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## Toxic Vs Contemporary Leadership Practice in 21<sup>st</sup> Century

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### Abstract:

Leadership has always been difficult, Future leaders will face new challenges like 4<sup>th</sup> industrial revolution and smart technology in the workplace. The difficulties call for leadership in the future generation to manage and expand their venture in a different way in the 21<sup>st</sup> century. Leaders will encounter difficulties and challenges during the next decade that neither present nor previous leaders have encountered. Leaders of the future cannot afford to run their companies solely by following established procedures. They must futuristically move their organizations into the future. It isn't that easy, of course. Since new technology is developing so swiftly, it frequently seems that once something is understood, it becomes outdated and a better one appears. Leaders must be aware of advanced/smart technology and have the flexibility to shift their perspectives to comprehend what recent advancements are most crucial and what is in the works. The abilities and traits needed to successfully manage a team or workforce both now and in the future are embodied by a contemporary leader. A leader must be able to inspire, encourage, and communicate with their team in order to achieve the company's goals, even though having a vision and carrying out a plan are critical nowadays. Given that the future is inherently unclear, contemporary leaders must possess the capacity to innovate, adapt, and prosper in the context of today's business and society. However, as successful teams, professions, and organizations in the near future will need leaders who can respond to any major changes in society and innovate, contemporary leaders must also be ahead of the curve in terms of their operational functioning and strategy. By 2025, millennials will account for majority of the workforce, meaning that most executives will need to manage a new generation with unique needs. Future leaders in this generational change should read the significance of this shift by knowing the motives needed to lead their millennial workforce, since Gen X leaders hold the most elite leadership posts in the world. In addition to generational changes, the corporate world is undergoing rapid change due to ongoing advancements in technology and working circumstances. Future leaders, regardless of the time period, are expected to steer their course while welcoming novel advancements or complex problems as they arise. This is an analytical study where author tried to offer a comprehensive synopsis and evaluation of toxic leadership, its difficulties, and contemporary leadership challenges, practices in the 21<sup>st</sup> century, when cutting-edge technology is crucial.

**Key Words:** Contemporary, leadership, toxicity, OT, digital, smart, technology

### 1. Introduction

Today significance of leadership is becoming increasingly recognized in the modern era. Effective use of technology and a contemporary lifestyle have become essential components of leadership in today's ever-changing environment. Every element of human existence is significantly impacted by technology, which is also changing how contemporary leaders communicate, handle day-to-day tasks, and run/work in their organization. In addition to increasing productivity and efficiency, modern leaders can stay ahead of the competition, innovate, and make well-informed decisions by leveraging technological breakthroughs. The most effective executives in the world are aware of how much technology can help them with personnel management. Additionally, it can help with team formation and work tracking across all channels and locations globally.<sup>1</sup> The typical workplace is no longer as traditional as it once was due to globalization and

technological advancements. Once more, workplace toxicity is a common problem nowadays that can impair worker productivity and the success of the organization as a whole. Today's executives must embrace a more contemporary management style if they are to succeed. This entails being adaptable and receptive to change while simultaneously accepting narrative and tactics. There is a claim, meanwhile, that conventional leadership is still relevant and that the two strategies can be used in tandem. In the 21<sup>st</sup> century, when an organization is experiencing rapid expansion, development and dealing with creative and changing demands, contemporary leadership may be more appropriate. The author of this analytical research work tried to offer a comprehensive synopsis and evaluation of toxic work place, such leadership, its difficulties, and new leadership practices in this century cutting-edge technology are vital.

Technical feasibility, financial viability, and legal acceptability are the three important factors that a leader must verify their plan meets before adopting any technology-driven endeavor. A leader has to think about the technical feasibility of the idea by seeing if it fits in with what the company already has in place. To ascertain the feasibility of the plan's implementation, a comprehensive technical evaluation must be carried out. Finding out whether it can be funded is the next step.<sup>2</sup> The expenses of implementing technology must be considered by leaders. The advantages should exceed the costs; hence they should analyze the Return on Investment (ROI). In order to do these things, leaders need to figure out things like initial investment, ongoing costs, and possible income. Assessing the legitimacy of the proposed change is the next crucial step. Leaders must master the complexities of legal and regulatory systems to maintain conformity.<sup>3</sup> On order to stay out of legal hot water, they need to be well-versed in data privacy laws, IP rights, and any other applicable regulations. The development of technology and its effects on society are evidence of the remarkable human capacity for innovation. A leader's ability to incorporate the revolutionary potential of technology into their decision-making hinges on their awareness with this development. The wheel's revolutionary impact on transportation and trade has been crucial in the expansion of civilizations. Extending their empires, the rulers of that time took use of this technological innovation that was both simple and strong. Manufacturing and transportation were both revolutionized by the development of the steam engine, which sparked the revolution in manufacturing. Revolutionary leaders like James Watt used this technology to propel society forward and shake up whole industries. Innovation moved at a breakneck speed with the rise of computers and the Internet.<sup>4</sup>

By simplifying operations, enhancing communication, and increasing market reach, leaders gain a competitive edge through embracing digitalization. Thanks to artificial intelligence (AI), machine learning (ML), deep learning (DL), the Internet of Things (IoT), blockchain, and predictive analysis, automation, big data, and data-driven decision-making are accessible to today's savvy and modern executives' data. There are a lot of areas of life, businesses, and industries that can profit from these cutting-edge technologies. The positive effects of utilizing the technology are gaining momentum across many industries. A smart and digital revolution is being guided in by technology. Contemporary leaders need to keep up with technological advancements. In any case, they won't be able to link up and put his leadership into action at a worldwide pace. The revolutionary potential of AI and robots in automating jobs, boosting decision-making, and streamlining procedures are set to disrupt the workplace over the next decade. By analyzing massive amounts of data, finding trends and patterns, and making remarkably accurate predictions, AI-powered products can be truly extraordinary. Efficiency, cost-effectiveness, accuracy, data-support concept, and competitiveness can all be enhanced when leaders make choices based on information. In addition, AI has the ability to automate mundane jobs, allowing both men and subordinates more time to concentrate on higher-level, more creative endeavors. This change in attitude encourages creativity and grows a happier, more invested staff. At last, AI makes it possible for teams to provide more customized experiences, such as individualized career routes and learning and development programs. Leaders can build a resilient organization that can adapt to the changing military landscape and future battle-space by utilizing AI and other modern technologies. This organization will be more purpose-oriented, agile, resilient, and future-proof. Using AI, students can tailor their education to their specific needs. The educational process and the abilities of educators can both be enhanced by the technological advancements made possible by artificial intelligence. Major Banks and other financial organizations are incorporating AI into their investment strategies. Aladdin, BlackRock's artificial intelligence engine, is utilized for investment decision support by both the firm and its clients.

Leadership is the capacity to express a vision, adopt the principles of that vision, and cultivate an atmosphere in which all individuals can achieve the organization's objectives and their own personal requirements. Organizational leaders are typically defined as individuals who possess command, position,

control, governance and authority at the highest echelons of an organization. Nevertheless, this is entirely inaccurate. They are the individuals who motivate and inspire others with their behavior, style, and abilities. Modern leaders are surrounded by individuals that share their passion, drive, and thought process. They have genuine following, team members, and lovers; nonetheless, they are not motivated by fame or popularity. Their vision and objectives are evident, and they were implemented without the necessity of obtaining special privileges, rights, or positions. Modern leadership is not contingent upon one's status or position. Typically, they remain as a top executive who oversees the subordinates are compelled to adhere, even if their views and vision are in stark opposition. Contemporary leaders do not require any particular tie or connection to a position or social status in order to influence and persuade individuals to believe in them.<sup>5</sup> Contemporary leaders don't need high-ranking titles to prove their effectiveness. The rise of technologies like IoT, AI, ML, DL, blockchain, big data, etc. is transforming the workforce, impacting fields such as law, engineering, and healthcare. Traditionally, leadership emphasized expertise, but that emphasis is shifting. Future leaders must focus on managing relationships and fostering collaboration within teams. The ability to communicate, motivate, and influence is essential for effectively managing human resources and benefiting both the company and its workers.<sup>6</sup> Recent leadership becomes a powerful force when individuals are willing to harness their influence, articulate a compelling vision, and create a lasting impact.

The term "organizational toxicity" (OT) describes an environment where workers are unhappy and have issues, which in turn lowers their interest in and dedication to their work.<sup>7</sup> The term "organizational toxicity" (OT) describes an environment where workers are unhappy and have issues, which in turn lowers their interest in and dedication to their work.<sup>8</sup> Both individuals and organizations are badly affected by organizational toxicity, which is a major issue in today's workplaces. Organizational toxicity creates harmful working conditions that negatively affect employees' physical and mental health, leading to issues like depression and burnout. Therefore, it is clear that organizational toxicity is harmful to workers and may jeopardize businesses' viability.<sup>9</sup> Because they fear rejection or criticism, employees in a lethal work place may be hesitant to express themselves, voice problems, or share ideas. Racism, dishonesty, and broken promises are just some of the unethical behaviors that can flourish in a hostile work environment.<sup>10</sup> Leadership is based on building relationships, and toxic work environments affect employees at all levels, from entry-level workers to high executives.<sup>11</sup> When a disease has spread throughout an entire organizational structure, removing the diseased head won't solve the problem. The initial stage in enhancing a culture is identifying its poisonous components. Leaders will waste time and energy trying to fix every part of company culture that some workers find annoying. On the contrary, they ought to zero in on the fundamental problems that make workers miserable to the point where they disengage, criticize, and eventually leave.<sup>12</sup>

In 21<sup>st</sup> century AI is significantly more intelligent than even the most brilliant and talented humans are considered a super-intelligence, superhuman intelligence, or hyper-intelligence. The kind or level of intellect that such an agent possesses can also be referred to as super-intelligence. Artificial general intelligence (AGI) research might lead to software with enough intelligence to self-reprogram and enhance its performance. The software would continue to get better as it became better, causing it to improve itself in a recursive fashion. During an intelligence explosion, its IQ would skyrocket, potentially surpassing that of humans by a wide margin. This situation was dubbed the "singularity" by science fiction author VernorVinge. After the technological singularity, what happens next is hard to anticipate or even understand because our intelligence and the power of super-intelligent computers are hard, if not impossible, to pin down. Additionally, in just a few short hours, AI, ML, DL or blockchain can create tens of thousands of harmful compounds. For this reason, we may see the advent of such complex technological developments or super-intelligence robots in the not-too-distant future. Hence, it is incumbent upon future leaders to provide them with the necessary tools. In today's tech-driven world, successful leadership is built upon a solid basis of fundamental principles. While technical know-how is obviously important, leaders should also model qualities like integrity, adaptability, equilibrium, etc. Trust and teamwork are nurtured via open and honest communication. To foster an atmosphere where suggestions and criticisms can flourish, leaders must be truthful with themselves, their teams, and any stakeholders. Being adaptable is crucial. Leaders need to be able to roll with the punches since technology is always changing.<sup>13</sup> It enables leaders to adapt to a constantly changing environment, accept new ideas, and grab opportunities as they arise. Leaders that excel at what they do manage to keep both human and technological factors in check. Prioritizing empathy, emotional intelligence, and interpersonal interactions is just as vital as using technology. Without any doubt, in this age of technological advancement, the workplace has seen a gulf of change in the last several years. Still, there are a number of situations where more

conventional forms of leadership work better, such as when chaos ensues or when certainty and predictability are paramount. A leader's ability to shift gears and make use of the most appropriate theories, tools, tactics, and procedure to complete a given assignment depends on his or her adaptability.

There is a big difference between classical or traditional leadership, which is centered on titles and positions, and contemporary leadership, which is a way of life that influences, motivates, and inspires people. Once again, people may be unconvinced, unmotivated, and uninfluenced by the vision, objectives, ideas, and perspectives if command is too restrictive, which can lead to conflict and objection. A contemporary leader who can motivate their followers by outlining the realistic benefits and drawbacks of proposed activities, tactics, and plans is more likely to have their followers and teammates buy into their vision. So, instead of relying on influence, control, command, and order, contemporary leadership must be based on communication, relationships, attention, and caring. True, modern leadership is more of a way of life than a job description or title. It encompasses one's actions, beliefs, and perspective. In reality, contemporary leadership is less about rank and more about building relationships, committing to the team's goals, and coordinating efforts while also valuing and respecting each team member's unique perspective. This is when a leader possesses the character traits and demeanor necessary to make an impression. A contemporary leader in 21<sup>st</sup> century takes into account not just the output or completion of tasks, but also the professionalism and growth of their personnel. Contemporary leaders should treat their teams with the utmost respect and care. So, it's a way of life where one develops and improves their behavioral and action abilities to inspire and encourage team members to follow them. Having a position of rank or title, along with the powers of command and control, does provide you the chance to lead, but it won't get you very far in the current leadership game. The purpose of this study is to offer a thorough study of leadership practice in 21<sup>st</sup> century, including the central role played by improved technology. It also cover the effects of modern technology, the effects of AI, ML, DL, IoT, and the fourth industrial revolution, robots, and all other smart technologies; the concept of contemporary leadership; and other issues pertaining to the development of leadership in this era. This article will focus on the difficulties of contemporary leadership, toxic leadership traits, and contemporary leadership practices. In this work, the author sets out to delve into the history of technology, its growth, influence, and difficulties, the principles held by contemporary leaders, the resources at their disposal, and the evolution and application of contemporary leadership theory in the 21<sup>st</sup> century.

## 2. History of Technological and Industrial Revolution

The ability to think abstractly, in conjunction with other human traits like communication and data accumulation, is what sets humans apart from other species. Our innate brilliance was the primary factor that allowed us to get to the top. It would have taken a million years for human technology to advance to the point where it could support an extra million people if it had progressed at the sluggish rate of a few hundred thousand years ago. In 5,000 BC, during the Agricultural Revolution, this number fell to two centuries. Furthermore, in the time after the Industrial Revolution, it was reduced to just 90 minutes. Super-intelligent (SI) machines are an example of a technology breakthrough that might drastically alter our current reality. Making a computer smarter than a person might have far-reaching consequences for society, as explored in the 2014 film *Superintelligence*. These flashes paint a complicated picture of the future of artificial intelligence and how we may get there by combining facts, data, and studies from many fields. But the question today is, what is the current state of technology? We have already built computers capable of learning and reasoning from data input by people. Take the automated spam filters as an example; they save critical messages while keeping our inboxes free of obnoxious mass emails. The aim of artificial intelligence research for decades has been to create systems that mimic human intelligence, but this is light years away from that. Furthermore, creating an AI capable of learning and acting autonomously may still be a few decades away. However, developments in the field are occurring at a rapid pace, so it might be here sooner than we anticipate. Our lives would be greatly impacted by such a machine. We might not be able to turn it off in time of crisis, which raises concerns about the potential dangers of its intelligence.<sup>14</sup>

Building technology that mimics human intelligence is obviously a good idea, but there are many different kinds of imitation. There are differing opinions among scientists regarding the best way to create AI systems that mimic human behavior. Some advocate for a synthetic model that closely resembles human biology, while others propose using methods like Whole Brain Emulation to achieve this goal (or WBE). The majority of humanity's greatest discoveries were the result of either a single scientist making a significant

advance or of massive multinational cooperation. Rapid resolution of the obstacles to AI and WBE by a small number of scientists will be likely lead to the creation of a single super-intelligent computer.

Reason being, such a group might be compelled to operate in secrecy due to the highly competitive nature of the field. We should examine ways to improve and implement general intelligence technologies before we freak out about the approaching machine-led end of the world. Machines that can execute tasks that now require human intelligence and dexterity will likely become mass-produced at low cost as technology becomes more accessible and affordable. What this means is that machines will eventually supplant humans in every job and will be easy to replace once they do. It's obvious that a fully robotic workforce would revolutionize the economy, our way of life, and our wants and needs. When machine labor becomes the standard, wages will fall so low that no one can survive on a paycheck. In addition, the small number of companies that hired mechanical workers would amass substantial wealth. Returning to an earlier point, the fate of that funding is contingent upon whether SI is conceived by an exclusive group or the product of a gradual shared effort. Assuming the former is correct, the majority of people would have to resort to renting out their homes or living off of pensions and savings if they wanted to make ends meet. Thus, there are several safety concerns associated with SI development, and the worst-case scenario is that it might wipe humans off the face of the earth. Considering the reason behind the SI we create can help us take some measures, but it won't be enough on its own.

### 3. Industrial Revolution and Consequence of world

The process of the industrial revolution is ongoing and has an impact on every continent. A lot of service models and products are likely to get rethought and changed because of AI. New innovative and game-changing service models will reshape the service industry, even while technological progress mostly improves production sector efficiency. Rather than catering to the demands of a business, they are customized according to the specific requirements of each client with the use of big data analytics. What follows is a discussion of the progression of industrialization through time.

**INDUSTRY 1.0: INDUSTRIALIZATION**, sometimes known as the 18th century, marks the start of the industrial age. It was the first time that machines could manufacture products and services. An important creating the first industrial revolution was the steam engine; it displaced many workers and sparked social turmoil, but it was also crucial to the development of railways, coal mining, and heavy industries. Invented and initially used in British factories at the close of the 18th century, the steam engine was a major element in the rapid spread of industry since it could provide power wherever it was needed.<sup>15</sup>

**ELECTRIFICATION-INDUSTRY 2.0** When power was first turned on late in the nineteenth century; it sparked the second industrial revolution. When the industrial revolution first began, the assembly line was the steam engine of manufacturing. It was initially implemented in the automobile sector. It was useful for automating and speeding up production. The term "Industry 2.0" refers to a process in which people with specialized knowledge carry out individual processes. So, began serial production. Concurrently, cross-continental shipping of manufactured items occurred for the first time. The advent of flying greatly facilitated this.<sup>16</sup>

**Sector 3.0: Digitization** Information technology (IT) and increased electronic automation marked the beginning of the third industrial revolution in the 1970s. At that time internet access and personal computers has become commonplace in the workplace. Consequently, this is the era in which automation of employment and worldwide access to knowledge has occurred. Additionally, in serial production, machines took the place of human workers. Back then, something that would later become more intense within the framework of Industry 4.0 was already on the horizon.<sup>17</sup>

**AUTOMATIZATION IN THE 4.0 INDUSTRY** The phrase "Industry 4.0" refers to the technical integration of cyber-physical systems (CPS) into logistics and production, as well as the use of the IoT to link commonplace objects and services in industrial processes. This integration will have repercussions for new ways of creating value, business models, downstream services, and the organization of work. ICT (information and communication technology) systems, people, gear, goods, and objects are all part of the CPS network. It is projected that there will be more than 100 billion interconnected machines globally during the next several years. A key differentiator between the third and fourth industrial revolutions is the use of AI in the service industry.

