## Philosophy of Leadership

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# Abstract

The paper focuses on the philosophy behind the best form of leadership in the twenty-first century. Various forms of leadership have evolved over time in response to the needs of the people. The evolution of leadership theories demonstrates that at any given time, individuals face various demands that require them to adapt to a new type of leadership. The twenty-first century is no exception, with numerous technological advancements and changes in workplace demographics. However, the various changes in the workplace can be addressed while employing a dynamic leadership approach. The dynamic leadership philosophy calls for a leader who promotes individual motivation, is open to new ideas, and fosters workplace collaboration. As a result, such a leader encourages employees to give their all while working and adapting to changes in the environment, particularly technological advancements. Therefore, such a leadership approach encourages all individuals to participate in achieving the goals of their workplace.

**Keywords:** *Philosophy, Leadership, Motivation, Ideas, Collaboration*

## 1.0 Introduction

In the 21st century, there are numerous rapid changes, intricacies, and a progressively interconnected world. Therefore, it requires leaders who can effectively handle uncertainty, encourage creativity, and adjust to constantly changing situations. Such a leader is crucial due to the numerous issues affecting individuals' behaviour caused by technological advancements and changing workforce dynamics. The traditional top-down leadership model faces numerous challenges in the modern world due to changes in individuals' expectations and behaviours. A leader must ensure that individuals in the current era are motivated and influenced in a unique way compared to past generations. Individuals possess various independent, empowered, and intrinsic factors, including their purpose and personal growth. In addition, the varied composition of the workforce leads to individuals with distinct viewpoints on matters and concepts, necessitating that leaders be able to accept and leverage diversity within the organisation. This essay will demonstrate that a dynamic leadership approach is crucial in the modern workforce as it promotes individual motivation, welcomes diverse ideas, and encourages collaboration, all of which are vital for achieving success.

## 1.1 Background of the Study

Different individuals tend to define leadership differently. However, simply put, leadership can be regarded as the ability of an individual to guide, inspire, and influence individuals or groups towards achieving a similar goal. Northouse (2016) indicated that it is a process that involves influencing people while striving to reach a similar goal. Thus, individuals should focus more on the process as it may not involve having specific traits or characteristics that a leader harbors but it is a transactional event that happens between leaders and followers. As a result, leadership tends to involve activities such as setting a clear vision, making informed decisions, motivating other individuals, and creating an environment conducive to success. Winston and Patterson (2006) indicates that leaders usually achieve their influence in an organization by humbly conveying their prophetic vision of the future in a manner that resonates with the beliefs and values of the followers in a manner that they can understand thus allowing them to interpret the future into present time action steps. During such a process, the leader usually presents their prophetic vision while utilizing their critical thinking skills, intuition, insight and communication skills to ensure that all individuals under their leadership can come to an understanding and accept a shared future or an organization. The definition shows that leaders are critical in ensuring individuals achieve shared goals.

As seen from its definition, leadership plays a critical role in ensuring that organizations are successful and effective in different domains such as business, politics as well as the development of a community (Richerson et al., 2016). This is because effective leadership provides direction, creates alignment, and mobilizes resources that allow an individual to achieve a desired outcome. This is due to their different responsibilities, such as ensuring they have created a compelling vision and articulated clear goals for a team and an organization. Hence, they provide a sense of direction, motivation, and purpose towards other individuals, inspiring them to work towards a common objective. Also, in terms of making decisions, despite the involvement of all people within an organization in the decision-making process, the leaders have to ensure that they gather all the relevant information, analyze different options and come up with the best possible decision that aligns with the values and objectives of an organization. While doing all that, they must keep a keen eye on their followers, who must be engaged and satisfied to perform their work to their

full potential, allowing them to grow alongside an organization. Focusing on the employees ensures they can transition through different challenges as a team and embrace continuous improvement in the ever-changing society. The different factors show that leadership allows an organization to grow.

