion. René Girard theorizes the phenomenon of romantic conversion, which in his opinion becomes a religious conversion. It must be understood that the world Preancient, Ancient and even a certain Middle Ages and even contemporary has as its leadership the political-legal regulation social and economic through the practice of ritual sacrifices. However, the particularity with the bloodless memorial sacrificial regime as the foundation of leadership implies a spiritualization of the physical aspect of ritual sacrifice which thus generates spiritualized leadership.

From a sociological and anthropological point of view, the sacrificial regime of Jesus Christ is a vector of bloodless morality, a morality of good smell, and therefore, a good channelizer of violence in the exercise of leadership. Indeed, the peculiarity of the sacrificial regime set up by Jesus Christ is that it is spiritual in nature. Jesus Christ spiritualized sacrifice the physical aspect of sacrifice. Christianity came to put an end to centuries of bloody sacrifices made on the living. The sacrifice of one was enough to end centuries of killing for the cause of sacrificial rites of regulation. We can therefore see in the advent of Christianity the culmination of the great millennial movement of spiritualization of sacrifice. In other words, the end of sacrificial violence establishing a bloodless memorial rite. Very quickly, the idea already emerges on the eve of the entry of the Messiah that the Godhead does not need meat sacrifices. The prophet Amos already rejected these practices: "When you offer me burnt offerings, I do not look at your oblations. (...) But let the right as water, and justice as a torrent that does not dry up" (Amos 5:22-24) Jesus therefore repeatedly denounced sacrificial practices in which animals were sacrificed. [1] He confirms Hosea's prophecy

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(1) (Jean-Marie Muller "When Jesus frees the animals of the Temple", La Croix 14/02/2017)

by saying, "It is mercy that I want, not sacrifice" (Matthew 9:13 and 12:7). But the word of Christ was not heard, so he decided to take action so that the killing of the living ceased. [1] Mark mentions that the day before, Jesus had entered the Temple and that he had looked at everything as if to locate the places[2] . John speaks of a whip "Jesus finds in the Temple the sellers of oxen, sheep and doves and the seated money changers. Making himself a whip of ropes, he drove them all out of the Temple, and the sheep and oxen; he spread the money of the money changers and overturned their tables and the sellers of doves: Take it out of here" The behavior of Jesus is firm he does not content himself with preaching to denounce what seems to him to be a scandal but he also decides to put an end to sales inside the Temple. In order to stop ritual sacrifices on animals, he urged the Temple merchants to stop this macabre trade.[3]

It is ultimately men who need sacrifice to purify themselves and for their perfection and not God's will.

This wisdom is the wisdom of Christianity which for the men and women of the civilization of the 13th century of the West and even of a certain Africa of the same time is at the origin of civilized humanity in other words, that of the Holy King sacrificed to redeem the World that is to say to correct the disorders that affect humanity. This is what Anthropologists and Ethnologists, Linguists and other scientists working on the civilizing origins of humanity affirm.[4]

This is why Saint Paul presents the apostles as the good smell of

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(1) Idem

(2) Idem

(3) Idem

(4) J. Vidal, « Symboles et religions. Cours de l'année 1986-1987 », op. cit., p. 242.

Christ who is the sacrificed victim: "*We are, indeed, for God the good smell of Christ.* [1] The crucifixion is not only a glorification leading to the resurrection, but it is also a sacrifice for the good of humanity which is based on the good smell that emanates from the gospel.

"Live in love, as Christ loved us and gave himself up to God for us, as an offering and victim, like a fragrance of pleasant smell. »[2]

« Christianity is not a brake on thought but something that stimulates it and constitutes an inexhaustible resource for understanding the world as it is. »[3]

All in all, for anthropology, the sacrificial regime of memory is a vector of bloodless morality, a morality of good smell, and therefore, a good channelizer of all violence[4] in leadership. To ward off all forms of violence in their kingdoms, King Saint Louis and King Mvemba Nsinga Alphonso have chosen a sacrificial regime of memory, that is to say, not bloody. In order to achieve a leadership of good smell. It is the good smell of morality that is the key to Royal Leadership[5].

Conclusion: The observance of a return of the Traditional Kings of Black Africa on the political scene

How to explain the disappearance of the glorious world of Prehistoric and Ancient Black Africa from the Sacred Empires of sub-Saharan Africa?

It must be remembered that the empires of civilized Black Africa

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(1) 2 Corinthians 2:15

(2) Ephesian 4:2

(3) René Girard : la violence et le sacré — KTOTV, 24 janvier 2016.

(4) R. Girard, Des choses cachées depuis la fondation du monde, op. cit.

(5) Ibid.

are surrounded by other African tribes extremely bellicose and not yet civilized. These uncivilized barbarian tribes that surround these powerful empires are comparable to the barbarians who line the borders of the Roman Empire. Indeed, in ancient black Africa and in that of the Middle Ages fortresses separate the civilized world and the uncivilized world. So there are educated and sophisticated black populations who live in the Empires and on the other side of these Empires there are other uneducated, and very rebellious black populations who constantly attack these Empires, which unfortunately are always exposed to the jealousy of neighbors. This reality of African antiquity is similar to that of the Romans who also built a gigantic demarcation line or fortifications in order to separate themselves from the barbarians. These separation fortresses are referred to as "limes" and stretch all along the Rhine and Danube. It may be considered that this fortress of separation between the civilized world and the barbarian world should not be equated or confused with what might be described as a wall of separation between distinct races. Indeed, antiquity does not know the distinction of races, races do not exist as is the case in modern civilization. In antiquity the distinction between the different populations that populate the world is made only in relation to education and especially from religious education. Thus, we separate what is educated, i.e. civilized, from what is not.[1]