Four main features define the term "automatization" in the context of industrial production: 1) Robots manage the manufacturing process. The employment of smart machines will eventually lead to the complete automation of industrial processes, with people being involved in production only in rare instances. An example of this is the so-called "smart factory," a kind of manufacturing facility that uses minimal or no human workers. 2) One of the main features of Industry X is real-time production. 4.0. An intelligent machine determines the most efficient use of the production facility's resources. The production process has low lead times and can avoid standstills (apart from those caused by technical problems). Synchronization of resources (information, materials, and goods) is demand-driven across the value creation chain. The system orders more materials if the stock falls below a certain level, even though stocks are kept to a minimum. In the same way, the machine reduces storage costs by producing finished goods in response to incoming orders and general demand. 3) The dispersion of manufacturing. In essence, the machine can organize itself. The manufacturing units are part of this network. Complete automation extends to both material planning and order processing. 4) Customization of manufacturing processes down to a single unit batch. The next generation of machines will have limited personalization capabilities, but they will be able to handle most requests. Humans are not needed to make any adjustments to the machines. Consequently, there will be no more changeover times. To meet the needs of its customers, the smart factory either incorporates new parts or, within the framework of optimal distribution, changes specific steps in the production process.<sup>18</sup>

As a result of their autonomous connection with one another through networks and sensors, the phrase "Industry 4.0" refers to the optimization of production process components (machines, operating resources, software, etc.). In theory, this should help the business compete better on a global scale by lowering production costs, especially in the area of personnel planning. Some well-known examples from the realm of artificial intelligence and robotics include self-driving cars, delivery drones, 3D printers, and so-called "smart factories," which can create extremely complicated objects from a single template without modifying the production process or requiring any kind of human intervention. Some well-known examples of service models are social media sites like Facebook and Amazon Mechanical Turk, on-demand marketplaces like Uber and Airbnb, and content sharing platforms like Spotify, Netflix, and carpooling. According to research, the industry's revenue will increase twentyfold in the next decade just as a result of service sharing. While traditional industries were able to advance because to mass production and economies of scale, the rise of monopolies in the modern information economy is a direct result of networking effects.<sup>19</sup>

#### **4. Impact of AI in the Era of 4IR**

Artificial intelligence has been around for a long time. It improves many parts of our daily lives. We see this technology in shopping mall robots that greet visitors and in internet search engines that suggest things to look for.<sup>20</sup> In modern times, AI systems imitate human analysis, meaning that software can learn and reason independently. If software performs a task that we usually associate with human intelligence, it can be regarded as artificial intelligence. Many industries have benefited from recent progress in this field intelligence.<sup>21</sup> In today's world, processes are not only effective but also efficient, with convenient technologies widely accessible and forecasts increasingly accurate. Experts in AI and technology assert that the rise of artificial intelligence will likely benefit the majority of people in the coming decade. Nevertheless, there are significant concerns regarding how advancements in AI might alter our understanding of humanity, efficiency as well as the use of free will. The revolution in automation is poised to fundamentally transform the very foundations of business and society, while also driving innovation and enhancing productivity. Furthermore, numerous sectors stand to be significantly impacted by blockchain technology on a global scale in the near future.<sup>22</sup> Ushering in a new age of optimization and customer trust, AI significantly improves data backup and disaster recovery planning from an IT perspective, ensuring uninterrupted business consistency. Although the elements of effective IT leadership and technology continually progress, the necessity for a robust business strategy, a clear vision, and proficient IT management remains essential. Furthermore, a well-informed approach to risk management, compliance, outsourcing, and AI continues to be of paramount importance.<sup>23</sup>





Figure 1: AI and future of life<sup>24</sup> and working relationship between human and robots<sup>25</sup>

Existence in the digital realm is both expanding human potential and disrupting established human practices. With code-driven systems used by over 50% of the global population, unprecedented opportunities and threats have never been more apparent.<sup>26</sup> As AI driven by algorithms becomes more prevalent, will people actually benefit from it? Value chains for agriculture and food, from farm to table, will be influenced by AI in the present and the future. The design and production of automobiles, trucks, and powertrains will be altered by next-generation automotive technology impacted by AI.<sup>27</sup> The worldwide aviation and aerospace industries will be impacted by AI-driven technological breakthroughs. It will also have an impact on the future of flying and aviation transport, as well as on communications in space, airport management and operations, and air traffic control systems. The usage of AI will have a profound influence on technological innovation, which will revolutionize the construction and civil engineering industries. This, in turn, will increase construction quality, safety, efficiency, and cost. Artificial intelligence (AI) is going to change the way people use smartphones, tablets, and wearable tech devices, as well as their daily lives, jobs, and service consumption. As a result, companies are coming up with their own strategies to handle AI usage in the background and make the most of it in the front.<sup>28</sup>

Networked AI, according to the experts, will both increase human efficiency and put human freedom, agency, and competence in jeopardy.<sup>29</sup> When compared to humans, computers may have superior intelligence in areas such as pattern recognition, visual acuity, language translation, learning, thinking, and making complex judgments. Time, money, and lives will be saved and people will have the opportunity to experience a future that is more tailored to their needs thanks to smart technologies in buildings, agriculture, utilities, communities, cars, and business operations.<sup>30</sup> The potential of artificial intelligence (AI) in healthcare is exciting, with uses ranging from patient diagnosis and treatment to enhancing the quality of life for the elderly. Their enthusiasm was centered around the potential use of AI in large-scale public health programs that would draw from the mountain of data that may be generated in the coming years on topics ranging from diet to individual genomes.<sup>31</sup> The use of AI in both official and informal schooling might facilitate much-needed reforms.

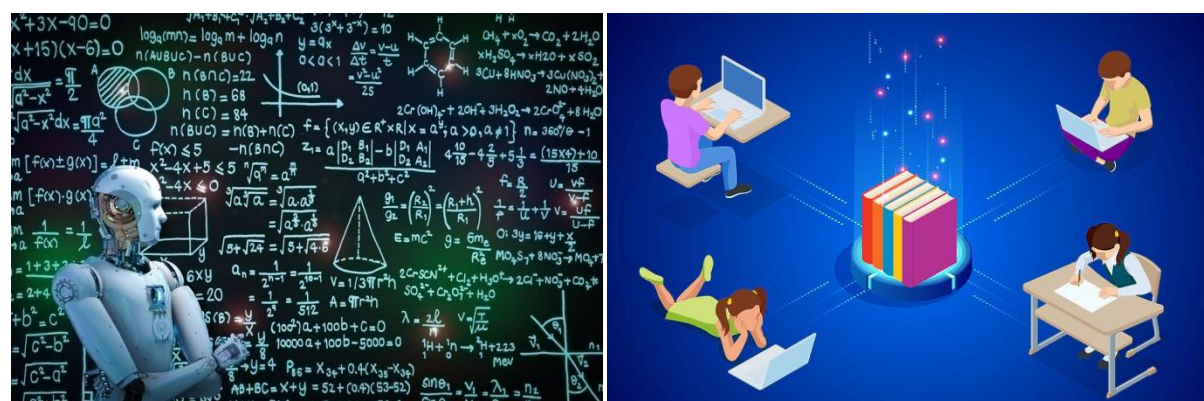


Figure 2: Role of AI in education system<sup>32</sup> and revolution of future education system<sup>33</sup>

Observing our surroundings today, it is evident that our society is evolving due to the integration of AI and IoT in everyday operations. For instance, when visiting a healthcare facility, an AI-powered device can check our pulse, and while shopping online, we encounter personalized product recommendations generated by AI tools. These illustrations only touch the surface of the advantages AI brings to our daily lives. In the future, we can expect even greater contributions from AI as other organizations, service sectors, and industries adopt this transformative expertise to enhance each aspect of social activity and workflow.<sup>34</sup> AI can enhance and expedite procedures across communities, societies, countries, and globally by improving workplace efficiency, supporting better decisions, or offering direct assistance. It can detect and resolve problems that might go unnoticed or be challenging for humans to manage alone. Nonetheless, some individuals remain skeptical of AI's benefits, fearing it could cause job losses and diminish human intelligence. In truth, AI's primary advantages include increased speed, accuracy, efficiency, and scalability.



Figure 3: In future robots will work with human<sup>35</sup> and Technological revolution relate technology and human<sup>36</sup>

Many current jobs will be obsolete in the next quarter of a century due to the 4IR's revolutionary impact on many different types of industries and services. Academic and learning institutions are not immune to the effects of these developments, and we must be aware of them.<sup>37</sup> A world where social media, cloud computing (internal and external), AI, ML, DL, IoT, and big data (Big Data) offer both opportunities and problems to conventional educational institutions is now facing all graduates. Institutions of higher education and learning are contemplating their own demise, especially in relation to service, as students think about life beyond graduation or diploma. The world is being changed by practically AI-powered modern technologies to the extent that societal concepts like "post-work" are becoming more and more indicative of the modern day. Competencies needed in this era are different from those in the Third Industrial Revolution (when the primary engine was IT). By the conclusion of the next seven years, the artificial intelligence market is predicted to be worth \$15 trillion. Mass layoffs of unskilled workers with traditional education and training are imminent.<sup>38</sup> In contrast, the next several years will see the creation of millions of occupations using contemporary and high-tech skills.<sup>39</sup>



Figure 4: AI is game changer in manufacturing industry<sup>40</sup> and AI will boost agriculture sector<sup>41</sup>

The potential dangers associated with AI could be substantial. Technologies such as AI, IoT, ML, DL, and automation are likely to reduce the demand for human labor, thereby impacting the global economy. It is essential to clarify that AI in education does not imply that humanoid robots will replace human teachers.



Rather, it involves leveraging computer intelligence to support both educators and students, ultimately enhancing the educational experience. Looking ahead, we can anticipate the integration of various AI tools that will transform the delivery of education. Additionally, who knows, robot-human emotional relationships may one day become a reality, as depicted in numerous films. However, significant uncertainty remains regarding possible technological advancements and their implications.<sup>42</sup> Substantial weaknesses and risks associated with AI must not be overlooked. Economic analysis can play a pivotal role in shaping policies aimed at mitigating negative impacts on both global and national scales. One of the significant threats posed by AI is the concept of the 'Singularity,' where machines could fundamentally alter human existence or render us dependent on their capabilities. Many individuals express concern that if super-intelligent robots were to obtain access to biological agents or nuclear weapons, it could potentially lead to the end of humanity. To address these risks effectively, it is vital to establish rules and regulations that tackle security, privacy, and ethical concerns. Furthermore, global coordination is crucial for fostering the positive development of AI.<sup>43</sup> AI technology can benefit various income groups and provide significant gains for both developed and developing countries.<sup>44</sup> Imagine a world where AI not only revolutionizes industries but also sparks the creation of exciting new job opportunities! This powerful technology has the potential to transform our economy, driving productivity and efficiency like never before. Embracing AI could lead us to a future filled with innovative roles that empower individuals and enhance our work lives. The possibilities are endless!<sup>45</sup> The advancement of technology frequently results in the elimination of specific jobs, leading to a complex and individualized world, especially with the rise of AI. It is probable that there will be an insufficient number of employment opportunities for everyone in the future. Therefore, it is crucial for the new generation to receive education in advanced technology and develop valuable skills. As a result, transforming the current education system is essential to implement practical solutions.<sup>46</sup>



Figure 5: Cybersecurity vs information and network security<sup>47</sup> AI will change the finance sector<sup>48</sup>

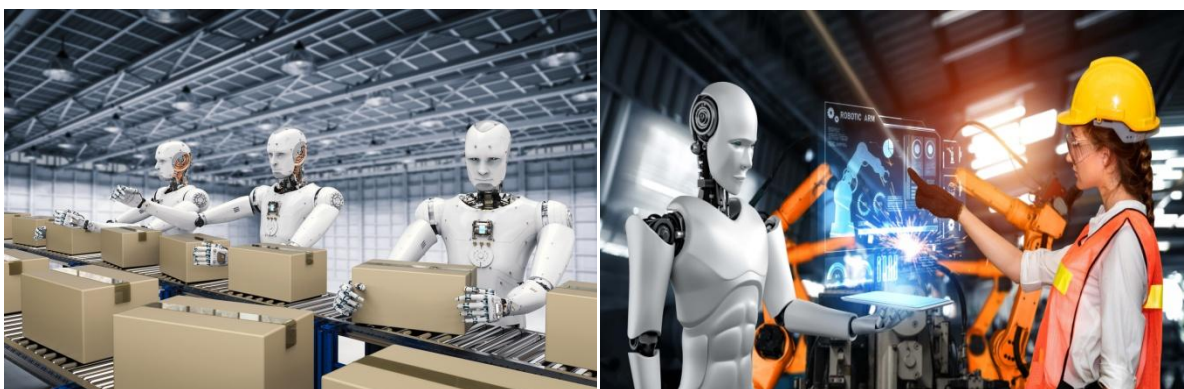


Figure 6: Robots working in industry<sup>49</sup> and digital revolution relate technology and human<sup>50</sup>

Social robots are increasingly being developed to communicate with humans in genuine and relatable ways, mirroring social behavior in their responses. One notable example is Sophia, a social robot designed as a partner for older people, which highlights significant advancements in the field of robotics. In 2018, she

made history by becoming the first robot to be granted nationality in Saudi Arabia.<sup>51</sup> Miko is a robot designed to comprehend human emotions, capable of recognizing and responding to your mood while addressing you by name and learning about you every day. It can tell jokes, dance, and inspire you to play and think, making it not just intelligent but also a true companion. Miko seeks out fun, encourages playfulness, and challenges your mind. It initiates conversations and dance parties, only needing a partner-in-crime to join in the excitement.<sup>52</sup> PARO is a sophisticated communicating robot developed by AIST, a top Japanese company in industrial automation. It offers the therapeutic advantages of contact between patients and animals in settings like hospitals and long-term care centers, when having live animals around could pose logistical or therapeutic challenges.<sup>53</sup> Meet Professor Einstein, the charming robot with a passion for making science and general knowledge come alive! With his friendly demeanor and playful teaching style, he transforms learning into an exciting adventure for everyone. Get ready to explore, discover, and have fun in the world of knowledge!<sup>54</sup> ROBEAR is a highly effective nursing care robot. Vortex is a cutting-edge, adaptable robot specifically designed to teach children STEM concepts.<sup>55</sup> Pillo is a health platform powered by AI, serving as a companion. Buddy is a welcoming, cozy home that embraces everyone with warmth and comfort kindness.<sup>56</sup>

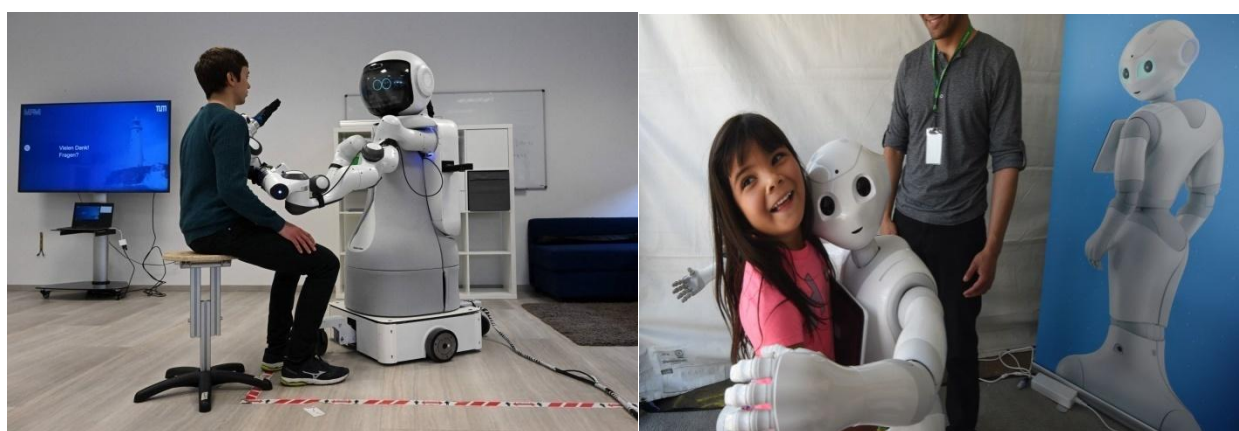


Figure 7: Example of few modern robots (Healthcare robot, Emotional robot)<sup>57,58</sup>

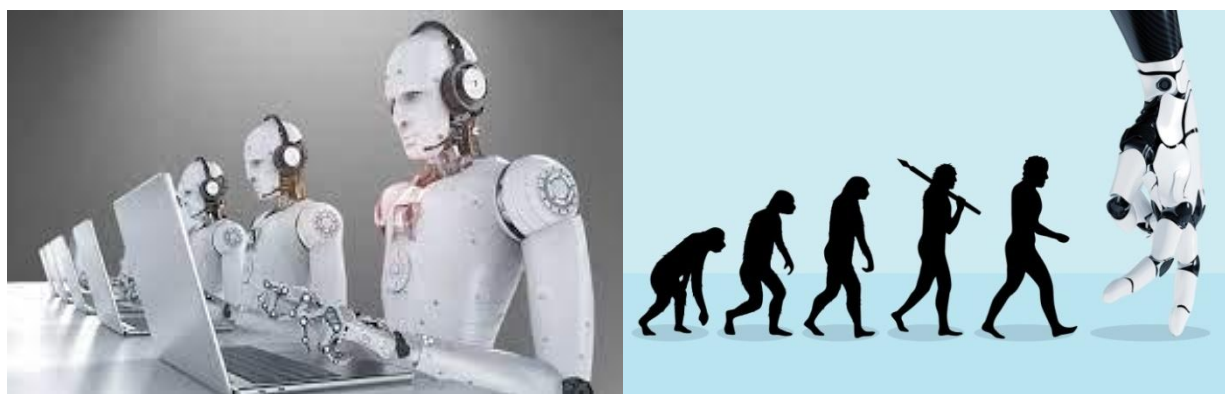


Figure 8: Machines may rule over humans in future<sup>59</sup> both certainty and uncertainty of life<sup>60</sup>

It may take many years, if not decades, for many sectors of society and the labor to adapt to the new era of artificial intelligence and fourth industrial revolution (4IR). Predictions like this are thus more difficult to make, although there aren't many pessimistic specialists who are concerned that current and future employment may begin to disappear once AI is pervasive. Thereby, they ponder the ultimate fate of such individuals. There were routes from farming to manufacturing to service provision, as we have seen before. That is incorrect, now. In a world where robots do every job, what will happen to the majority of workers? Technology, as we have shown, is the better choice from a commercial perspective. One example is the possible loss of 8 million work opportunity in the US alone due to the rise of AI concierges and self-driving autos. Where does that leave the rest of humanity? "What makes us useful?" will be the question we must ask when these jobs begin to disappear.<sup>61</sup> What is the definition of productivity? We need to reevaluate our



society's pillars in light of the fact that reality is always shifting. How may our actions have an impact on the world around us and elevate our personal worth? Technology isn't going to wait for us, therefore we should have this conversation as soon as possible. The moment has come for us to adopt a "moonshot" mentality. <sup>62</sup>Create empathetic, inclusive, decentralized digital networks.<sup>63</sup> That helps mankind actively engage and make sure that technology aligns with social and ethical standards duties.<sup>64</sup>To make sure AI is used for the benefit of all humans, we need a new system of regulations and certifications.<sup>65</sup>

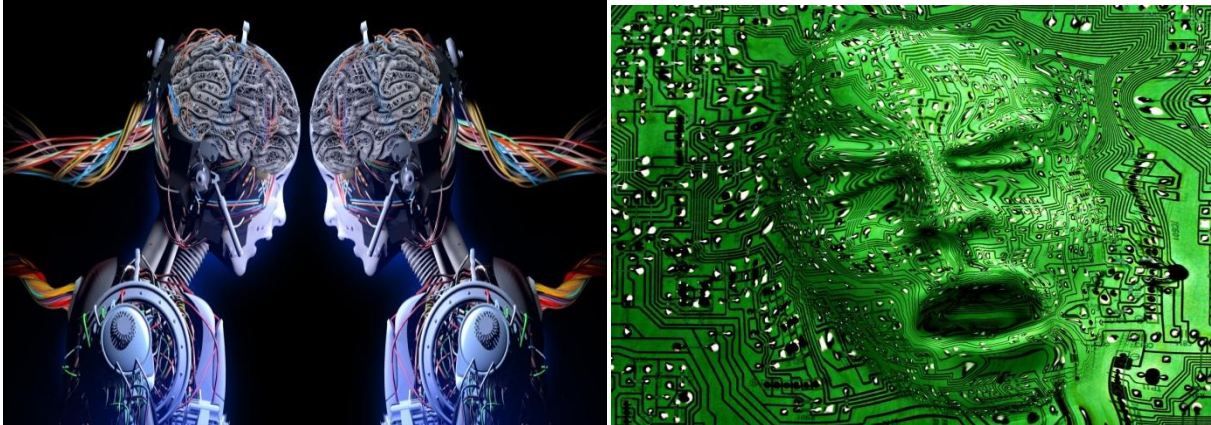


Figure 9: AI and the Singularity<sup>66</sup> and that may collapse the earth<sup>67</sup>

AI has the potential to be both knowledge-and data-driven. When applied universally, knowledge inference represents the next big thing in artificial intelligence. New research directions and standard extensions might emerge as a result of several major worries about machine learning in 5G and future networks.<sup>68</sup> An absolute assurance of safety is necessary for AI to gain widespread use and continue to improve. We need to portray AI in a way that fosters understanding and trust while safeguarding human and civil rights because it will soon be employed in healthcare and transportation. <sup>69</sup> Conversely, privacy, security, and ethical considerations should all be addressed by policies and standards. Therefore, international communities should work together to advance AI for the good of humanity. It appears improbable that all human jobs will be replaced by AI as it increasingly finds its way into the workforce. Instead, a large number of industry watchers anticipate a future in which workers exhibit ever-increasing levels of specialization. Creativity, problem-solving, and qualitative abilities, which automation cannot now provide, will be more important in these occupations in the future. People will always be required to work in the sector, but as technology progresses, their specific duties may also evolve. There will be a rise in the demand for people with certain skill sets, and a number of these occupations will call for highly technical expertise.