The trait approach is a popular theory in the 20th century indicating the traits of an effective leader. The concept of the theory was identifying the characteristics and personal traits that distinguish an individual who can be considered a great leader from a follower (Holt & Marques, 2012). Unfortunately, the theory did not appeal to the people as it faced a lot of criticism as a result of inconsistent findings as well as the fact that it does not consider situational factors. The behavioral approach theory was born in response to the limitations of the trait approach (Verawati & Hartono, 2020). In this case, the researchers shifted their focus from traits to the observable traits that leaders showcase. As a result, two leadership styles emerged from their focus: task-oriented and relationship-oriented leadership. The task-oriented leaders emphasize ensuring they achieve their goals efficiently, while relationship-oriented leaders prioritize creating positive interpersonal relationships. After the behavioral theories, there were contingency theories such as Fiedler Contingency Model and Situation Leadership Theory (Adeoye, 2021). The theories recognized the fact that situational factors may have an impact towards the effectiveness of a leader. As a result, the theories proposed that a leader's effectiveness greatly depended on the match between a leader's style and the characteristics of their situation, such as positional power or task structure. In the 1980s, the transformational leadership theory emerged, emphasizing a leader's ability to inspire and motivate individuals to achieve extraordinary outcomes (Walumbwa et al., 2008). Thus, transformational leaders engage in intellectual stimulation, inspirational motivation and idealized influence, allowing them to empower and elevate their followers' performance.

In recent years, the focus has changed as individuals look at shared and distributed leadership theories. The theories tend to recognize the fact that leadership is not confined towards a single individual, but it can be distributed across multiple members within a group as well as an organization. Shared leadership tends to emphasize the collective influence of members within a team, thus fostering collaboration and leveraging diverse perspectives that impact innovation and solving problems (Ali et al., 2020). In addition to such theories, there are theories such as authentic leadership, servant leadership, and ethical leadership theories which highlight the importance of values, ethical behaviours, and authenticity when it comes to leadership practices. These theories tend to emphasize the significance of the character of a leader, integrity, and social responsibility when it comes to creating a positive culture within an organization which allows it to achieve long-term sustainability. Thus, the evolution of the theories indicates a shift in the demands of leadership and people's focus, which is certainly to occur in the 21st century. From the early focus on the traits of an individual to an understanding of the complex relationship between the interaction of a leader, follower as well as the specific situation. Thus, the different issues show the fact that there is a need for a dynamic nature of leadership as well as adaptability when it comes to context-specific approaches when it comes to leadership. In the 21st century, leaders have encountered challenges and demands that call for dynamic and adaptable leaders. Therefore, has been a lot of changes in terms of advancement in technology, changes in the workforce as well as societal changes. Thus, leaders must navigate the different complexities and embrace a new paradigm to ensure that they are leading effectively in the rapidly evolving context.

## 2.0 Review of Empirical Studies

The literature review focuses on studies that address the issues of the changes and demands of the 21st century in terms of technology as well as workforce population and what it means for leadership and the requirements of a leader. In addition to the changes within the century, studies highlight the motivation needs of individuals from leaders, the impact of diverse ideas, and collaboration.

## 2.1 Changes in Leadership Demands in the 21st century

Wilson III et al., (2004) study indicated that different ages require different kinds of leadership with different patterns of hierarchy, authority, and attitudes. The changes are necessary since society is experiencing significant changes as it transitions from the agricultural era, industrial society and the current society's digital age. With the different changes, the leadership patterns have to ensure that they reflect the transitions.

### 2.1.1 Technological Changes and Leadership

Wilson III et al. (2004) describe the present society as the information society, characterised by knowledge and interconnected networks. Technological advancements in today's society are rapidly evolving, particularly in digitization and communication technology, thereby accelerating the process of globalisation. Leadership innovation and adaptability are crucial in a rapidly changing environment to effectively share knowledge with the appropriate individuals at the right time and location. The leadership that arises in this era is defined by enhanced horizontal connections among elites from various sectors and nations, such as government officials, business owners, scholars, and managers. Changes do not affect the enduring essential qualities of a leader, such as passion, commitment, charisma, focus, and discipline, which have been recognised over time as crucial in today's society. The leadership characteristic must coexist with other factors. The new form of leadership can differ based on countries, cultures, sectors, societal advancement, and information and communication technology (ICT) sectors. The evolving societal demands necessitate a new style of leadership to successfully initiate and maintain the shift towards a more knowledge-based society. Therefore, a leader in the digital era must possess updated attitudes, skills, and knowledge acquired through professional experiences and in alignment with societal demands. Artificial Intelligence (AI) is growing in prominence and will have an influence on leadership. AI is the emulation of human intelligence by machines to enable them to carry out tasks that typically necessitate human intelligence, like decision-making and speech recognition. Technology is inevitably integrated into various facets of organisational operations, presenting both challenges and opportunities for a leader. A leader should be prepared to leverage technology to benefit their people and organisation while addressing the challenges that may arise from its implementation.