We can say that until the 15th and even until the 19th century Black Africa retained its civilization in other words its Royal leadership as attested by the German Ethnologist Leo Viktor Frobenius. Indeed, it was in 1904 that Leo Victor Frobenius undertook his first expedition to Black Africa in the Congolese Kasai. And it was at this time that he formulated his Theory of African Atlantis. He will therefore travel

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(1) C.-A. Diop, Antériorité des civilisations nègres: Mythe ou vérité historique?, Paris, Editions Présence Africaine, [Rééd.] édition, 2001, pp. 67-73.

in Africa until 1918 and especially in Sudan. Frobenius is one of the first ethnologists to question the colonialist theses according to which when Europeans arrived in black Africa they would have found savage peoples to whom they would have brought civilization. On this subject he writes: "[1]*When they arrived in the Bay of Guinea and landed at Vaida, the captains were very astonished to find well-appointed streets, bordered for a length of several leagues by two rows of trees; They crossed for long days a countryside covered with magnificent fields, inhabited by men and women dressed in bright costumes whose fabric they wove themselves! Further south in the Congo Kingdom, a teeming crowd dressed in silk and velvet, well-ordered Great States, and this in every detail, powerful Sovereigns, opulent industries. Civilized to the marrow of the bones! And quite similar was the condition of the countries on the eastern coast, Mozambique, for example.* »[2]

This study showed how the leadership of the Sacred Monarchy of Black Africa has allowed the construction of great Empires for centuries. As such, Augustin Holl wrote that: "The prehistory of *Africa is literally the prehistory of humanity. Archaeological research carried out in Africa is the work of all academic traditions, offering a multiplicity of perspectives on the evolution of human societies. In addition, the continent has the longest archaeological sequence in the world from the beginnings (...) of humanity to the contemporary period. It (...) (is) question of the great features of prehistory (...) from the distant origins of the first tools to the development of the first cities and states*".[3]

(1) C.-A. Diop, Nations nègres et culture, op. cit., p. 342.

(2) L. Frobenius, Histoire de la civilisation africaine, op. cit. See also C.-A. Diop, Nations nègres et culture, op. cit., p. 342.

(3) A. Holl, Préhistoire - AFRIQUE, Encyclopædia Universalis.

International perspective in Leadership: Challenges and opportunities

How to explain the bankruptcy of the leadership of contemporary Black Africa after so many glorious centuries?

Studies show that pre-colonial African leaders were visionary, capable and selfless leaders in the service of the protection and development of their peoples. Nowadays, leadership is cited as one of the major challenges to Africa's development. According to B. E. Awortu and Michael, T.B., this is explained by the entry into contact of African societies with European powers, the merger of kingdoms, states and the introduction of foreign administrative management structures in total inconsistency with local realities marked the beginning of the weakening of leadership in sub-Saharan Africa. With regard to Mali, where the Kurukan Fuga Charter continues to govern in part the organization of society, the functioning of human relations, the management of community life; There is a certain disconnection or even abandonment of the practices and ways of leadership from the colonial period, which are still in force. [1]

When sub-Saharan African countries gained their independence, the leaders who fought for the independence of their countries were mostly assassinated: Sekou Touré (Guinea), Modibo Keita (Mali), Thomas Sankara (Burkina Faso), Patrice Lumumba (Congo Brazzaville), for the benefit of corrupt leaders, who instead of working for the development of their country have established corruption and nepotism. in order to get rich and never leave the presidential seat again. We are witnessing cumulations exceeding the three presidential mandates.

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(1) International Journal of Novel Research in Humanity and Social Sciences Vol. 5, Issue 1, pp: (28-36), Month: January - Feburary 2018, Available at: www.noveltyjournals.com

These leaders make decisions that favor private interests to the detriment of the interests of their peoples, thus creating situations of permanent tension.

Leadership in sub-Saharan Africa should therefore return or integrate the moral and political-economic values of the great leaders of Prehistory, Antiquity and the African Middle Ages such as Nzinga Mvemba (Alfonso I) and Soundjata Keita, and many others, without forgetting the leaders of the time the Negro Pharaohs. All these African leaders have contributed to the history of human civilizations and in a broader perspective we could compare King Nzinga Mvemba to the King of France Saint-Louis just as King Soundjata Keita could be compared to King Alexander the Great.

Finally, this work on the Royal Leadership of Ancient Black Africa has awakened the issue of Monarchical Leadership as an ideal of political governance. Indeed, this study on the Royal Leadership that made the glory of Ancient Black Africa and the Middle Ages, we can legitimately ask the question of the feasibility of the Monarchical regime. More precisely, can we say that the Monarchical Regime is at the origin of a more efficient and authentic Leadership than the Republican Leadership?

The Kings of Africa have not disappeared, there are more than a thousand. One thinks here of King Mswati III, the last absolute monarch of Africa who currently rules Swaziland in his Ludzidzini Palace in Mbabane, the capital.

Whether they are called princes, kings or chiefs, the Traditional Kings of Black Africa are a very ancient reality. They still have powers but much more social, except for King Mswati III who governs fully. It is

therefore observed that some of the Traditional Kings have kept a strong political influence because of the good reputation, in other words, the leadership they continue to exercise among the local populations who see in Traditional Kingship a source of stability, an immutable tradition. Indeed, African peoples are attached to Traditional Royalty insofar as obtaining the complicity of these Kings appears decisive to ensure the support of an entire Ethnic Group or even a whole People.

What role do the traditional kings of Black Africa play today? What place do these traditional kings occupy in regional and national political games and issues? In the period of current Africa marked by the return of Traditional Kings in Modern politics, is Traditional Royalty an obstacle or an asset to the good governance of Modern State Institutions?

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