## 5. Toxic Work Environment

Negative emotions such as punishment, rejection, guilt, defensiveness, and humiliation are common in toxic work situations. Due to the negative behaviors exhibited by both management and coworkers, employees struggle to function effectively in this environment. Common actions encompass berating, manipulating, screaming, and bullying. Workplaces that are hostile, sexist, racist, xenophobic, and otherwise harmful to employees are difficult to find. Workplace stress and burnout are both exacerbated by hostile work environments. In an effort to stave off burnout, some workers may do the bare minimum at work or even quit quietly. <sup>70</sup>Toxic events are present in every company to some extent, but ignoring them causes workers to lose motivation, creativity, and output <sup>71,72</sup>; As a result of the detrimental impacts on their physical and mental health, people may suffer from problems including anxiety, stress, depression, and burnout syndrome (BS), and their relationships with the company may be strained. <sup>73</sup> Despite its reputation as an OT-related issue, BS is, at its heart, an ever-changing process. <sup>74</sup> It also includes weariness<sup>75</sup>, depersonalization <sup>76</sup>when it comes to one's own achievements and self-esteem.<sup>77</sup> Additionally, BS can be defined as a syndrome of physical and emotional exhaustion, leading employees to have negative attitudes toward their jobs, while their desire for engagement decreases.<sup>78</sup> People who face BS often feel powerless, despairing, and overwhelmed<sup>79</sup>. Stress resulting from OT in the relationship between OT and BS plays a crucial role, as stress is one of the harmful effects that OT can have on employees<sup>80</sup>. The prolonged persistence of stress is one of the primary reasons for the development of BS<sup>81</sup>. Schaufeli and Enzmann actually state that burnout is the result of chronic work-related stress. Several studies in the literature support these arguments, revealing that OT positively affects

<sup>BS82,83</sup>. BS is a consequence of OT that affects more than just workers.<sup>84</sup>BS is, at the same time, one of the main causes of depression<sup>85</sup>. BS and depression are sometimes used interchangeably because of their similarities. Although some studies indicate that BS leads to depression, others suggest that depression can cause BS<sup>86</sup>. It is fairly uncommon for companies to go through a succession of chief executive officers (CEOs) in search of the perfect rescuer when they replace a dysfunctional leader. On the Titanic, they are essentially switching places. Though consultants and coaches may manage the symptoms of poison, they will not achieve long-term success unless they tackle the causes of toxicity. Depending on the individual, their work habits, and the things that set them off, the telltale symptoms of a toxic work environment can be different. Negative effects on workers' health from being in a toxic workplace for an extended period of time are real. Headaches, sleeplessness, gastrointestinal problems, and compromised immune systems are some of the stress-related health problems that people often experience. Employee morale suffers, and absenteeism increases as a result, ultimately reducing overall productivity.<sup>87</sup>The indicators of a toxic work environment can differ depending on individual employees, their work styles, and personal triggers. Extended exposure to such an environment can have significant repercussions on an employee's physical health. Common stress-related ailments, including headaches, insomnia, digestive problems, and weakened immune systems, often arise. These issues not only affect individual employees but also contribute to higher absenteeism, ultimately impacting overall productivity.<sup>88</sup>On the other hand, leaders should watch for these signs of a toxic work environment.

**No room for mistakes.** Everyone wants to do their best, but a dangerous work atmosphere is evident when individuals are paralyzed by dread of making mistakes. Workers in a toxic, blame-heavy workplace are understandably afraid of retaliation if they make a mistake. Everyone is too chicken to try new things, which hurts the team as a whole.<sup>89</sup>

**Lack of trust.** When employees do not trust one another, it creates a toxic work atmosphere. Workers could feel overly watched by management because of their lack of trust in them. When managers micromanage, their staff are often start to mistrust their own talents.<sup>90</sup>

**Role confusion.** Employees may be anxious about expectations if their jobs are not clearly defined. Dysfunction in the workplace may result from this. Coworkers may also disagree on who is responsible for what and how to divide up the workload. Avoiding this conflict is possible with well-communicated expectations for each role.<sup>91</sup>

**Mental stress.** When you work in a toxic atmosphere, the stress you feel mentally might start to manifest physically. As far as your brain is concerned, you're in danger, so it's understandable if you feel like your body and brain are on high alert. The human brain is continuously looking for hazards, after all. Your physical health might take a hit if you're always in "fight or flight" mode, and you might start to feel the more typical signs of stress, anxiety, or depression, like gastrointestinal difficulties, trouble sleeping, exhaustion, pains, and panic episodes.<sup>92</sup>

**Office gossip.** Perhaps some office gossip is typical. Toxic settings, however, tend to have more severe cases of gossip. People avoid eye contact, make derogatory comments, and whisper instead of speaking clearly. Depression, fatigue, and anxiety are all outcomes of bullying in the workplace, so this is clearly not innocuous. Distractions, bad moods, mistrust, and drama ensue when coworkers spread rumors about one another. As a result of employees betraying one another and spreading damaging rumors, gossip contributes to a poisonous work environment.<sup>93</sup>

**High turnover rates.** High employee turnover signals problems with a company's work culture. Common reasons for leaving are include low pay, limited growth options, and poor organizational environment. A scarcity of long-term staff may indicate a toxic workplace. In such environments, employees often mentally disengage, feeling disconnected from their work, team, and the company overall.<sup>94</sup>Experts have observed this shift into virtual environments, where individuals may keep their cameras off during meetings and rely solely on brief comments for communication. Over time, this often leads to people leaving toxic workplaces at large rates.

**Unhealthy work boundaries.** Toxic cultures often undermine healthy work-life boundaries by promoting overwork. They may pressure employees to stay late, respond to emails outside of working hours, or finish tasks after hours, which can lead to burnout weekends.<sup>95</sup>

**Gaslighting.** Gaslighting was named Merriam-Webster's word of the year for 2022. It occurs when someone manipulates another into doubting their perceptions. Examples include hearing gossip about oneself, feeling dismissed for emotions, being excluded from work-related meetings, or hearing negative reports about oneself performance.<sup>96</sup>

**Lack of career support.** Some employees perceive a lack of support for their career growth. They often lack mentorship and feel isolated from the team. Without proper guidance, it becomes challenging to identify the next steps for career advancement. As more employees work remotely, forming connections with the team or managers, particularly at entry-level, can be even more difficult employees.

**Low morale and negativity.** Low employee morale can spread negativity throughout the workplace and affect others. Any negativity must be addressed promptly. Management should identify the root cause to stop a cycle of negativity and create a more productive environment culture.

**Sick guilt.** Sick guilt occurs when someone feels shame about not performing at their best while sick. Such individuals often avoid taking leave or requesting to work remotely, feeling guilty even when they do. To break this harmful cycle, employees must feel safe to voice their needs, understand the appropriate way to do so, and be honest about their limitations. Employers should cultivate an environment that supports openness and understanding. When a person feels bad about not being able to provide their best when they're sick, it's called sick guilt. Because of the shame they experience whenever they take time off, those suffering from sick guilt may not even request to work remotely. To avoid this negative cycle, workers must be able to communicate when they are overwhelmed openly, know when to ask for a break, and be honest when they are unable to meet expectations. Businesses ought to cultivate that atmosphere.<sup>97</sup>

**People don't trust each other.** The distrust amongst coworkers is obvious in an unhealthy workplace. According to Bohemond, one company has management offices that face the desks of its employees, so they can see what's happening on the floor. It might also be a workplace where supervisors are always checking in with their subordinates to see how things are going.<sup>98</sup> Being the only person of color on her teams, communications strategist and inclusion specialist Whitney Simon explains that being micromanaged as a Black woman exacerbated her imposter problem. <sup>99</sup>There was a period when she internalized her prior employers' lack of trust and told herself things like, "If I were more capable, they wouldn't have had to chase me on projects." She says that this is no longer the case. "However, I now understand that teams led by micromanagers who are overly controlling and directive tend to fail."

## 6. Toxic Leadership and its Characteristics

Characteristics of a positive attitude are intangible. It is easy to teach workers new skills, but it is far more challenging to eliminate negative attitudes and behaviors. To foster a pleasant work environment, it's essential to hire individuals at all levels of the company who are optimistic and willing to collaborate.<sup>100</sup> A company can suffer significant harm from toxic individuals, and this has been known for some time. Unfortunately, it is not always easy to recognize poisonous leaders, and their influence can have a terrible effect. It may seem that the company's revenues are increasing when a toxic management boosts sales initially. However, this temporary rise in morale usually comes at the expense of long-term employee dedication and engagement, which in turn leads to significant staff turnover. A leader must be able to identify incompetent management before it significantly impacts employees.<sup>101</sup> When leaders don't have morals, it shows. Harassment and bullying are possible and even encouraged by the leader and members of the group, creating an unhealthy and unsafe work environment on all levels.<sup>102</sup> A strong leader is self-aware; they know their principles and know when to step back. Their people are respected, and they know how to make it happen. Being a leader and being led are both greatly enhanced by respect, which fosters love and admiration rather than fear. A leader is like the bedrock that ensures an organization stays put. In trying times, a leader's compass keeps him from veering off course. A leader should conduct an assessment of themselves if they observe any of the symptoms mentioned earlier. Never forget that a leader's negative energy can only contribute to a poor work environment, which in turn prevents his staff from giving their all and the lineup



from excelling. The term "toxic leadership" relates to leaders whose destructive behaviors or dysfunctional personality traits inflict significant and lasting harm on their followers, organizations, and even those who are not directly under their influence.<sup>103</sup>

A toxic leader is one who fosters a toxic work environment via the employment of authoritarian and oppressive management practices. Businesses frequently face both immediate and distant repercussions as a result of toxic leadership's unfriendly work culture. Toxic and destructive CEOs often cause high turnover rates, fatigue among employees, low innovation and productivity, unhappiness within teams, and bullying in the workplace. Leaders that display toxic conduct often suffer from low self-esteem and an unhealthy obsession with control, which manifests itself in micromanagement practices that undermine employees' sense of value and autonomy. Toxic CEOs, in their attempt to establish dominance, produce an unhealthy business culture rather than a collaborative and constructive one.<sup>104</sup> Recent events, such as the Volkswagen emissions scandal, demonstrate that prioritizing one's own interests can lead to increased corruption. Such leaders would not only tolerate poor conduct but would also reward incompetence repeatedly. Their haughtiness belies their prejudices and biases, which manifest as sexism, racism, and other types of bigotry.<sup>105</sup> A list of some of the telltale signs of toxic leaders has been shown below.<sup>106</sup>

**Arrogance.** Leaders who are toxic often exhibit an inflated sense of self-importance and hubris. Because of their inflated sense of self-importance, they are ostentatious and full of themselves. They have a tendency to insist that everyone else see things their way. Particularly when it originates from underneath them, this type of person will not tolerate criticism. Furthermore, they show zero regard for their teammates and are unwilling to lend a hand to anybody in need. They have a tendency to view their staff as second-class citizens and expect them to silently follow their every command.<sup>107</sup> As a general rule, arrogance is merely the appearance of confidence; it becomes problematic when leaders pretend to be capable of handling everything that is thrown at them when, in fact, they are not. As a result, others around them withdraw, and the real problems remain dormant.<sup>108</sup> Toxic leaders are incredibly haughty and full of themselves. They believe they are right more often than not and take what they say at face value. No one can count on them for assistance, and they take offense at the slightest hint of criticism, particularly from those lower in the organization.

**Self-Servitude.** Toxic heads are egocentric. They frequently manipulate and manage their team, making them feel the weight of corporate authority. This individual is very good at utilizing their position or seniority to further their own interests and personal desires within the firm. For their own benefit, they frequently offer misleading recommendations or counsel.<sup>109</sup> An approach to leadership that prioritizes serving others rather than being served enhances performance and fosters a harmonic flow. Leadership that promotes a healthy work environment fosters trust, which in turn increases engagement and output.

**Lack of Faith and Confidence.** Everyone would agree that the worst kind of boss or supervisor is the one who watches over their every step on every job.<sup>110</sup> On top of making a leader feel inadequate, having an extra set of eyes and ears constantly evaluating his every move is an uncomfortable experience.<sup>111</sup> Lack of faith in workers' talents is a hallmark of toxic leadership. They fail to take context into account while making decisions, which severely restricts the employee's room for innovation and flexibility. Such an attitude may stunt members' personal and team development.<sup>112</sup>

**Incompetence.** Workers have an innate ability to discern whether their boss lacks the decision-making skills necessary to keep them in their place. To satisfy their egos, toxic leaders often diminish the value of their employees by constantly critiquing their work.<sup>113</sup> Beneath their polished exterior lies a startling truth: their incompetence runs deep, and they often struggle with even the simplest decisions.<sup>114</sup> This leadership style often leads to poor communication. When decision-making and communication skills are weak, leadership can quickly fail. Consequently, these leaders tend to surround themselves with a close-knit group of supporters who share their views. This "yes" group typically mirrors the leader's behavior, making them less receptive to innovative ideas from employees.

**Unmotivated and Lacking Support.** A leader's lack of support is another thing that deters individuals. In addition to impeding employees' growth, a disinterested manager limits their capacity to meet the goals of the company.<sup>115</sup> Such bosses are self-centered, never give credit where it is due, and are unable to recognize the efforts of their employees. Ego and fear are the root causes of this conduct. Moreover, when workers aren't

inspired to do their best, then their passion for the goal wanes and which in turn causes projects to run behind schedule and, ultimately, the company to fail.<sup>116</sup>

**Lack of Moral Compass.** When things get dark, leaders should be able to look to their moral compass for guidance. In times of difficulty, they should be empathetic, fair, and compassionate. The pursuit of fame and fortune, however, often takes precedence over these principles.<sup>117</sup>

**Autocratic.** Toxic bosses actively discourage employees from voicing any viewpoints other than their own. They take it for granted that everyone else would subtly comply with their directives. A toxic boss acts more like a king or top dog than an actual boss because of their inflated sense of self-importance. Workers are merely pawns, lower-class creatures whose sole purpose is to carry out the leader's commands.

**Irritable.** Toxic leaders also seem extremely irritable, which is probably not unexpected. They would rather not be interrupted for anything. Because they refuse to consider other people's perspectives, they hate being interrogated and try to avoid it at all costs. The absence of fresh, unfettered thinking under a toxic leader causes the organization to stagnate.

**Maladjusted.** A poisonous boss's stern and haughty exterior belies an immature child who is terrified of change. They have a hard time adapting to new situations and are quite rigid. If there are any organizational changes, the toxic boss will most certainly be the one to fight them fiercely.

**Lack of confidence.** An angry, immature youngster who is terrified of change lurks beneath a poisonous boss's haughty, pompous exterior. They are extremely resistant to change and have a hard time adjusting. A toxic boss is someone who will fight tooth and nail to prevent the company from making any changes.

**Incompetent.** Even the most basic decisions or jobs can be a battle for a toxic leader, who may believe they are the best despite their incompetence. The only way they feel valued and important is when they put other people down and criticize them.

**Hierarchical.** Toxic leadership will eventually collapse in the absence of a strict chain of command. The weight of the corporate hierarchy is a common source of stress for a toxic CEO. Toxic leaders are masters at imposing their will on subordinates through the use of seniority and rank.

**Unrealistic expectations.** Leaders with a toxic personality type are known to establish goals that are unreasonable and unattainable. Demoralization sets in when team members see their goals as impossible to reach. The corporation is doomed to fail as the workload mounts.

**Symbols of personal authority.** These symbols include priority access to parking, full ability to resources, and possibly displaying their portraits and achievements throughout the workplace.

**Discriminatory.** As expected, toxic leaders frequently exhibit discriminating behavior. They frequently act discriminatorily based on their preconceptions and prejudices, which can take the form of sexism, racism, or ageism.<sup>118</sup>

**Lack of Empathy.** A toxic and unwelcoming work atmosphere is the result of executives who do not demonstrate empathy towards their employees.<sup>119</sup> Disregarding employees' worries and lives outside of work are two examples of how a lack of empathy can show itself. Leaders who are toxic to their teams cause more tension, dissatisfaction, and burnout by putting their own agenda ahead of their employees' health and happiness. Toxic leadership can be countered when leaders cultivate and demonstrate empathy. Leaders may cultivate a constructive and efficient work atmosphere by comprehending and appreciating the feelings and life experiences of their employees.

**Excessive Micromanagement.** There is a direct correlation between executives that micromanage their teams and a decline in trust, autonomy, and innovation. When micromanagers doubt their employees, morale and productivity take a nosedive. Not only does this poisonous behavior stunt personal development, but it also makes it harder for the team to work together and come up with new ideas.