### 2.1.2 Changing Workforce Dynamics

Solaja and Ogunola (2016) research states that the leaders in today's organizations face the challenge of working with a multigenerational workforce. The multigenerational workforce tends to create friction while in the workplace as they are individuals with different perspectives and traits when it comes to achieving the objectives and goals of an organization. Unfortunately, organizations worldwide consist of four generations: Traditionalists, Baby Boomers, generation X and Generation Y, and Millennials. In recent years, generation z individuals have also started getting into the organization bringing up the number to five. Therefore, working with different

groups of individuals can bring out the best or worst in the organization depending on how the leader within the organization can manage the different talents and perspectives of the individuals. Thus, it is the responsibility of the leaders to ensure that they can know the different individuals and address the things that motivate them, their working styles, communication styles as well as the technological preferences of such individuals. Within the current society, a leader cannot ignore such factors in an organization if they aim to ensure that they have an organization where individuals can work in harmony with one another.

### 2.1.3 Impact of Motivation in the Workplace

Ganta (2014) posited that motivation arises from the interplay of conscious and unconscious elements, including an individual's desire, need, incentive, and reward, all aimed at accomplishing a particular objective. Various factors influence an individual's behaviour. Both internal and external factors can influence individuals' motivation and drive, enabling them to stay engaged and dedicated to their work in order to pursue their objectives. Most employees in the workplace need motivation to feel positive about their work and, consequently, excel. The study by Andriani et al. (2018) aimed to investigate the impact of transformational leadership on teachers' work motivation and performance. The study employed quantitative methods to investigate the relationship between transformational leadership and teachers' performance, work motivation and teachers' performance, and transformational leadership and motivation. The research discovered a positive correlation between transformational leadership and work motivation, resulting in improved teacher performance. The study's findings indicate a direct correlation between individuals' performance and their leadership style. Crucially, it shows that leadership has a significant effect on individuals' motivation.

### 2.1.4 Diverse Ideas and Leadership

There is a growing demand among employees in today's society for their voices to be acknowledged. Listening to all voices impartially and equitably in the workplace is essential to uphold equality and diversity principles and to positively influence a business's advancement in the dynamic business landscape. Jakubik and Berazhny (2017) found that leader-centric and ego-centric leadership models are ineffective in the contemporary economy that values knowledge and creativity. A new leadership model is required where leadership is not solely centred on the leader, but is distributed and shared among other individuals. Leaders in today's society must recognise that they cannot achieve success on their own. They should collaborate with others and maintain continuous communication with the company's stakeholders. The author of the research states that in the present economy, a leader's role is to ensure they offer their employees a vision. Research supports the notion that employees who perceive themselves as being listened to are more productive and efficient in their work, as they are more likely to communicate their ideas and receive feedback from their superiors. A leader in today's society must prioritise incorporating individuals' ideas when collaborating with them, as it significantly contributes to keeping them engaged and productive.

### 2.1.5 Collaboration and Leadership

Collaboration is essential when working in groups. It is a term used to describe individuals who collaborate to achieve a common goal. As a result, it provides numerous benefits to organisations and the business landscape because it involves individuals working as a team (Grau and Whitebread, 2012). As a leader, enhancing collaboration in an organisation has numerous benefits

due to the environment that it creates. Collaboration enhances innovation and creativity in the workplace by allowing individuals to share diverse perspectives, experiences, and expertise (Sørensen & Torfing, 2015). Individuals with diverse backgrounds tend to bring unique insights and approaches to problem solving within an organisation. As a result, collaboration tends to boost individual productivity and efficiency by allowing them to combine their resources, knowledge, and skills. Working together ensures that individuals can benefit from each other's skills, allowing them to complete tasks more efficiently. Leaders play an important role in cultivating such a culture within an organisation by setting a good example and encouraging people to communicate openly, listen, and engage in respectful dialogue. Furthermore, when a leader has a great ability to articulate the vision and goals of individuals within their company, it will directly result in the individuals understanding the bigger picture of an organisation, thus directly leading to collaboration within the organisation as a result of having shared goals.

## 2.2 Theoretical Framework

According to the background and literature review, leaders play an important role in ensuring that the world continues to develop and meet the challenges and demands of its time. One of the constant factors in different periods and needs of people is a shift in the definition of their leader based on their needs. As a result, it demonstrates that a leader must always be willing to adapt to the needs of his or her followers. There have been many changes in the twenty-first century, and there will be more changes in the future, requiring a leader to be more accommodating than ever before, resulting in a dynamic leader as the best approach in the twenty-first century. In the past, I defined a leader as someone who provides direction and guidance to others in order for them to achieve their full potential. However, focusing on the current situation and providing direction and guidance to individuals in an ever-changing environment is insufficient, especially given that individuals have differing perspectives on the same situation and rely on their leader for hope. Unfortunately, leaders do not always have the best ideas for handling all situations in an efficient manner, which gave rise to the dynamic leadership philosophy, which addresses various aspects while taking into account the needs of the people, the situation, and the goals of an organisation. A dynamic leader is the best approach because it requires having a leader who encourages diverse ideas in the workplace, motivates individuals, and embraces collaboration.