A culture of trust and delegation can help leaders' combat toxic leadership. Working life isn't complete without bad supervisors. Anyone who has ever dealt with such leaders cannot possibly judge the current situation. But this piece paints a picture of that kind of leadership. Toxic CEOs appear to be all too prevalent in businesses big and small. Additionally, there is evidence to support the claim. Ohio State University researchers recently tried out teams without a designated leader to see how well they could complete a task. A worrying trend emerged as the researchers observed the groups' interactions. It seemed like most of the groups' leadership positions were filled by narcissistic, overconfident individuals. When leaders don't show any signs of expertise, then followers use their unwarranted faith for proof of their abilities. Furthermore, toxic narcissists tend to show off their inflated sense of self-confidence. Increased output and less stress are the results of giving workers more freedom and responsibility on the job.

**Defensiveness and Ego Centricity.** A culture of fear and silence is fostered when leaders exhibit protective behavior, such as refusing to accept criticism or acknowledge their shortcomings. A lack of teamwork and fresh ideas is inevitable under egocentric leaders since they put themselves first. Employee morale and trust are both lowered by this toxic behavior. Leaders should prioritize self-reflection and humility to combat toxic leadership. Fostering a supportive and growth-oriented work atmosphere can be achieved by leaders who are open to feedback, who admit when they're wrong, and who put the requirements of the team above them.

**Inconsistent Communication.** When team leaders fail to communicate clearly and consistently, it causes confusion and misalignment.<sup>120</sup> A lack of openness can breed gossip, mistrust, and limit productivity. When proper communication is inconsistent, the team members are often left uninformed, struggling to grasp their roles and expectations fully. Toxic leaders can suppress critical information, engage in selective reporting, or alter their positions without providing explanations. To counteract toxic leadership, leaders need to give priority to clear and efficient communication. An open-door policy, regular updates, and explicit expectations can significantly enhance transparency, collaboration, and contribute to a healthier work environment.

**Favoritism and Unfair Treatment.** Leaders breed animosity and poison in the workplace when they exhibit partiality to certain employees or groups. This kind of conduct ruins team spirit and morale by undermining principles of equity, impartiality, and justice. A toxic work environment is one in which some employees are often rewarded while others are left to fend for themselves. Fairness and equity must be leaders' top priorities if toxic leadership is to be addressed. They need to make sure that everyone is treated fairly and has access to the same resources. Leaders may encourage development and output by creating an environment where everyone feels welcome and valued.

**High Employee Turnover Rate.** Workers get irritated, disgruntled, and unmotivated when leaders foster a negative work atmosphere. The revolving door of talent is a direct outcome of this poisonous culture, which causes brilliant people to seek chances elsewhere. A company's stability, production, and reputation are all negatively affected by high turnover rates. Toxic leaders either deny or downplay their responsibility for this turnover. Leaders can combat toxic leadership by making employee happiness, fulfillment, and advancement their top priorities. In order to keep their best employees from leaving, executives should foster an encouraging and rewarding workplace.

**Resistance to Change.** Business development, creativity, and flexibility are impeded when top executives fight or obstruct changes that are essential for the company. Because they are afraid that change may undermine their authority or control, toxic leaders frequently cling to outdated practices. A stale and outmoded work environment is the result of this opposition. It blocks innovation, stifles advancement, and annoys workers who are hoping for a change for the better. Toxic leadership can be countered when leaders are open to change and promote a mindset of constant improvement. Leaders may encourage creativity, boost output, and cultivate an optimistic and progressive work environment by stressing the importance of being able to roll with the punches.

**Lack of Vision or Clear Direction.** Employees get confused and unsure of what the organization's purpose is when leaders do a poor job of communicating it. Workers lose focus and enthusiasm since they aren't sure what they're working toward. In their haste to advance their own interests or achieve immediate success, toxic leaders may fail to chart a course for the future. Toxic leadership can be overcome if leaders set and convey a

clear vision for the future of their team. Leaders motivate their teams to work together toward common objectives and achieve success by outlining a path forward.

**Not leading by example.** When leaders don't back their words with actions, it damages their reputation and causes team members to lose faith in them. A toxic boss is one who lacks professionalism, honesty, and accountability while also expecting too much from their people.<sup>121</sup> Team members become resentful, disrespectful, and unmotivated as a result of this hypocritical behavior. Toxic leadership can be combated if leaders provide a good example. Trust, a healthy work environment, and employee dedication can be achieved when leaders set an example of the values, behaviors, and work ethic they like to see from their teams.

**Suppressing Feedback and Avoiding Accountability.** Leadership hinders development, innovation, and teamwork when it forbids or ignores suggestions for improvement from subordinates.<sup>122</sup> Overall success is brought about by the proper work environment. In addition to increased output and innovation, staff members will feel more comfortable speaking out with ideas that could propel the company forward. The flip side is that problems that arise from a poisonous work environment might be the final straw that breaks the camel's back of any company. Interestingly, it's not always easy to see the big picture when you're in the thick of things at work. In a similar vein, leaders don't always see when things are starting to go awry. The members of the Forbes Business Council have agreed on a set of signs that company executives should keep an eye out for in order to foster a safe and healthy work environment.<sup>123</sup> Those leaders should serve as a warning to today's leaders to avoid toxic environments.

**Poor Communication.** A poisonous work environment is typically the result of a lack of communication between management and staff. On a quarterly basis, leaders may call a meeting where all members have an opportunity to voice their opinions on the current state of affairs. It was a tremendous success after a while of getting underway and gaining confidence.

**Fear of Speaking Up.** In a poisonous workplace, people are afraid to speak out for fear of retaliation. Leaders should keep in mind that they are human and that mistakes are inevitable. Toxic effects can be lessened if problems are detected sooner. Moreover, leaders ought to request particular feedback.

**Selfish Goals.** Those in charge should examine them thoroughly first. There is a clear distinction between a boss and a leader when it comes to creating or enabling a poisonous work environment. If upper-level management isn't concerned about the emotional well-being and intrinsic drive of their employees, that should raise red flags.

**Mental Health Decline.** "A decline in the mental health of their people" is a red flag that leaders should be aware of. Fifty percent or more of employees feel their job focus has shifted in the past year, according to a recent survey in a business organization. Many global employees rank their mental health as their top priority, according to one survey. To that end, top-level management should think about ways to improve the mental health of their staff.

**Disengagement.** Refraining from actively participating in or being a part of anything is what we mean when we talk about disengagement. There is typically an underlying problem that becomes the driver or park of workflow and productivity within the team when there is a reduction in enthusiasm or passion for job obligations. Find the poison and eliminate it immediately.<sup>124</sup>

**High Turnover Rate.** "A high employee turnover rate" is one sign that management should be on the lookout for in a hazardous workplace. Frequent employee turnover could be a sign of problems like unhelpful management, an absence of resources, or an unpleasant work environment. To tackle this, leaders should promote open communication, provide avenues for anonymous input, and aggressively work to identify and address the problem's underlying causes.<sup>125</sup>

**Constant Team Conflict.** Constant fighting inside the team is a glaring indication that leaders are dealing with a poisonous environment. When team members are no longer able to freely and honestly discuss the issues that are bothering them, will conflict in the workplace. Passive aggression results from letting bitterness simmer under the surface. Then, it fosters the ideal environment for poison to flourish. Constant fighting

inside the team is a glaring indication that leaders are dealing with a poisonous environment. When team members are no longer able to freely and honestly discuss the issues that are bothering them, will create conflict in the workplace results. Passive aggression results from letting bitterness simmer under the surface. Then, it fosters the ideal environment for poison to flourish. Constant fighting inside the team is a glaring indication that leaders are dealing with a poisonous environment.<sup>126</sup>

**Hyper-Competitiveness.** One sign of a toxic workplace is excessive competition, which frequently reflects a lack of teamwork and conflict among coworkers. It is an indication that leadership is not effectively fostering a cooperative and cohesive work atmosphere if staff members feel that they are always competing with one another.<sup>127</sup>

**Lack of Collaboration and Communication.** Lack of cooperation and candid communication is one sign of a hazardous workplace. Employees become disengaged and reluctant to take chances or speak up when they don't feel comfortable sharing their thoughts or worries. Therefore, leaders need to be on the lookout for indications of low morale and decreased production due to fear-based decision making and closed mindsets.<sup>128</sup>

**Chronic Complainers.** Leaders need to pay attention to employees who constantly complain at work. By spreading negativity, lowering morale, and decreasing productivity, they can harm the company. By rejecting contributions and solutions, these workers impede growth, damage the company's brand, and foster a toxic work environment.<sup>129</sup>

**Quiet Quitting.** Leaders need to be aware that silent resignation is one sign of a hostile workplace. As a result, workers perform the bare minimum, become disengaged with the company's principles, stop voicing their thoughts, and lack enthusiasm for their work. A team's culture is detrimental if its members aren't taking initiative, solving challenges, and aiming for excellence.<sup>130</sup>

**Low Morale.** Low employee morale is a symptom of a poisonous workplace culture that leaders need to be aware of. Ignoring such risks might result in decreased production, lost talent, and a further decline in team morale. To find and address the core of the issue, leaders must promote open communication and include staff members. Long-term success and employee satisfaction are the results of investing in a positive workplace culture.<sup>131</sup>

**Lack of Zeal.** One sign of a toxic workplace is a lack of enthusiasm among employees. This may occur when workers believe they are not following a clear plan or direction. Employees exhibit the least interest in their work when they are unsure of their goals or when they are aware that they will not be realized, and they will leave when they are given a more fulfilling task.<sup>132</sup>

**No Desire to Take Risks.** When there is little motivation to take measured risks, a poisonous culture may develop. This frequently occurs when the company's founder leaves or when corporate bullies go unpunished. Even if a risk doesn't work out, it should still be praised and supported. Bullying can be prevented and all employees' opinions heard through a 360-degree evaluation procedure.<sup>133</sup>

**Contempt.** Lack of motivation to take measured risks might lead to the emergence of a poisonous culture. This frequently occurs when corporate bullies go unpunished or when the founder leaves the company. It is important to support and celebrate taking chances, even if they don't work out. A 360-degree evaluation procedure can guarantee that bullying is controlled and that all employees' opinions are heard.<sup>134</sup>

**No Workplace Boundaries or Gossip.** In the break room, gossip can be extremely harmful. It frequently happens because someone on the team is not thrilled with another member. Instead than confronting the other person openly about their problem, they will rather whisper behind their back.<sup>135</sup> A person's dissatisfaction with another team member is frequently the cause. They would rather murmur behind their backs than face the other person directly about their problem.<sup>136</sup>

## 7. Prevention and Correction of Toxic Leadership Environment

Establishing a positive workplace culture that promotes open communication, empathy, and respect should be a top priority for organizations. Toxicology can be considerably decreased by promoting



cooperation, acknowledging accomplishments, and offering chances for improvement. All employees should be informed of the company's thorough and unambiguous regulations regarding harassment, bullying, and appropriate behavior. In order to guarantee that workers feel secure and protected at work, these regulations must specify the penalties for breaking the rules. For employees to report instances of toxic behavior, organizations should set up private reporting channels. Employees can also manage the psychological effects of a toxic workplace by having access to support systems and counseling services.<sup>137</sup> Ineffective leadership is frequently the cause of toxic settings. By funding leadership development initiatives, managers can acquire the abilities and know-how required to establish a positive workplace culture. Good leaders set an example, advocate for justice, and cultivate a respectful, cooperative culture. Employers should routinely use anonymous suggestion boxes or surveys to get input from staff members. The organization may quickly address hazardous behaviors by using this input to pinpoint areas for change and underlying problems. There are few techniques to improve toxic environment. Such as:

**Leaders should be Transparent and Open.** Since transparency is essential, a leader should be forthright about the company, the group, and his personal concerns. Express their expectations about how they think they can benefit their firm, but also ask for feedback on other areas they think are crucial but might be overlooked. This will result in genuine discussions that enable them to develop as a leader and expand a successful company.<sup>138</sup>

**Leaders should Share Organizational Goals.** Creating a one-year plan with objectives and priorities is a helpful framework to establish. Outline these objectives and ensure that the new hires thoroughly comprehend them and are committed to helping the business achieve them.<sup>139</sup>

**Leaders should commit to Consistent Engagement.** Organizations can connect with diverse individuals through a company board. Hiring and onboarding a new board member requires careful attention to their needs and those of the company, whether forming a new board or not. Ignoring ongoing involvement is a common onboarding mistake. Without regular contact, contributions may be limited, so establishing channels for updates, queries, and inclusion is vital. Leaders should also mentor new members by pairing them with experienced ones to foster understanding, relationships, and active participation from the start.<sup>140</sup>

**Provide Accurate and Complete Information.** For the best input, CEOs and business owners must give all board members accurate and comprehensive information. Additionally, board members must demonstrate that they fully comprehend all of the material presented, and the leader has to ensure that they do. Setting up a thorough orientation session is an essential first step. The company's strategy, finances, culture, and main obstacles should all be thoroughly covered in this session. It can also work well to pair the new member with an experienced board mentor.<sup>141</sup>

**Maintain and Ensure Organization Values.** Business executives must make sure that these principles are embodied in the company's ethos through deeds rather than just words. Team members who continuously embody these principles foster brand loyalty and trust while differentiating the company in the marketplace. Whether it's internal or external, setting a good example is one of the finest ways to guarantee and promote the spread and projection of business values. One method to show dedication is to reward team members for putting these ideals into practice. It's critical to discuss it often in both official and informal settings in order to reaffirm the ideals and their manifestation. Leadership sets the standard for modeling the company's values consistently. Integrating these principles into all instruction and correspondence is essential. Employees that consistently demonstrate these principles in their contacts with clients are highlighted and rewarded, which confirms their significance and makes them ingrained in the team's culture.<sup>142</sup> Leaders must ensure that their mission and the service or products they offer are tightly aligned with their beliefs.

**Integrate Performance Reviews.** Integrating corporate values into performance evaluations and incentives is one way. Workers are more inclined to act in accordance with these ideals when they are aware that doing so affects their ratings and opportunities for advancement. Publicly praising clients who demonstrate these characteristics establishes a clear benchmark and encourages others to do the same.<sup>143</sup> Understand that embodying the company's values is a reflection of the culture more broadly than merely adhering to rules. By providing chances for candid feedback and open communication, identifying staff members who best

represent the company's beliefs, and offering continual training and development, it would be easier to create a pleasant work environment where these values are honored and upheld.<sup>144</sup>

**Give their Team Freedom.** Know that embodying the company's principles is a reflection of the culture of the entire organization, not merely a matter of following rules. Providing opportunities for open communication and feedback, recognizing employees who embody the company's principles, and offering continuous training and development would all contribute to the establishment of a healthy work environment where these values are celebrated and reinforced.<sup>145</sup> Presenting a picture to the public or to clients is insufficient; it must also reflect the actual work environment, professionalism, and upbeat attitude in the workplace.<sup>146</sup>

**Be Reference for their Team.** It's not enough to merely present a picture to clients or the public; it must also reflect the actual work environment, professionalism, and upbeat mood in the workplace.<sup>147</sup> Businesses are increasingly developing regular or daily initiatives to uphold cultural values. This is accomplished by setting aside time for individuals to exchange examples of how they have truly used one of the values to provide customer service.<sup>148</sup>

**Prioritize Recognition and Accountability.** Team members that continuously respect business values when interacting with clients should be acknowledged and rewarded by their leaders. Hold people responsible when their actions depart from these principles, on the other hand. This guarantees a culture of honesty and congruence. Being a team leader involves more than just articulating your values; it also involves living them out. By continuously emphasizing such instances, values transcend words and become the company's lifeblood.<sup>149</sup>

**Demonstrate Organization Values in Daily Work.** Leaders ought to honor and commend team members that continuously respect the company's principles when interacting with clients. On the other hand, hold people responsible when their actions depart from these principles. This guarantees an alignment and integrity-based culture. Being a team leader is more than just saying your values; it's about living them out. By showcasing these instances frequently, values transcend words and become the company's lifeblood. Team members that constantly uphold the company's values when interacting with clients should be acknowledged and rewarded by their leaders. Hold people accountable, on the other hand, when their actions depart from these principles. A culture of integrity and alignment is thereby guaranteed. It takes more than just articulating values to lead a team; it takes living them out. By continuously emphasizing these instances, values become the company's lifeblood, transcending mere words.<sup>150</sup>

Workers and employers alike are vulnerable to the effects of toxic work environments. Workers in unhealthy environments may face stress, worry, and sadness, take more sick days, or quit. In hazardous conditions, productivity often drops as well. According to Terry Doherty, founder and CEO of Doherty Associates, the difficulty that numerous financial services companies face in implementing and maintaining hybrid work arrangements has been highlighted by both their own research and new information from other sources.<sup>151</sup> Researchers at Doherty Associates have uncovered a previously unknown reality, he declared. Although 78% of the 499 capital markets workers surveyed had implemented new technology to facilitate hybrid work, only 15% reported that it increased productivity. Plus, 37% had trouble locating important job-related documents, and 25% felt overwhelmed by the number of tools they had to use. According to Doherty, who emphasized that the advantages of hybrid working were associated with the capacity to provide them with the correct IT support; these reasons are putting at risk the expected productivity benefits of remote work. Employers can enhance engagement and productivity in hybrid work settings even on a small budget, which will help the industry prevent a costly loss of talent. The great resignation had many causes, but toxic culture was a major one.<sup>152</sup> As millions of workers quit their jobs looking for better work-life balance, toxic workplaces may struggle to retain and attract talent. Managers can adopt measures to reduce toxicity workplace.<sup>153</sup> Such as follows.

**Put employees first.** People are what keep a business afloat. Find out what your staff need and have open discussions about it. Determine what is standing in the way and have staff members weigh in on potential solutions.

**Prioritize well-being.** Toxic team members, especially leadership, can be identified through a feedback process, which can help prioritize job obligations while also focusing on employee well-being. As part of this process, we will conduct an employee poll to gather feedback on our company culture and values. To ensure that employees feel comfortable expressing their opinions, make sure that this is anonymous.

**Model expectations.** Behavioural expectations should be regularly demonstrated by leaders. They need education on what constitutes a hazardous work environment, how to spot one, and what they can do to change it.

**Reward and recognize.** Say something nice, even if it's only a "thank you," every day. Managers may boost morale and productivity by publicly acknowledging employees' achievements. The best way for workers to show appreciation for one another's efforts is to institute a system of peer recognition.<sup>154</sup>

**Hire the right people.** You can't train someone to have a certain attitude. Workers can acquire job-related skills, but it's far more challenging to eradicate harmful practices. Choose upbeat, team-oriented people at all levels of the company when hiring if you want to foster a pleasant work environment.<sup>155</sup>

## 8. Leadership Challenges in 21<sup>st</sup> Century

The 21<sup>st</sup> century has been marked by disruption, ongoing change, and technological breakthroughs, profoundly affecting how people live and work. Key events like the dot-com boom, the rise of smartphones, digital platforms, social media, and emerging technologies such as IoT, 5G/6G, AI, robotics, machine learning, and blockchain have reshaped global business and organizational functions. These advancements have democratized information, fostering a more seamless and efficient global economy. The rapid growth of emerging economies like China, India, Brazil, Indonesia, and Middle East nations has shifted the economic landscape, altering leadership dynamics. Today's leaders must navigate a complex, evolving environment, managing change proactively for long-term success growth.<sup>156</sup>

Kodak exemplifies a company that lost its market position due to leadership's failure to adapt to competition and changing circumstances. Once the most significant film producer, Kodak's management hesitated to embrace digital technology, fearing it would harm their film business. This reluctance contributed to their decline and layoffs as demand for film plummeted. Similarly, companies like Blockbuster, Pets.com, and Nokia struggled because they failed to adapt to market changes. Effective leadership is now more critical than ever, as shifts in needs and motivations demand new strategic approaches. The challenges faced by 21<sup>st</sup>-century leaders are increasingly significant.

**Geopolitical volatility:** Organizations may suffer abrupt yet catastrophic harm due to geopolitical factors. Financial assets can be depleted and capital investments chased away by unstable geopolitical settings. Stricter government controls in local markets may result from high geopolitical volatility, making it more expensive for businesses to operate in particular regions, given that the majority of the factors—such as governments, laws, the environment, trade, labor markets, etc. Despite remaining beyond their control, geopolitical risks have grown to be a significant concern for leadership teams.

**Technological disruptions:** Technological disruptions define the twenty-first century, becoming increasingly common across sectors like manufacturing, technology, and healthcare. Data mining companies are building DNA databases, while 3D printers are transforming production of everyday items, construction, and artificial organs. AI combined with cloud computing expands data-driven decision-making. These advances challenge norms and drive entrepreneurship, with startups disrupting traditional models by innovating and marketing new products, shaping future markets.

**Economic and political uncertainty:** Organizations must deal with political and economic unpredictability after removing geopolitical concerns at the national level. Every firm, regardless of size, wants to function in politically and economically secure circumstances. Revenues, profits, and investments can be severely harmed by national environments that are marked by recurrent labor strikes, social upheaval, and turmoil. Managing political and economic unpredictability has emerged as a crucial leadership challenge in the twenty-first

century. Economic and political uncertainties must be taken into consideration in any growth strategy since businesses are looking to expand and startups are looking to scale up more quickly.

**Shifting demographics:** Overall, there have been major changes in the global population. There are more single-parent and dual-income households, an aging population that requires more health and social services, and a more diverse workforce. These demographic changes cause constant shifts in the demand for a company's goods and services. This means companies must keep their product lines current. Corporate leaders face the challenge of finding a sustainable way to generate profits while anticipating and adapting to upcoming demographic shifts.

**Having a balanced short-term and long-term lens.** Businesses face pressure to prioritize short-term financial success, driven by demands from shareholders and analysts for quarterly results. Yet, long-term plans that involve careful resource allocation are crucial for sustained success. The tension between short-term gains and long-term strategies creates ambiguity and risks, making it vital for leadership to find a strategic balance. This balance helps address immediate challenges like labor strikes and unrest, as well as medium- and long-term concerns such as geopolitical issues. Modern leaders must balance long-term growth with stakeholder expectations to strengthen the company's brand and ensure resilience rewards.

**Resilience:** Organizations face growing pressure to prioritize short-term business wins over long-term strategies. Companies often adopt a short-term outlook because they must report quarterly earnings and profits to satisfy investors and financial analysts. However, long-term initiatives that require organizational resources and careful planning are essential for sustained success today. The ongoing conflict between short-term and long-term goals adds more uncertainty and risk to decisions about capital spending and resource distribution. In this century, effective leadership requires a strategic balance between immediate corporate aims and long-term ambitions. It's crucial to manage conflicting forces, like labor strikes, civil unrest, and competitor imitation, which have short-term impacts, alongside those impacting medium- and long-term outcomes, such as geopolitical shifts. Leaders today need to find ways to meet stakeholders' demands for instant benefits while also investing in long-term objectives that will grow and strengthen the organization reputation.

**Having a horizontal and vertical outlook:** The concept of "horizontal leadership" refers to inspiring groups of individuals to collaborate towards a common goal. In contrast, a top-down, military-style approach exemplifies vertical leadership, which is fundamentally the opposite. Effective leadership resides in the balance between these two opposing philosophies. Various factors, such as organizational structures, the cultural diversity of employees, global presence, command-and-control frameworks, and the influence of local entities, all shape contemporary leadership styles. Today's effective leadership philosophies tend to emphasize granting teams greater autonomy and responsibility, as our world becomes more interconnected and flatter. Leadership teams should actively listen, encourage the sharing of information and opinions, and foster a trusting environment within a landscape characterized by collaboration, communities, and networks. While vertical leadership offers a different approach, it remains valuable for helping teams resolve conflicts, make decisions in complex situations, provide guidance during uncertainty, and lead with courage, empathy, and conviction.

**Global perspectives and local insights:** Motivating groups of people to support and accomplish a common objective is known as horizontal leadership. Vertical leadership, on the other hand, is the exact antithesis of top-down, military-style commanding teams. There is a middle ground between these two diametrically opposed leadership philosophies. In the modern world, command-and-control systems, worldwide presence, cultural diversity of employees, organizational structures, and the involvement of local entities all influence leadership styles. Giving teams greater ownership and responsibility is becoming a common trend in effective leadership styles as the world gets flatter and more interconnected. In a world of networks, communities, and cooperation, Leadership teams should listen attentively, encourage the exchange of information and opinions, and foster a climate of trust. While the vertical leadership style is also significant, it manifests in a distinct way. This approach involves making decisions in ambiguous situations, helping teams navigate conflicts, offering guidance during uncertain periods, and leading with courage, empathy, and conviction.

**Strong strategic compass:** Executive teams and executives must have a strong strategic compass in the twenty-first century. In addition to having a good sense of self-awareness, outstanding leaders must be passionate visionaries with a clear sense of purpose and direction when leading their teams. Importantly, their

personal vision should be entirely consistent with the organizations. But in these uncertain times, a leader's operational plan should be flexible. While making progress toward long-term organizational goals is important, a leader should be willing to explore and embrace different approaches to reach these objectives. Leaders should remain unwavering despite severe disturbance and mayhem, much like a compass that always points north.

**Globalization:** Every industry and society in the globe is experiencing a rise in global awareness. All facets of society have been impacted by this change in attitude and behavior. The marketing of American consumer goods, industry, and even entertainment has significantly grown to a global level, rather than just concentrating on the United States. Multinational corporations have been established in order to participate in the wider economic arena as a result of the globalization of marketing, manufacturing, and competition. Even the economy has gone global. The global economy is impacted by the economic difficulties faced by Mexico, the United Kingdom, or any other nation.

**Increasing Stress on the Environment:** Concerns about the environment and its capacity to sustain the world's population in the future are getting harder to resolve. It may be feasible for one nation to manage its own pollution control; yet environmental issues transcend national borders. Around the world, conflicts between economic and environmental concerns persist. The utilization of old growth forests, the preservation of wetlands, fishing rights, and laws pertaining to chemicals that impact the atmosphere are also topics of discussion. As we face challenges from infractions like industrial runoff, our fresh water table will likely become more of a concern. Because landfills are still overflowing with garbage, recycling is under more strain. Complex environmental phenomena, land development, and toxic waste all have a role in health education and the welfare of people and animals.

**Increasing Speed and Dissemination of Information Technology:** The globe is now connected in ways that were unimaginable fifty years ago because of mass media. Although this year's newest contribution to computers may be the Pentium chip, nanotechnology is rapidly approaching. From political science to microbiology, nanotechnology will enable the use of methods that will significantly reduce the size of equipment and boost information processing and dissemination capabilities. Bits of information are sent electronically fairly instantly these days. The Internet, social media, and major news networks all contribute to the rapid global dissemination of information. As a result, people can virtually instantly learn about events that have occurred halfway around the world. Information privacy is practically impossible. The "bits" that make up information technology don't act like consumer items. At national borders, consumer products might be halted and their value declared. "Bits" are electronically transported across borders with little regulation. This could help to explain why there are permeable boundaries across communities, organizations, and people. For instance, the Chinese students were faxing and using other media to communicate with the rest of the world while they were protesting in Tiananmen Square. The Chinese authorities found it extremely challenging to regulate the instant information. Many cases are comparable.

**Scientific and Social Change:** The recent news that a sheep had been cloned portends what genetic engineering will bring. One of the scientific innovations that will transform our lives is genetic engineering. In addition to continuing to unlock the mysteries of the gene code, biomedical technology will fundamentally alter how we treat illnesses and cultivate and produce our food. New organizational, social, political, and educational institutions will be needed as society develops. Additionally, gender roles will be reframed and publicly disseminated. There will be minimal time lag between all of these adjustments. The ethical and spiritual aspects of human nature are influenced by each other in these four movements. The problem and issues facing leadership then become more about how humans can better comprehend, regulate, and improve nature and how we interact with it.





Figure 10: Leadership challenges around the world<sup>157</sup> and respond to those challenges<sup>158</sup>

The world has always been filled with conflicts, violence, repression, and oppression, which lead to circumstances in which no one truly wins and to deadlocks that worsen both the human condition and economic order. Building a durable peace requires addressing the human cost, regardless of whether conflicts can be won. This responsibility now rests with our future leaders and followers. Expert authors explore how both leaders and followers can foster pacifism, peace-building, nonviolence, forgiveness, and social cooperation in "Peace, Reconciliation, and Social Justice Leadership in the 21st Century." The complexities that leaders in the 21<sup>st</sup> century must navigate underscore the need for three essential pillars: systemic resilience, network leadership, and value-based leadership. Regardless of their location, industry, or organizational culture, leaders encounter a host of internal and external challenges that can affect their daily lives and professional responsibilities. Today's leaders must grapple with numerous fundamental issues that are pervasive across various contexts.

**Honing Effectiveness.** Developing essential skills such as time management, prioritization, strategic thinking, decision-making, and completing tasks is the goal of this leadership challenge. Contemporary leaders need to keep in mind that effective leadership is based on knowing what motivates people, how they respond to particular situations, and then having the faith in ourselves to change things. When anything goes wrong, good leadership entails taking full responsibility, not placing the blame on our team, and using it as a teaching moment.

**Inspiring Others.** This leadership challenge focuses on enhancing productivity by developing key skills like time management, prioritization, strategic thinking, and decision-making. It is important for contemporary leaders to keep in mind that effective leadership is based on knowing what motivates people, how they respond to particular situations, and having the faith to change things. When things go wrong, good leaders take full responsibility, don't point the finger at our team, and use the situation as a teaching moment.

**Developing Employees.** "Empowering others through effective coaching and mentoring is essential for fostering their growth and potential." Mentoring and coaching have a connection and can overlap. Coaches and mentors play different roles, even if the same leader may conduct both. The mentor and the coach, as well as the individuals they are assisting in the development of, should be aware of the distinction. The goal of coaching is usually to help someone overcome a present obstacle or problem in order to improve their performance on the job. Research has consistently indicated that companies with strong employee motivation and engagement, as well as high satisfaction and retention rates, exhibit distinct people management strategies from those with poor engagement. Processes for developing talent were important differentiators.

**Leading a Team.** Team-building, team development, and team management present another significant obstacle. This involves particular leadership issues, such as fostering pride, offering assistance, collaborating effectively, managing a sizable team, creating team standards, and adjusting to a new team. A collection of guidelines or guiding precepts known as team norms influence how members of the team interact with one another. Clear, accepted behaviors are established by team norms, which specify how tasks will be completed and what members of the team can anticipate from one another. The success of a team depends on trust, which can be developed in this important way. Discussing and deciding on team norms is crucial when several individuals collaborate to solve issues and reach conclusions. A project manager or team leader must take into account the team norms that are important to him and the work. Gaining insight into a leader's own viewpoint will enable him to consider his own conduct and efficient methods of team management.

**Guiding Change.** An effective change leader is more challenging due to the complexities of organizing and managing change. It requires understanding team members' reactions, overcoming resistance, and minimizing negative impacts. Successful change implementation is a key issue for modern organizations, as adapting is essential for survival and growth in today's fast-paced environment.<sup>159</sup>

**Managing Stakeholders.** Managing relationships, navigating workplace politics, and shaping one's image are vital aspects of effective leadership. Securing buy-in from various departments, organizations, or individuals, along with managing up, influencing peers, and garnering support from management, are all critical components of this process. Influence encompasses the ability to implement key strategies that engage, connect with, and motivate others to change their behavior in a desired direction. While influencing others is essential, it goes beyond merely giving orders. Modern leaders not only provide direction but also inspire, motivate, and persuade. They harness the expertise and skills of their teams, steering members toward a common goal and fostering a commitment to achieving successful outcomes.

Contemporary leaders worldwide should focus on addressing common leadership challenges. They need to be proactive by setting clear goals, establishing timelines, and deadlines to stay aligned with their team. Distractions often cause leaders to lose sight of both short-term and long-term objectives. Frequently, leaders get caught up in urgent, unexpected issues, which can divert attention from key outcomes that are most important to their organization. While surprises are inevitable, effective goal-setting acts as a guiding map, helping leaders refocus on priorities amid other challenges. A well-known approach for this is the SMART method. When setting goals, contemporary leaders should ensure they cover several essential points' follows.

- **Specific.** Provide a detailed explanation of what achieving the goal would entail involve.
- **Measurable.** Set goals based on individual capability by measuring the progress.
- **Attainable.** Stretch goals are fine, but a leader also needs to ensure that achieving the goal is feasible.
- **Realistic.** A leader should evaluate what is likely needed and feasible to accomplish, considering time, resources, and talent goal.
- **Timed.** A leader must set deadlines for reaching milestones along the way to their goal, as well as for accomplishing the final goal itself.
- **Valued.** They need to establish goals that match their values.

## 9. Contemporary Leadership Concept, Practice and Way Forward

Giving a group of people the vision, dedication, guidance, and inspiration, they need to complete a work or objective that would otherwise be impossible for one person to complete is a valuable function of leadership in the modern era. Followers are other members of the team, group, or organization. Those who share the leader's vision and direction are considered followers. There is also increasing interest in the study of followership. But the terms "followers" and "followership" are not interchangeable. Never use this phrase in a negative or disparaging context. In order to fulfill their own responsibilities and obligations, followers may also demonstrate leadership traits. Since being a good follower is such a significant duty, many of today's most successful leaders developed their leadership abilities, opportunities, and experience before learning how to lead others. Put another way, gaining the experience and understanding required to become a leader is frequently the result of someone learning and valuing followership qualities.

**Vision:** This is a significant way to express the organization's mission in a way that is so visually appealing and intuitive that it effectively illustrates what the organization can become in the future. A shared goal, self-worth, and a feeling of belonging are all infused by vision. Historically, the organization's top management has provided the vision. Contemporary leaders are also starting to see the need of developing the vision in collaboration with individuals who are more familiar with the workplace and the client.

**Mission or Mission Statement:** This usually explains the organization's mission and the kinds of tasks that must be completed for clients and stakeholders. The special value or services the organization provides as a result of its efforts should also be mentioned. Usually, mission statements have three or more parts. First, a declaration of the company's overarching goal or objective is made. Second, a declaration outlining the principles as staff members are supposed to uphold and adhere to during the decision-making process. Third, a statement outlining the main objectives that management feels are necessary to fulfill the purpose. These objectives ought to align with the moral principles that staff members are supposed to uphold. Contemporary leaders make sure that these are the tenets that outline how staff members, starting with management, plan to carry out their duties and behave. These principles serve as the cornerstone of the organization's culture and will dictate the type of organization that emerges. Contemporary leaders never sacrifice moral courage or values.

**Values:** The guiding principles outline how the staff, starting with management, plans to carry out their duties and behave. As the cornerstone of the organization's culture, these principles will dictate the type of organization that emerges. Moral courage and values are never compromised by modern leaders.

**Commitment:** This is the emotional commitment made by an employee to put up significant effort in order to carry out a choice, result, or objective. To accomplish the mission and set goals, effective leaders must be dedicated individuals who can enlist the dedication of others. Contemporary leaders never waver in their dedication and cultivate goodwill.

**Motivation:** This is the capacity to offer a motivator or justification to persuade people to take action or make a commitment. Successful leaders understand that various people respond to different motivators since every individual is unique. A prudent leader is also aware that creating a fear-based atmosphere is the least successful long-term motivator and that money is not the best one. Contemporary leaders are able to effectively inspire their people.

**Consensus Building:** This is the capacity of a leader to foster consensus among disparate members of a group. Although it may not be every member's first choice, a consensus usually arises when different group members concur that a specific alternative is acceptable. Compared to a decision reached by a simple majority, reaching a consensus can foster a higher level of commitment among group members. Nevertheless, reaching a consensus takes more effort and isn't always achievable. In order to start implementation, modern leaders typically need to take the initiative and confirm that the group decision has been taken.



Figure 10: Proper guidance<sup>160</sup> and develop relation is prime task of future leaders<sup>161</sup>

The existence of the so-called naturally born leader is hardly supported by any data. Studies that are still being conducted are demonstrating the lack of value in the idea of a natural leader. The fact that charm is frequently confused with leadership could be one factor contributing to this misconception. It is true that certain leaders are very charismatic. But a lot of leaders don't. In actuality, a variety of forces shape leaders; they are not born. Honesty, knowledge, readiness, experience, opportunity, balance, and so forth are some of the elements that frequently create good leadership qualities. Astute leaders are starting to realize that it is their duty to cultivate followership by promoting followers' involvement in goal-setting and objectives. Followers are now seen by modern leaders as collaborators in the company who should be empowered to carry out their duties and encouraged to seek innovation. Positive leadership abilities may have a positive and significant impact in almost every aspect of our lives, which is why leadership is vital. Gaining, comprehending, and demonstrating leadership abilities can positively impact our work environment, our

community, and our interpersonal connections. The ability to lead effectively in the present era requires a wide range of characteristics. Vision, mission, values, dedication, drive, and consensus-building are a few of these attributes. A leader's efficacy may be significantly diminished if they lack any of these crucial characteristics. The following are the essential characteristics of a contemporary leader.

**Humility.** Being humble makes a leader "more human" and involves sharing power and soliciting input as opposed to forcing change and exercising command.

**Trust.** A leader who exhibits humility is "more human" and shares authority and solicits feedback instead of forcing change and exercising command.<sup>162</sup>

**Transparency.** Trust and transparency must go hand in hand. It is impossible to build trust without being truthful and transparent. Leaders that are open and honest with their team about how they can all work together to accomplish the company's goal see a 103 percent boost in employee satisfaction and an 87 percent rise in the quantity of excellent work that is being done.

**Empowerment.** Leaders that give their staff the freedom to take charge, make choices, lead, and innovate see a 78 percent boost in engagement, a 255 percent rise in the occurrence of excellent work, and an 184% improvement in their employees' perceptions of them.

**Enablement.** Workers must be given the opportunity to change things. It is the duty of leaders to help their staff members grow and develop so they have the knowledge and expertise needed to do excellent work.<sup>163</sup>

**Prioritizing wellbeing.** Workers must be empowered to make changes. Leaders have a duty to nurture and develop their staff, giving them the knowledge and skills necessary to perform their best. Repeating this often emphasizes its importance, but the core message remains the same: empowerment and development are key. Leaders should focus on supporting their teams to foster growth and improvement work.

**Mentorship.** Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work. Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work. Employees must be allowed to change the world. Leaders are responsible for helping their staff members grow and develop, so they have the knowledge and experience necessary to perform excellent work.

**Empathy.** It's critical to comprehend and acknowledge the needs, feelings, and difficulties of others. Leaders who demonstrate empathy become far more relatable and build closer bonds with their staff. The current state of affairs is unparalleled in that everyone on the planet is coping with the same issue in their own unique way. Although COVID-19 had a global impact, each of us experienced it differently on a personal level. We all carry rocks in our backpacks, and some days those rocks are heavier than others, as a quote suggests. Recognizing this is a fantastic first step.<sup>164</sup>

**Recognition.** Giving regular praise and showing gratitude to others are essential for creating a contented team that is more inclined to go above and beyond. Employee engagement increases by 83 percent when people are consistently recognized, not simply when they achieve a goal.

**Honesty.** In actuality, responsibility is fostered by honesty. Leaders that are truthful make their team members answerable for their activities. This can contribute to the development of a responsible, self-assured, and believing culture where everyone takes responsibility for their job and works to accomplish their objectives. In actuality, integrity is essential to good leadership and will remain so in the future. It strengthens faith, creates a positive culture, sets an example, welcomes criticism, and promotes accountability.

A contemporary leader has the skills and traits needed to manage a team now and in the future. Today's leaders must define a vision and execute a plan, but inspiring, motivating, and communicating with employees is just as important for achieving business goals. Since the future is always unpredictable, modern leaders need to innovate, adapt, and thrive in today's business and social environments. They also need to stay

ahead in strategy and operations because successful teams, professionals, and organizations of the near future will require leaders who can adjust to innovation and major societal changes.<sup>165</sup> By 2025, millennials will make up 75% of the workforce, so most executives will manage a different generation with unique values. Future Gen X leaders should recognize this generational shift by understanding what it takes to lead their millennial workforce, as Gen X leaders hold the most senior leadership roles worldwide. As technology and work conditions continue to evolve, the corporate sector changes rapidly alongside generational shifts. Future leaders will need to navigate these changes while embracing new developments or tackling complex problems as they emerge period.<sup>166</sup>

Contemporary leadership has several drawbacks compared to traditional leadership. Leaders and followers might not be on the same page. It's possible that contemporary leaders don't enjoy the same respect or authority. Under a contemporary leader, followers could feel less inspired. In some circumstances, modern leadership approaches might not be as successful. It's possible that individual success is valued more than collective accomplishment. However, there are certain benefits to utilizing a modern leadership paradigm as opposed to a traditional one. Compared to traditional leaders, modern leaders tend to be more goal-oriented. This implies that rather than just keeping things as they are, they are more inclined to act in ways that benefit their organizations. Collaboration and teamwork are often prioritized over individual success by contemporary leaders. Along with greater creativity and invention, this can result in a team that is more cohesive and productive. Both for their teams and themselves, modern leaders are frequently dedicated to lifelong learning. This enables them to learn new things and stay current with the most recent trends and advancements in their fields. Instead than only controlling their staff, contemporary executives usually aim to empower them. Increased motivation and job satisfaction as well as increased productivity may result from this. Both in their methods and in the objectives, they set for their companies, modern executives are typically adaptable. This enables them to take advantage of quickly changing environments and quickly adjust to new circumstances and possibilities.

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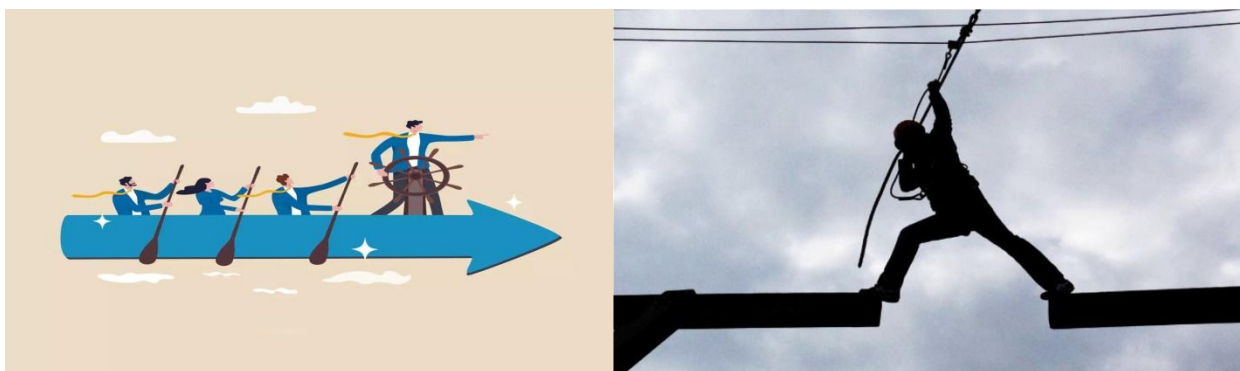


Figure 11: Coaching and mentoring of leadership<sup>167</sup> to face future challenges<sup>168</sup>



Taking responsibility for our own lives and obligations is a key component of modern leadership. A Contemporary leader must always be prepared to develop their abilities and capabilities. It also involves having the guts to voice one's opinions even when one is unsure about them. Contemporary leaders must have the courage to advocate for themselves and drive them forward. When faced with significant obstacles, effective modern leaders also have the guts to seek assistance and put in the work to be well-prepared. Seeking assistance is a brave gesture that gives others the satisfaction of knowing they have made a difference. Leadership in today's world involves strategy, accountability, perseverance, and determination. Setting goals that one wants to achieve is a simple method as take charge of his/her life. These are things that a person truly wants to do, whether they be short-term objectives, such as learning to draw, weld, or paint, or long-term objectives, like graduating from college, starting a family, becoming a carpenter, welder, electrician, mechanic, or artist. By providing us with a sense of pride and achievement, learning how to set objectives and then working toward them can improve our self-esteem. The methods listed below can be used to work toward personal objectives and attain modern leadership.

- Spending time clearly defining one's desires and determining if they can be realistically pursued.
- Spending time defining one's goals and determining whether they are really achievable.
- Establishing SMART goals—specific, measurable, realistic, relevant, and time-bound—is important. These objectives are specific, reachable, and significant. Establishing SMART goals increases the likelihood of reaching one's life goals by helping to focus efforts, make efficient use of time and resources, and clarify concepts.
- Setting goals along the road to demonstrate that the path is being followed, such as learning to weld, enrolling in a technical school or institution, or putting on a show of one's own work for friends and family, if one's long-term objective is to become an artist.

Contemporary leadership theories offer crucial insights for leaders to inspire and motivate employees toward achieving organizational success. By grasping these theories, leaders can adapt their style to the situation, foster trust-based relationships, and prioritize the needs of their followers. Real-world applications demonstrate benefits such as enhanced employee engagement, improved performance, and overall organizational success. In today's fast-paced business environment, understanding these theories is crucial for leaders to remain competitive and achieve long-term goals. To effectively respond to changing circumstances, leaders should develop an action plan, which involves four critical steps.

- Identifying a goal for oneself life.
- Preparing some activities to reach the goal and commit to tackling obstacles with the purpose of reaching the goal.
- When implementing the action plan, it is essential to be adaptable and inventive, as even the best-laid plans can occasionally go awry.
- Track progress by monitoring milestones and making adjustments as necessary; occasionally, the objectives, plans of action, or targets may need to be revised.

To be a contemporary leader, one needs have both theoretical and practical expertise. Real-world experience is how practical learning is achieved. The two primary approaches to learning and training in schools, colleges, and advanced adult education continue to be theoretical and practical instruction. On-the-job training is actually more beneficial than reading, watching, or listening. Learning by doing is the ultimate goal of vocational or practice-based, practical learning nowadays. We can typically retain material effectively and for extended periods of time when we learn it practically. Depending on the individual, actions are easier to recall and apply than words. Gaining more practical experience can help you grasp a certain skill or subject more thoroughly. It is frequently believed that experience-based learning is a more effective method of retaining information and honing skills. In contrast to theoretical learning, practice-based learning integrates interpersonal communication and teamwork. People are more likely to be studying alongside others than merely internally. Consequently, hands-on learning might enhance their communication and social abilities. In order to increase our capacity to collaborate with others in understanding and communication, social input may be essential for hands-on teaching and learning. By putting pertinent abilities into practice, a person develops the experience and knowledge necessary to finish tasks and demonstrate his ability in his position. The well-known proverb "practice makes perfect" applies here. The key to comprehending and demonstrating our ability to perform the job at hand in the workplace is practical learning. On the other hand, neglecting the

significance of theoretical education will ultimately impede advancement. The following abilities are necessary for contemporary leaders to succeed in their workplace or theater and stay away from harmful leadership practices.

**Emotional Intelligence.** The concept of emotional intelligence holds that both our own and other people's emotions have an impact on how we behave. High emotional intelligence is a sign of being able to identify one's own feelings and comprehend how they influence conduct. It also shows that you have the capacity to judge other people's feelings. The employment environment of today presents a different picture than that of previous roles where a rigid, structured leadership approach may have been effective. In order to help handle chaotic or stressful situations, leaders with emotional intelligence are able to comprehend the complicated feelings of both themselves and others. Inspiring others and preventing animosity, an emotionally savvy leader will effectively manage important client and workplace connections. Leaders with empathy are more than 40% more effective at coaching, decision-making, and staff engagement.<sup>169</sup>

**Listening Skills.** It is common knowledge that all successful leaders possess strong communication abilities. However, it's a typical mistake to solely evaluate a leader's speaking abilities while ignoring their listening skills. Future leaders will adopt a stance of "actively listening" rather than completing employees' sentences or even providing interpretation since, as leaders, we think our opinions are more significant. The finest thinkers have debated what intelligence really is for millennia. According to Einstein, "The true indication of intelligence is not knowledge but imagination," but Sternberg's theory distinguishes three types of intelligence: practical, creative, and analytical. Intelligence is up for discussion, regardless of how we define it. "Common sense" may be lacking in even the most "book brilliant" persons. IQ tests have historically been used to evaluate intellect, but they ignore social and emotional intelligence, two components of intelligence that are crucial for coaching and leadership. Listening carefully to clients and staff can assist address some issues by removing barriers and providing them with the will to succeed. A leader needs to hone his capacity to react to market cues. Sometimes a sudden change of direction is necessary, but more often than not, the early warning signs have been present for some time. Stronger ties with customers will result from that sensitivity. Since the world is constantly changing, a leader should be the "constant" that his clients depend on and provide them with the information they require to be successful.

**Establish Trust.** A prevalent characteristic among the world's top-performing teams is trust. Future leaders will create "psychological safety" in the group dynamic, allowing everyone to think freely and trusting one another to voice concerns and communicate openly. Teams at work can achieve better results more quickly and at a lower cost when there is trust. Future leaders will demonstrate trust in their employees, which will be reciprocated by more open communication as well as increased productivity and efficiency. Tech leaders today must become adept at conveying stories with strong graphics and remote tools because a large portion of the tech industry operates in a hybrid remote setup. Instead of delivering dull presentations, a tech leader should learn how to use their team's persona to communicate their messages, engage the audience remotely utilizing contemporary tools, and use square box cameras to gain their team's trust.<sup>170</sup>

**Develop Others.** Being a modern leader means creating a strong leadership culture in addition to carrying out strategy and motivating outcomes. By identifying and nurturing any leadership potential that may be developing within the firm, contemporary leaders go above and above for the benefit of the company's expansion. Successful leaders of the future will possess the quality of enabling people to realize their potential and accomplish their goals. Because in order to be a successful leader in the future, we must enjoy helping people reach their full potential. In the end, a good coach and leader will set an example for their team members by making sure they understand how their job fits into the larger company objective and motivating them to remain motivated and dedicated to that "North Star."

**Servant Leadership.** A contemporary leader will exemplify the principles of a servant leader, who guides people to meet their needs. The welfare of the workers and their communities is the main focus of servant leadership. The wellbeing of their people is still the core focus of servant leadership, as opposed to traditional leadership's emphasis on company or business goals. A leader must begin considering people as individuals rather than as resources or items in his toolbox. People are not the tools in modern businesses; they are the people who use the tools. The first step in being a people-first leader is this lesson.

**Global Citizen.** The world has grown increasingly linked and borderless as globalization continues to dominate commerce and communication in society. In the future, contemporary leaders will have to overcome the challenges of navigating international marketplaces, appreciating new cultures, and building diverse teams of high-performing individuals.

**Leading Integrations.** As we approach another year of record merger and acquisition activity, the ability to lead integrations has become an increasingly vital skill set for technology leaders. Disjointed IT systems pose significant challenges following a merger or acquisition, particularly in today's dynamic work environment. Tech leaders who can effectively streamline disparate technology stacks and establish cohesive tech ecosystems will be essential in delivering value swiftly after a deal. Additionally, with the rise of remote work, tech leaders can no longer engage and connect with their teams by simply walking around the office. Instead, regularly sharing brief videos is an excellent alternative for celebrating achievements, conveying information, or recognizing the efforts of individuals and teams.<sup>171</sup>

**Digital Leadership.** To effectively harness digital transformation, an organization typically has one or more leaders responsible for managing the transformation of assets and outlining the pathway to achieve its strategic objectives. These leaders focus on navigating the ongoing challenges of digital transformation as organizations adapt to evolving technology, new methods of product delivery, and shifting customer expectations. There is no one-size-fits-all approach or leadership structure that guarantees success in digital initiatives. Relying on a single leader may lead to the emergence of a digital silo, while distributed leadership can often result in a lack of alignment. In such cases, pursuing digital initiatives can feel akin to an infectious challenge: once a leader becomes involved, they may find it difficult to disengage. To avoid having the "infection" consumes valuable time, others may opt not to engage at all, leaving certain areas of digital development inadequately managed.<sup>172</sup>

**Advanced Technology and Technology leadership.** Being a technology leader today requires more than technical expertise. Effective leadership involves a balanced skill set that adapts to the evolving tech landscape. Leaders must focus on the strategic vision while also attending to technical details, ensuring they don't lose sight of overarching goals. Striking a balance between hands-on skills and a broad outlook is crucial. Additionally, fostering a culture of cybersecurity awareness across all levels of the organization is essential, engaging everyone from interns to executives.<sup>173</sup> In today's dynamic environment, an all-hands-on-deck approach is crucial. Emotional intelligence is a fundamental component of effective technology leadership, particularly in nurturing strong teams. Recognizing and addressing the emotional and professional needs of team members is essential for a leader's success. Technology leaders must adapt their management styles to align with the unique attributes of each individual. Since team members vary in their strengths and qualities, leaders should employ flexible management techniques to maximize each person's potential.

**Adaptability and Continuous Learning.** Change is a constant in the technology landscape, making adaptability essential for effective leadership. Leaders must not only respond to change but also actively embrace it. Technology leaders should foster a culture of continuous learning to enhance their teams' adaptability and resilience. This can be facilitated by promoting courses, webinars, and workshops. A tech leader's role extends beyond merely understanding code or keeping up with the latest trends; it encompasses a blend of technological expertise, cybersecurity awareness, emotional intelligence, and more. To effectively guide their teams through the ever-evolving tech environment, leaders need to integrate practical skills with a strategic vision, encourage a culture of ongoing education, and advocate for ethical responsibility..<sup>174</sup>

**Data Driven Decision Making.** In technology leadership, possessing a strong data acumen is essential. A leader who neglects to engage with data risks making decisions based on guesswork, which is unacceptable in today's high-stakes environment. Effective technology leaders leverage data to derive actionable insights, rendering instinct-based decision-making obsolete.<sup>175</sup>

**Strategic Vision and Foresight.** Monitoring emerging trends is essential for technology leaders. What trends are currently influencing the industry? How can a leader ensure that their technology strategy aligns with broader business objectives? Effective technology leadership involves not only addressing present challenges but also anticipating future developments. Possessing foresight can provide a leader with a significant first-mover advantage.

**Stakeholder Communication.** Tech jargon can often feel foreign to those not working in the technology sector. Influential technology leaders have the ability to translate this jargon into clear, simple language that stakeholders can understand. In technology leadership, it is essential to bridge the divide between IT and other departments. Technology should not operate in isolation within a business. Leaders must create connections between IT and various departments to establish a cohesive strategy. As more individuals transition into strategic board-reporting roles, it becomes imperative for a leader to communicate the complexities of their job in layperson's terms. Mastering a successful ten-minute board presentation is a valuable skill that "equalizes" tech executives, setting them up for long-term success that can be passed on to their successors.<sup>176</sup>

**Ethical Responsibility and Sustainability.** With great power comes a significant ethical responsibility. Technology leaders encounter ethical dilemmas that demand thoughtful consideration. Whether addressing data privacy or the ethics of artificial intelligence, it is imperative for leaders to navigate these moral challenges with care. Green technology is not merely a trend; it is an essential requirement. In the realm of technology leadership, championing sustainability is not only an ethical obligation but also a sound business strategy.

**Innovation and Creativity.** Technology leaders should cultivate an environment that promotes innovation. It is essential for leaders to create a space where team members feel secure in presenting their next groundbreaking ideas. Embracing innovation often involves taking risks and challenging the status quo. In the realm of technology leadership, a willingness to disrupt established norms can lead to significant long-term advantages.

**Project Planning, Management and Delegation.** Projects must be completed on time and within budget. A great idea is only an idea until it is executed, making effective project management crucial for technology leaders to transform visions into reality. Demonstrating strong delegation skills reflects mature leadership. Leaders should recognize when to delegate tasks and trust their team's expertise to deliver results. Mastering project planning and delegation is vital for leaders aiming to meet their goals. Planning breaks down complex tasks into smaller, manageable parts, while delegation assigns responsibilities to ensure timely completion. Both skills help leaders stay aligned with their objectives and lead their teams to successful project outcomes.

**Context Switching.** Technology executives must enhance their understanding of context switching. For instance, they should adeptly shift their focus from sales to product development in an instant. It is essential for them to add value while processing new information and challenges efficiently, all while maintaining a keen sense of prioritization before swiftly transitioning to the next area of focus.<sup>177</sup>

**Collaborating across Organizations.** A technology leader must possess the capability to collaborate across the organization and assemble the appropriate individuals to develop innovative, comprehensive solutions that meet customer needs. This involves uniting various teams, particularly those that engage directly with customers, to gain insights into the product, identify pain points, and explore opportunities. Taking a holistic approach to challenges is essential for successfully creating a product or service.<sup>178</sup>

**Creating Automated Solutions.** As technology evolves, tech leaders need a clear understanding of automation processes and strong communication with R&D teams to ensure successful product releases for customers.<sup>179</sup>

**Adaptability.** The tech industry and consumer behavior are evolving rapidly, leading to shifting demands for businesses. The pandemic highlighted significant gaps in business continuity and security. In this context, a tech executive can truly excel by understanding these emerging needs and developing innovative solutions to address those gaps, thereby making businesses resilient for the future. Modern leaders must clearly articulate the importance of their top priorities, detailing the outcomes they achieve for the organization, and substantiate their claims with high-quality, market-driven data for a meaningful impact.

**Comprehensive Digital and Smart Transformation.** Tech leaders need to integrate all aspects of digital transformation AI, ML, DL, blockchain, cloud, and data—and develop products that create synergy across digital strategies. In today's environment, it is essential to focus on data-centric and cloud-based products.

Blockchain should be utilized to ensure data immutability, while AI engines can enhance the accuracy of analytics.<sup>180</sup>

**Bridging the Tech Knowledge Gap.** Every tech executive must be able to communicate technical concepts in a way that non-technical people can understand. Bridging the knowledge gap between technical and non-technical audiences offers significant opportunities. When the team, customers, and others can better grasp what truly happens behind the scenes, everyone benefits. With the advent of ChatGPT, AI now aims to serve everyday users instead of being limited to those with deep technical expertise. Notably, ChatGPT is the fastest-growing consumer application in history, reaching 100 million users within the first two months of launch. While democratizing AI has exciting potential, it also raises societal concerns. Elon Musk and over 1,000 other tech leaders have called for a pause on AI development, citing fears about its negative impact on humanity's progress. The strength of AI lies in automating tasks that would otherwise be extremely time-consuming. It can dramatically boost organizational efficiency, but it also raises concerns about whether AI will replace human jobs and roles jobs.

**Understanding of Quantum Technology.** Businesses will face potential disruptions from rapid advancements in quantum technology. It's crucial to stay informed about these developments' technological and business impacts now, as the full potential of quantum will emerge in the medium term. Cryptographic agility is not just a buzzword; it is essential for transitioning to post-quantum algorithms. In the upcoming era of powerful quantum computing, where legacy encryption will be compromised, crypto-agility becomes vital for resilience. Notably, China is leading in quantum investment, reportedly unveiling a quantum processor a million times faster than the best supercomputer in October 2021.<sup>181</sup>

**Innovation.** Leaders prioritizing innovation can keep their organizations competitive, adapt to market changes, and unlock new growth avenues. During these discussions, they can explore methods for fostering an innovative culture, promoting creativity and risk-taking, and establishing processes to support new ideas. By investing in these strategies, leaders can ensure their organizations stay ahead in the market and leverage future opportunities successes.<sup>182</sup>

**Diversity, Equity, and Inclusion.** Leaders who advocate for diversity, equity, and inclusion can help cultivate a workplace that is more inclusive and fair, where all employees feel recognized, respected, and supported. By embracing diversity, leaders promote understanding and value for different perspectives and backgrounds. This encourages a culture of inclusivity and respect, fostering collaboration and open communication among staff, which can boost productivity. Additionally, leaders can consider strategies to build a diverse and inclusive team, address unconscious biases, promote fairness and equity, and establish a sense of belonging.

**Effective Virtual Leadership.** Given that remote or hybrid workplaces present unique challenges compared to traditional office environments, leadership skills must be adapted to this specific setting. Leaders should address collaboration obstacles, reliance on digital tools, and reduced face-to-face supervision or interactions in their management approach. As remote work and virtual teams become more prevalent, effective virtual leadership is increasingly vital. Leaders capable of guiding and managing remote teams help ensure consistent performance, engagement, and collaboration across different locations and time zones. They should explore best practices, including effective communication, trust-building, and team-building strategies. Additionally, leaders must consider how to mitigate feelings of isolation among remote employees and foster a strong sense of belonging within virtual teams. Emphasizing open communication and trust, along with strategies like regular check-ins and online team activities, can support a positive remote work culture activities.

**Problem Solving.** Effective leaders skilled in problem-solving can guide their organizations through challenges, embrace change, and discover new growth opportunities. They understand various problem-solving frameworks, strategies for diagnosing issues, and methods for creating and assessing solutions. These qualities make such leaders essential to their teams and organizations, driving them toward success. Moving forward, our understanding of leadership, development, and leadership education should continue to evolve change.<sup>183</sup>

**Conflict Resolution.** Leaders adept at conflict resolution can facilitate discussions between conflicting parties, foster a safe environment for open communication, improve team dynamics, and guide collaborative efforts towards resolving issues. They also promote mutual understanding and empathy between parties, which are crucial for achieving a successful outcome.

**Inspiring and Influencing Team.** Leaders who lead by example can motivate and inspire their teams, fostering a positive work culture and encouraging employees to aim high. By sharing their own experiences, leaders demonstrate that significant achievements and meaningful change are possible. This approach fosters unity and collaboration within the workplace, creating an environment that motivates employees to work harder and pursue their goals excellence.<sup>184</sup>



Figure 12: Comprehensive overview of leadership<sup>185</sup> in global perspective<sup>186</sup>

Contemporary leaders should delegate more to others. Doing so will enhance their productivity in addressing leadership challenges and empower colleagues to take greater ownership. Leaders can also foster greater trust within their teams by delegating effectively. Leaders need to proactively set goals and define timelines, deadlines, and essential steps to maintain progress for themselves and their teams. Distractions can cause them to lose focus on both short-term and long-term objectives. They often become sidetracked by urgent, unexpected issues instead of concentrating on outcomes that genuinely matter to their organization. Effective delegation goes beyond simply assigning tasks; it involves a continuous cycle of critical steps to ensure success follows.

- **Understanding own preferences.** Effective delegators prioritize their tasks, choosing which to handle themselves and which to delegate. Leaders also recognize the level of feedback they desire while the delegated person completes the task.
- **Knowing their people.** To delegate effectively, leaders need to assign tasks to individuals who possess the appropriate knowledge and skills. This requires understanding their team members. Delegation should also serve to help direct reports grow and learn as they handle new responsibilities tasks.
- **Being clear about the task's purpose.** A task's purpose provides it with meaning. When this purpose aligns with the beliefs and goals of the team or individual, delegation transforms into an opportunity for personal growth.
- **Assessing and rewarding.** Leaders should collaborate with their direct reports to find ways to support them. They should also determine if a task has been completed correctly and reward employees accordingly.

Contemporary leaders focus on their unique strengths because they face more demands on their time and energy than they can handle. They should identify the tasks only they can accomplish and delegate the rest to their team. By concentrating on their distinctive contributions, leaders can overcome challenges and add value to their organizations. Recognizing their own qualities, behaviors, and habits helps leaders identify what obstacles might be hindering their growth. This awareness enables them to develop specific skills and advance as leaders. Common internal challenges include confidence issues, fear of failure, maintaining authenticity during self-promotion, impatience, resistance to new ideas, and impostor syndrome—all of which

can block leadership success. Knowing their strengths and weaknesses and focusing on their unique value enhances self-awareness and personal leadership development brand.<sup>188</sup>

Contemporary leaders must prioritize strengthening team alignment and collaboration. What factors might be hindering their team's ability to work cohesively and effectively together? It could stem from a lack of openness and honesty among team members, or perhaps insufficient time dedicated to celebrating small victories. Regardless, enhancing team alignment is essential for organizational success, enabling leaders and their teams to make difficult decisions confidently and maintain a calm, positive demeanor during crises. In challenging times, building trust becomes paramount; in fact, it is one of the three essential keys to effective team-building and collaboration. Without trust, individuals tend to operate out of fear, which jeopardizes success. Furthermore, adhering to agreed-upon principles can significantly align a leader's team. Examples of such principles include a commitment to values like accountability, mutual respect, and integrity. For collaboration to be both effective and structured, teams should follow a framework consisting of three main components or levels.

- **Structural level:** Recognize the structures, roles, and responsibilities of every team member..
- **Systemic level:** Evaluate the existing systems, processes, and policies rigorously..
- **Interactional level:** Assess the effectiveness of communication within the team..

Digitalization and smart technologies are set to transform how modern leaders engage with their teams and stakeholders. Leaders will need to adopt new communication and collaboration methods to stay effective and successful. Additionally, the growing emphasis on diversity, globalization, and inclusion in the workplace is significant. This shift will require leaders to develop new skills and strategies to manage and motivate diverse teams, becoming more aware and sensitive to the needs of team members from various cultural and regional backgrounds. Globalization will demand strong connections with friends, foes, colleagues, and stakeholders across diverse cultures, attitudes, and backgrounds, along with an understanding of international markets and regulations. Leaders who integrate sustainable practices into their tasks and operations will be better prepared to compete in this rapidly evolving world. Interestingly, the value of global trade reached a record US\$ 7.7 trillion in the first quarter of 2022, according to the United Nations Conference on Trade and Development. Today, global trade includes both the exchange of goods and services.<sup>189</sup> Global leadership necessitates the cultivation of a global mindset. Next-generation leaders adeptly navigate the international landscape, forge cross-cultural connections, and promote growth for businesses and communities worldwide. To develop a global mindset and a versatile attitude, one must begin with the ability to communicate a clear vision. Contemporary leaders are required to think strategically, build relationships, and inspire collaboration. In order to succeed as a global leader, it is essential to effectively navigate the challenges and seize the opportunities presented within a dynamic and diverse international ecosystem.

Contemporary leadership emphasizes improvement and empowering individuals. It provides a clear purpose and focuses on creating and achieving goals. Leaders aim to transition from a current state to a better future while sometimes maintaining an effective status quo. Responsible management of resources is vital, with a focus on a circular economy rather than endless growth, always considering the impact on people and ecosystems. Leadership today balances authority with collaboration, valuing mutual agreements and employee input. Employees are increasingly seen as partners rather than subordinates, with compensation based on results rather than hours worked. Contemporary leaders are committed to developing employee potential while prioritizing the collective good and promoting a learning culture. They navigate disruptions strategically and aim to improve the world, fostering an environment where everyone can contribute their strengths. By practicing restraint, modern leaders remain aware of the impact of their actions and ensure decisions consider both short-term and long-term effects.

Today, honesty, adaptability, and balance are key leadership traits. Mentoring and coaching are powerful tools that serve as guiding lights for aspiring modern leaders, helping them navigate the complexities of today's world. Coaches assist future leaders in becoming more agile, flexible, and adaptable by providing them with the necessary tools to handle change, complexity, and uncertainty. During coaching, coaches identify critical areas where the coachee needs improvement and offer tailored guidance to develop those skills. Whether it's communication, analytics, decision-making, or conflict resolution, coaching makes future leaders more effective and efficient in their roles. Coaches give honest feedback and hold the coachee



accountable for their actions and decisions. This accountability encourages a culture of continuous improvement, self-development, and personal responsibility. Leaders often face complex challenges and critical situations. Coaching prepares them with problem-solving techniques, decision-making strategies, and methods to address issues effectively and intentionally. It is a structured, goal-oriented process dedicated to leader development. Typically, coaching hones specific skills and promotes goal achievement. A coach, who is an expert in a particular area, helps the coachee set and reach clear objectives. Coaching can be short-term or project-based, focusing on skill building, problem-solving, decision-making, and performance improvement etc.

Mentoring is a dynamic relationship between an experienced individual (mentor) and a less experienced newcomer (mentee). The mentor provides guidance, support, and wisdom gained from their own experiences, helping the mentee grow personally and professionally. This often involves a long-term commitment, fostering trust, close relationships, and connection. Skilled mentors share their knowledge and wisdom, helping mentees avoid common pitfalls and navigate challenges more effectively. Since leadership can be lonely and demanding, mentors also offer emotional support, acting as trusted confidants by listening, empathizing, and guiding during tough times. Beyond professional growth, mentoring encourages personal development. It's a vital tool for succession planning, ensuring a pipeline of ready leaders for key roles. Both mentoring and coaching are essential in nurturing future leaders, offering guidance, wisdom, and emotional support. Together, they empower aspiring leaders to develop confidently and tackle future challenges. However, finding the right mentor or coach at the right time can be difficult, and these relationships require effort and commitment from both sides. Modern leaders often feel overwhelmed, but they should remember they're not alone. By adopting a few positive behavioral strategies, leaders can overcome these challenges, adding more value to their organizations. There will always be more demands than time and energy to address everything do.<sup>190</sup>By understanding and applying the framework discussed above, leaders in any organization will achieve clearer role definitions and enhance their team's alignment, both of which are essential for effectively responding to top leadership challenges.

## 10. Leadership Practice in 21<sup>st</sup> Century

Renowned professor Peter Drucker once stated, "Wherever you see a successful business, someone once made a courageous decision." In the 21st century, leadership will involve making multiple brave choices. Although it is more demanding, positive leadership will have a significant impact during these times. Currently, global business faces some of the strongest headwinds in history, second only to two world wars. Navigating an organization through such challenges requires leaders with courage, conviction, strong mental resolve, unwavering focus, and a clear sense of purpose. A leader cannot succeed alone, especially today. To meet organizational goals, leaders must be open-minded, willing to collaborate, capable of integrating diverse viewpoints, and charismatic enough to guide teams with varied motivations. The old view of corporate leaders as mere figureheads, chiefs, or commanders is quickly fading. While charisma and vision remain important traits, they are no longer sufficient. Success in today's fast-changing business environment depends on leadership versatility—being able to switch between roles, such as acting as a commander or a mentor, as needed. Effective leadership now requires the ability to operate across generations, cultures, mindsets, and motivations below.

**Purpose:** Having a purpose is essential, but an inspirational one is even more vital. Leaders should possess a personal purpose—such as "what I want this organization to achieve"—that aligns with the organization's purpose, which is "what this organization stands for." Both companies and their leadership teams must have a purposeful vision that extends beyond just revenue and profit goals. Genuine commitment, a clear vision, and true belief in the purpose require leaders to embody those values—they must walk-the-walk, not just talk-the-talk. Leaders who fail to practice what they preach are quickly abandoned. The same applies to those who do not lead with clarity focus.

**Networks:** Many leaders underestimate the power of networks both inside and outside their organizations. Some benefits of tapping into and leveraging networks include increased opportunities for collaboration and innovation includes:

- Gaining a deeper understanding of important stakeholders within the organization.
- Pinpointing obstacles that hinder teamwork and innovation
- Effective communication cascade to the key stakeholders.

- Identifying and attracting leading talent in the industry
- Finding new suppliers, innovative technologies, consultants, or industry leaders who can help boost your business performance is an exciting journey! Exploring these opportunities can open doors to new growth and success.
- Developing, designing, and executing impactful career pathways

**Long-term Lens:** Leaders in the 21st century must prioritize long-term strategy over short-term tactics and develop the ability to think and plan beyond immediate details. They should possess a forward-looking vision to guide strategic implementation. One effective approach is to identify internal stakeholders, investors, and shareholders who share similar long-term values and collaborate with them persistently. In 2016, S&P Dow Jones Indices introduced its Long-Term Value Creation Global Index, which assists investors in benchmarking companies with long-term growth potential. Additionally, leaders can emphasize long-term planning by clearly communicating objectives, a roadmap, and an implementation plan both internally and externally.

**Adaptability and Agility:** It is stated that great leaders have an enhanced capacity for creative problem-solving. They encourage others to do the same by learning how to accomplish novel and surprising things using the resources currently available, rather than constantly inventing the wheel. In the twenty-first century, leaders must be able to effectively handle challenges and innovate constantly. To do this, they must foster an environment where all staff members feel free to provide ideas and solutions and keep in mind that everyone has something valuable to contribute. This will significantly contribute to the development of an agile and adaptable organization that is prepared to handle upheaval. It is stated that great leaders have an enhanced capacity for creative problem-solving. They encourage others to do the same by learning how to accomplish novel and surprising things using the resources currently available, rather than constantly inventing the wheel. In the twenty-first century, leaders must be able to effectively handle challenges and innovate constantly. To do this, they must foster an environment where all staff members feel free to provide ideas and solutions and keep in mind that everyone has something valuable to contribute. This will significantly contribute to the development of an agile and adaptable organization that is prepared to handle upheaval.

**Culture Orientation:** Lastly, leaders must never take their people for granted. Continuous investment in employees through skills training, coaching, and welfare is essential at all levels. Research indicates that millennials now make up about one-third of the global workforce, and they seek greater flexibility and control over their lives and careers while still aiming for career advancement. Leaders should recognize these widespread attitude shifts towards work and the workplace, yet stay grounded in core values to enhance brand equity and organizational culture. Neglecting people can lead to high turnover, hindered progress, and dilution of organizational strength vision.<sup>191</sup>

Every day, people undergo changes in how they live, work, lead, manage, and communicate. In the 21st century, a leader must see subordinates as integral members of the organization, not just workers to direct. Leaders should cultivate a lasting environment of trust and community within the organization. Moreover, strategic communication is vital for leaders to guide their teams to do the right things, not merely correctly, by managing internal and external relationships to boost organizational growth. Members expect leaders who can motivate them and have the skills to help achieve what they cannot on their own. A leader not only demonstrates good behavior but also communicates actions clearly. Actions must match words—"walk the talk." Today's leadership often involves team collaboration, highlighting that leadership is a shared relationship rather than a solo duty. Within organizations, effective communication among colleagues ensures timely, efficient sharing of information, task coordination, decision-making, and conflict resolution. Organizational communication supports essential human processes like conflict, cooperation, authority, compliance, morale, cohesion, and relationship building. In the end, these efforts work together to better produce, sell, or serve clients, customers, or stakeholders, ultimately serving the public more effectively.<sup>192</sup>

Beebe and Masterson defined communication as the process of acting on information. It involves sending and receiving messages simultaneously, enabling people to understand the world and share their understanding with others. Typically, in-person communication provides the best opportunity to clarify meaning and resolve misunderstandings. Many researchers have emphasized that how group members communicate significantly influences collaboration outcomes. Communication roles in the workplace include

regulating interactions between employers and employees, motivating staff, balancing organizational needs and goals, and supporting decision-making. Common roles also encompass gatekeeper, liaison, bridge, isolator, cosmopolite, and opinion leader. Today, mastering communication skills is essential for leaders—no longer optional but necessary for achieving success. Leaders must communicate effectively because organizational performance depends on clear guidance. Communication ensures that organizational and business transactions—ranging from resolving simple stakeholder issues to making costly enterprise decisions—are carried out properly. At all levels and across functions, communication remains a critical indicator of effective service, delivery, and development. Leaders employ various communication methods during information flow, and managing these effectively fosters strong, well-informed, and purposeful work relationships. The leadership goal in the 21st century is greatly defined by effective communication follows.

- To foster a supportive environment where individuals can thrive, develop, and coexist peacefully with one another.
- To foster harmony with nature and ensure sustainability for future generations,
- To build communities rooted in mutual care and shared responsibility, where every individual count and their welfare and dignity are valued and respected and supported.

Effective communication is a crucial function for ensuring strong leadership in 21st-century organizations. Therefore, modern leaders must be adept at utilizing advanced technologies. Additionally, it is essential to establish the right direction and align team members towards shared goals. Importantly, future leaders must recognize that subordinates are vital members of the organization, and providing consistent, sound leadership will significantly influence employee motivation and performance. In this context, leaders need to implement effective strategies for clearly communicating direction to their team members.<sup>193</sup>

- Concentrate on one main goal whenever feasible, but ensure it aligns with the overall context.
- Keep the discussion focused on two or three key points.
- Focus on the most important aspects points.
- Translate strategy to operating terminology.
- Repeat again.
- Explain the reasoning behind any actions or decisions taken decisions.
- Invite questions and wait for responses.
- Summarize and clarify clearly.

Leaders of the 21st century motivate others to change their thoughts and actions in line with a compelling vision. Leadership effectiveness is influenced by factors like vision, communication skills, rational intelligence, emotional intelligence, and spiritual intelligence. Therefore, the core principles of 21st-century leadership can be summarized as below.

- Today, everyone can lead because everyone is serving. James M. Strock said that if leadership is essentially about serving others, then anyone should be able to switch between being a leader and a follower.
- Employees are an organization's most precious asset. As Mark Zuckerberg pointed out, I think this is one of the main advantages of greater openness and transparency: it highlights the importance of building better social bonds and being more reliable.
- Relationships are becoming more important in our environment than commerce.
- A connection between consenting, empowered adults is what leadership is all about. .
- The relationship of leadership is dynamic. Regardless of the issue, leadership is currently the answer. These days, managers are expected to exhibit visionary, charismatic, transformational and genuine leadership. It is stated that "followers" must do this in order to reach their full potential. <sup>209</sup>
- The key component of 21st-century leadership is communication.<sup>194</sup> Dwight Eisenhower has been underestimated due to his age in office, as well as uneven communication skills, and lack of a forward-looking vision on civil rights.
- There is no one-size-fits-all leadership style. Mahatma Gandhi stated that all actions reflect our priorities. The brain is a remarkable organ; it begins functioning as soon as we wake up in the morning and continues until we arrive at the office.<sup>195</sup>

- Leadership roles are increasingly merging. Theodore Roosevelt once stated that words are powerful tools. I aim to convey to my audience that I am genuine, that I truly mean what I say, and that I stand firmly for the core principles that matter in civilization.
- A leader's distinctive role is to envision and promote a future vision. Some critics claim that Ronald Reagan's success across various careers, including his two terms as U.S. president, was due to fortunate accidents. However, this criticism lacks supporting evidence. Nonetheless, it is true that Reagan<sup>196</sup>
- Love represents the highest form of leadership in relationships. As Martin Luther King, Jr. stated, everyone has the potential for greatness because everyone can serve. An employee doesn't require a college degree to serve; they only need a heart full of grace and a soul driven by that spirit love.<sup>197</sup>
- Character is a competitive advantage.<sup>198</sup> William Shakespeare said, 'Love all, trust a few, do wrong to none.' Winston Churchill stated, 'When you have to kill a man, it costs nothing to be...' polite.

## 11. Collaborative Leadership

The concept of collaborative leadership has been labeled with many terms, including shared, participatory, collective, cooperative, democratic, fluid, inclusive, roving, distributed, relational, and post-heroic. Although there is no consensus on a single name for this "new leadership," it is increasingly recognized that traditional hierarchical models are less effective in addressing the global complexity, rapid changes, interdependency, and multifaceted challenges we face today above.<sup>199</sup> Motivating the new, more educated workforce to be dedicated, self-sufficient, and lifelong learners will be the main issue in the information age. Democratic traditions serve as the foundation for this "people-focused" leadership style. It is based on the idea that "solutions are to be discovered in community" in group-centered organizations where "everyone can learn continuously" in the complex future. Followers are being changed into collaborators, lifelong learners, partners, and co-leaders. The command and control leaders at the top of the pyramid are facing pressure to adapt as the need for this new leadership increases. It is anticipated that they would develop into leaders who are instructors, mentors, stewards, facilitators, and designers. They are being pushed to become leaders who "live their words," set an example, motivate others, assign tasks, and serve. Effective leaders understand that everyone possesses leadership abilities that need to be acknowledged and put to use. Therefore, our conceptual framework of what leadership is and what effective leaders do is being restructured by the new leadership paradigm. It is changing the function of followers and redefining how organizations are built for the twenty-first century. "The traditional organizational pyramids of the nineteenth century are falling, being replaced with upside-down pyramids and circles and linkages," reads a new brochure from the Robert Greenleaf Center for Servant-Leadership, which encapsulates this sentiment. The process at the core of this transformation is referred to here as collaborative and reciprocal leadership.<sup>200</sup> Our goal is not to become fixated on a description or a single concept that characterizes the new leadership because collaborative leadership is more flexible and fluid, emphasizing relationships and people's needs. It is more crucial to help people learn the new leadership's goals and talents, as well as to explain to them how collaborative leadership concepts can benefit them in the situation they choose to lead in. Integration of the past, present, and future is necessary for evolution or advancement. This realization gives individuals a firm foundation from which to enter the unknown future with the knowledge that cooperative structures have worked successfully for people in the past and can provide guidance for how to jointly design the future in the face of constant change in an interconnected world.<sup>201</sup>

The understanding that no one person has the answers to the complex issues that a group or organization must deal with is a fundamental tenet of collaborative leadership. In this situation, leadership calls for a set of values that enable everyone to take action and a method that lets the group's wisdom come to the fore. Understanding that people possess the knowledge and creativity to address the issues they encounter must be the foundation of these ideas. They promote the growth of groups that facilitate group efforts founded on a common goal, sense of ownership, and set of values.<sup>202</sup> The development of collaborative leadership has been greatly shaped by insights from the natural sciences and history. The traditional Newtonian view of a mechanical universe, where people simply follow instructions and rely on repeated, learned responses, has shifted toward a more organic, systems-focused, and dynamic understanding of how individuals, groups, and organizations function. This systems approach demands nonlinear, holistic, and multifaceted strategies that emphasize interactive participation, open communication, ongoing learning, and relationship-building. Consequently, leadership becomes about creating systems, structures, and environments that foster interaction and learning. Leaders must ensure the right patterns are in place, with everyone sharing responsibility for

learning. While adaptability and change are vital in this approach, certain core principles support the interaction and learning crucial to collaborative leadership. These principles guide leaders as described below.

- **Promoting.** A Group Leadership Method By adopting a shared, diffused, and flexible definition of leadership, "post heroic" leadership departs from the idea that the "great man" holds the solutions. This is predicated on the idea that everyone has the capacity to be a leader and that different people handle leadership roles according to needs, circumstances, and requirements. Collaborative leaders foster settings that are open, encouraging, and allow information exchange while valuing the contributions of all individuals. At the same time, people are urged to grow as leaders and learn new things. Therefore, leadership means helping others develop and learn. The "leader" is a facilitator whose job it is to establish and maintain the "safe space" where individuals may find themselves and learn to relate to each other in a genuine way. This is an example of how leaders are fostering communities. The group, community, or organization now receives more attention than the individual leader did. The nominal leader may not even be visible at times.
- **Structuring.** A Setting for Learning A learner-focused organization or group encourages ongoing introspection and self-improvement. The culture is ingrained with behaviors like listening, encouraging open-mindedness, asking for constructive criticism, exchanging ideas, and seeing conflict as a chance for personal development. Interaction among those closest to the issue or opportunity is encouraged in order to generate creative solutions. The group must operate "in a mode of inquiry, recognizing that nobody knows and everybody can learn continuously" in order to do this. Open communication, mutual trust, shared meaning, and a sense of collective responsibility develop when the group or organization practices learning together. "Communities of commitment where individuals are always learning how to learn together" is how it describes this. As a result, individuals can step outside of their comfort zones and take the risks that come with change management.
- **Supporting.** Relationships and Interconnectedness: In collaborative leadership, interpersonal connections and relationships emerge as a key dynamic. Covenant relationships arise because of values like respect, honesty, expecting the best of others, and having the freedom to make one's own decisions. Mutual responsibility and trust are the cornerstones of these partnerships. Building people's and groups' ability to live these principles, to take advantage of their interdependence, and to understand that disagreement and differences may promote development and creativity are the main goals of collaborative leadership. The growth of a shared vision that enables individuals to establish shared goals, set common directions, and rise above self-interest is another way that relationships are enhanced. When people have a common vision and set of values, they may organize and manage themselves to complete tasks without the need for strict rules and regulations.
- **Encouraging Power Sharing.** In order for leadership to be shared or collaborative, ownership and power must be shared across the business. It is implied by shared power that everyone is accountable for learning, leadership, and decision-making. Teams and groups are frequently utilized to reach choices, sometimes using a consensus format. Individual integrity and peer agreements serve as the foundation for accountability and responsibility. As individuals work together toward shared objectives, alliances and partnerships develop, leading to lateral networks of reciprocal influence. Several connections functioning in a fluid, flattened structure founded on partnerships, self-regulation, and interdependence might be characterized as this process. We might describe this as a lattice or grid in Re-inventing the Corporation, where power is located in the middle rather than at the top. As a result, networks that cross across and have fluid, shifting borders take the role of hierarchical systems. This network-like structure facilitates the best possible engagement, communication, and empowerment.
- **Putting Service and Stewardship into Practice.** Since stewardship flips hierarchical leadership on its head, it is the foundation of reciprocal or shared leadership. Stewardship is not about using privilege, power, and control, but about making sure that other people's needs are met. Stewardship now favors collaboration over hierarchy or patriarchy, empowerment over reliance, and self-interest over service. As a result, the leader is "in service in lieu of control." This dedication can also be characterized as "wanting to serve first" in his seminal work, *The Servant as Leader*. One then aspires to lead as a result of purposeful choice. Whether or if people's needs are being met serves as the yardstick for collaborative

leadership. People can establish a community of shared responsibility as long as they feel appreciated and valued as partners.

- **Appreciating Inclusivity and Diversity.** Leaders must learn to accept and value individual diversity in order for people to respect one another, develop trust, and communicate honestly. Respecting variety is the fertile ground that grows alliances, partnerships, and cooperative networks. However, understanding differences is the most important factor in achieving community. Respecting each person's viewpoint and unique style allows them to freely share their skills and ideas, allowing others to benefit from their collective knowledge. Additionally, fostering communal ownership and turning followers into stakeholders depend heavily on this inclusivity. It is the knowledge that diversity fosters creativity and greatness. Respecting many viewpoints, encouraging open-mindedness, engaging in conversation, and listening intently and sympathetically are all ways to promote genuine diversity.
- **Making a Commitment to Personal Growth.** At its core, the shift to shared or collaborative leadership is a human metamorphosis driven by "A resolve to work on them first." The desire for one's "own healing" has been the driving force behind service. Being aware of how one's inner life influences their leadership, whether in a favorable or bad way, can help to instill humility and honesty in the leadership process. Leaders provide an example for others to follow by concentrating on their own personal development and mastery.

"We must be what we aspire to become, we must, in every step of the road, embody the future toward which we are aiming." This statement reflects this authenticity and the capacity to truly "live" the collaborative leadership ideals. This is in line with Mahatma Ghandi's statement that "We must be the change we wish to see in the world," which reflects his recognition that leadership was centered on personal transformation. The right knowledge, instruction, and training can enable anyone to start using their leadership abilities. What behaviors or roles must collaborative leaders perform if these are the guiding principles of collaborative leadership? Actually, collaborative leadership serves the following purposes: it focuses on the goal rather than the definition of leadership; it is a new paradigm of leadership that is mutually beneficial and collaborative; and there are strong trends that are guiding us in this way.

Establishing an atmosphere that encourages the practice of collective leadership begins with a common goal backed by a set of particular values or beliefs that are ingrained in each individual's actions. It takes some "inner labor" for someone who wants to exercise this type of leadership. The practice of genuine collective or shared leadership cannot take place without this internal effort. Values and beliefs are where this inner labor begins. All people are capable of leading themselves, according to those who practice shared leadership. They also think that the group's members, not just one leader, have the skills and assets required to complete a task. Establishing a framework that enables individuals to lead themselves is the aim of positional leaders, rather than giving instructions or giving orders. In other words, positional leaders share or disperse the "power" that comes with their role. As a result, they let the group to take charge and learn how to collaborate, make decisions, plan, and take action. To the greatest extent feasible given the circumstances, they are able and willing to share the authority of their position. Their positional power is shared, yet their personal power is still apparent. The demand for positional power may be replaced or transformed into the satisfaction of witnessing the group develop into a community or learning organization. Modeling is a crucial component that comes after weaving the agreed vision. They have an honest vision of shared leadership, which is evident in how they organize and react to the group's growth. Because practice, vision, and modeling are all integrated, group members feel more confident that leaders "live their talk" by believing in each member and their collective action. It takes time for collective/reciprocal leaders to set up the space as a learning environment. These could consist of: Initially, they establish the expectation of achievement. Secondly, the group is urged to challenge the status quo and embark on challenges. Even their own opinions about what they can and cannot do without explicit guidance from a positional authority are questioned.

A common goal backed by a set of particular values or beliefs that are ingrained in each person's conduct is the first step in establishing an atmosphere where collective leadership is performed. Anyone who want to exercise this type of leadership must put in some "inner labor." Authentic collective or shared leadership is not practiced without this inward effort. Values and beliefs are the foundation of this inner work. Shared leadership advocates hold that everyone is capable of self-leading. Moreover, they think that the group's

members, not a single leader, possess the skills and assets required to complete a task. As a result, positional leaders aim to create a framework that enables individuals to lead them rather than to instruct or dictate. This indicates that the "power" of their positions is shared or distributed by positional leaders. They let the group to take charge and learn how to collaborate, make decisions, plan, and take action. They are competent and willing to delegate as much of the authority of their position as is practical given the circumstances. Although they share their positional authority, their personal power is still very much present. They could replace or transform the need for positional authority into the satisfaction of watching the group develop into a community or learning organization. After weaving the agreed vision, modeling is another crucial component. The way they organize and react to the group's growth demonstrates the integrity of their shared leadership vision. Group members are reassured that leaders "live their talk" by believing in each member and their combined action as a result of this integration of practice, vision, and modeling.<sup>203</sup> Leaders that practice collective/reciprocal leadership invest time in creating an environment that is conducive to learning. This could contain: They first establish the expectation of success. Second, the group is urged to question the status quo and take chances. Without explicit guidance from a positional authority, individuals are even urged to question their own assumptions about what they can and cannot do.

## 12. Conclusion

Significant changes in leadership content, delivery, and accessibility are being made possible by technological breakthroughs. Throughout history, new technologies have contributed to the exponential growth of human knowledge. These days, a growing number of software programs are creating settings where leaders can direct the growth of their own expertise and intelligence with little assistance from coaches or mentors. The possibility for cost savings is one advantage of digital and smart technologies. The importance of cutting-edge technologies is increased in the current situation as they work to aid overburdened leaders in deploying the next wave of assistive technology in the near future. The idea that technology is the only solution to organizational problems seems overly definite in this day and age, which is marked by the rapid development of digital or smart technologies and the growing need for stronger machinery and equipment to support software and application upgrades. In the modern era of scientific and technological breakthroughs, it is essential to produce human resources that are skilled, competent, and have a purpose. The technology in question holds great promise for the professional and personal development of contemporary leaders and is essential to the general development and maturation of organizations, societies, countries, and human resources. There are benefits and drawbacks to advanced technology, particularly digital and smart technologies, when it comes to developing leaders. But it's crucial to recognize that these boundaries are unavoidable and shouldn't be disregarded. As is well known, toxic workplaces cause employees to feel devalued, unloved, and unmotivated. The entire workforce may be impacted by this negativity, which can spread swiftly and hinder cooperation and teamwork. Nurses' silence inside the legal system and emotional exhaustion are the results of toxic leadership behaviors. In actuality, it is detrimental to every firm. Therefore, toxic leadership should be avoided since it poses a serious risk to any firm.

Personal well-being must not be neglected in the pursuit of a leadership approach that uses technology as an asset. Leaders need to understand the value of the few essential resources, such as friends, family, and health. A leader's capacity to make decisions and their general performance are significantly impacted by their physical and mental health. It is crucial to prioritize self-care, sustain a positive work-life balance, and encourage wellbeing inside the company. A loving and caring family setting gives leaders the emotional stability and drive they need to overcome obstacles. Long-term success depends on devoting time and energy to preserving solid familial ties. Leaders can benefit from a variety of viewpoints, emotional support, and chances for personal development through trusted friendships outside of the workplace. Building deep relationships improves their leadership skills and enriches their lives. The world has seen incredible leaders who have used technology to spur innovation and revolutionize the fields of business, organizations, education, and services. Elon Musk is well-known for his businesses, which include Neuralink, SpaceX, and Tesla. He has shown leadership in cutting-edge technology, space exploration, and sustainable energy. Bill Gates is Microsoft co-founder. The revolution in personal computers was started by Bill Gates. He has also worked to eradicate poverty, promote global health, and improve education through the Bill & Melinda Gates Foundation. With the invention of the iPhone, iPad, and numerous other iconic devices, Steve Jobs, co-founder of Apple, has transformed the technology and entertainment sectors. His focus on design and user experience established new benchmarks for the sector. The creators of the instant messaging service



WhatsApp, Jan Koum and Brian Acton, demonstrated technological leadership by transforming communication worldwide by enabling millions of people to communicate seamlessly.

Contemporary leaders in 21<sup>st</sup> century must embrace a contemporary way of thinking in order to meet these particular difficulties. The secret is agility. Being adaptable, receptive to change, and proactive is crucial. A leader must establish a stronger connection with his or her team members in order to create an atmosphere where creativity flourishes and change is encouraged rather than feared. Therefore, a few key behaviors could represent the essence of good leadership in the twenty-first century. For example, adopt a more people-centric management style rather than concentrating only on output; create creative methods of operation and tactics that suit the current situation; proactively introduce new procedures and encourage teams to welcome change. Ensuring consistent productivity while managing remote teams; leveraging the power of data to boost team performance and drive business growth; fostering innovation, collaboration, and a sense of purpose while building resilient teams; focusing on self-development to continuously adapt and grow in a world that is constantly changing; and utilizing the potential of every team member are just a few of the many skills and attributes that this modern leadership approach draws from. In this new era of leadership, it is impossible to overestimate the importance of good communication and, more crucially, active listening. In 21<sup>st</sup> century, contemporary leaders to be aware of the opinions, worries, and recommendations of their teams, employee listening technologies have become an essential tool. When it comes to making strategic, business-oriented decisions, leaders in government, non-profit, and educational institutions confront particular difficulties. If these choices are not carefully thought out and carried out, there could be serious repercussions.

A person is not a leader if they lack or have not developed the ability to encourage or influence others. To be a modern leader, one does not need to have riches, rank, position, education, power, or anything else. He or she is guided in the correct route by positive instincts such as charisma and the ability to influence and persuade. Being a leader is more of a mindset than a title, position, or prestige. It has more to do with a person's conduct, disposition, outlook, style, and personality than with his or her rank, title, or appointment. The way that a person inspires, motivates, and influences others is the epitome of modern leadership. In all honesty, the concept of command and control does not fall under the purview of contemporary leadership. By inspiring or encouraging coworkers, team meetings, and business partners with one's own passion, one might get inspiration or stimulus to mirror or emulate the same in others. Once more, a contemporary manager turns into a social bonder, relationship healer, and human connector. A contemporary manager needs to become competent in identifying and utilizing employees' resources and strengths. Today's leaders must become more of an enabler by closely examining each employee's strengths and abilities. In the current era, with its many organizational perspectives and complex corporate landscape, the primary responsibility of managers and leaders is to facilitate, support, and even repair connections. To provide their staff with guidance, orientation, counsel, and familiarity, they must listen to them as a good coach would. The focus naturally turns inside in pursuit of stability and security when external circumstances become complicated and perplexing. In actuality, the primary responsibility of management in the future will be to establish a worldwide social framework that provides guidance and orientation to all employees. Contemporary leaders need to assign everything else and focus on the most crucial responsibilities that only they can complete. They can optimize the value they add to the organization by knowing what those special values are for them and assigning everything else to others. This contributes to a leader's growing self-awareness and comprehension of their unique leadership brand. The most successful managers and leaders are aware that their performance in their primary duties and their ability to overcome obstacles will be the primary criteria used to evaluate them in 21<sup>st</sup> century.

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