### 2.2.1 Champion of Diverse Ideas

The dynamic leadership philosophy is a concept that focuses on the leader championing diverse ideas and recognizing the value of the diverse perspectives that individuals bring within an organization. Thus, it involves a leader being actively involved in fostering an environment that is inclusive as well as psychologically safe, thus allowing individuals to be comfortable while sharing and expressing their ideas, opinions and thoughts. One of the ways through which dynamic leaders create such an environment is by actively seeking and encouraging diverse voices to contribute to their ideas within an organization. Thus, this results in opportunities for individuals to share their perspectives via meetings, discussions, and brainstorming sessions. In the current period, such an attitude is critical in ensuring a leader can accommodate technological changes. One of the companies that applies such a dynamic approach when it comes to handling innovation is Lenovo. The company has a (Product Diversity Office) PDO office where employees can easily share personal stories (Lopez, 2022). Through sharing such stories, the company develops new innovative ideas to assist many people in society. Therefore, it shows that sharing ideas results in innovation within a company. Also, the fact that the office allows such an action indicates the

importance of sharing ideas within an organization. Thus, such sharing ideas is critical in the ever-changing technological landscape as it allows an organization to be updated with its innovation and meet the diverse needs of the people in society. This is specifically true due to the advancement of technology and information in society.

Dynamic leaders are the best when working in workspaces with individuals from different generations. The current workspace environment requires a leader who can handle the needs of people from different generations and their perspectives (Solaja & Ogunola, 2016). Dynamic leaders have the capability of adapting to their audience. Cates et al., (2013) research showed that one leadership style cannot have the ability to handle the different age classes that are working. Therefore, managers must understand that they can apply a single management style and get the best results from all age groups. To achieve the best results, the management has to ensure that they adapt their style of leadership with each of the age groups to attain maximum results as well the best behaviour. Hence, a dynamic leader focusing on adjusting their leadership style can be a method that allows them to overcome the challenge of different age groups in the workplace. This is because it does not focus on individuality, thus allowing it to accommodate the diversity within the workplace, thus allowing the leaders to reach out to all the individuals within their organization effectively. Therefore, with such leadership, the workplace friction between individuals with different traits and objectives would be dealt with. Instead, the different individuals would encourage sharing their talents and traits to be more productive. Also, allowing all individuals to showcase their talents in the workplace results in more than one leader, as individuals would easily relate to each other's perspectives.

### 2.2.2 Motivation

In the modern workplace environment of the 21st century, a dynamic leader has the ability to inspire all individuals within an organisation. Dynamic leadership and motivation are closely linked concepts that collaborate to enhance an organization's drive. A dynamic leader's ability to recognise individuals' motivations makes it a suitable leadership style in today's society. To exhibit dynamic leadership, one must invest time in comprehending the motivations of all team members. Therefore, a leader understands that each person is motivated by distinct factors like their ambitions and individual objectives. Comprehending these values enables the leader to effectively align the company's goals and objectives with the values and goals of all individuals in the current multigenerational workplace. Tasks would be assigned in a manner that accommodates the motivations of all individuals. An individual's leadership philosophy significantly influences the motivation of individuals, as evidenced by the literature review highlighting the correlation between an employee's leadership style and motivation. The motivation of individuals in a workplace directly influences the business's performance.

In addition, a dynamic leadership philosophy in the workplace would acknowledge the significance of having a vision, empowering individuals, and promoting autonomy. In other leadership styles, individuals typically concentrate on particular issues like lines of authority or employee behaviours. Over time, it has become evident that no single solution can achieve optimal productivity or motivation among employees. The dynamic philosophy of leadership recognises this concept when it comes to motivating individuals in the workplace. The initial step in the process involves ensuring that the vision and purpose of an organisation align directly with the employees. An effective leader comprehends the individuals within the organisation and effectively conveys a vision that aligns with their current needs, leading to internal motivation.

Emphasising employees' perspectives and diverse ideas demonstrates trust in their responsibilities, showing confidence and fostering a sense of ownership and autonomy in an organisation. Consequently, this boosts the motivation and engagement of the individuals. A dynamic leader can foster trust by motivating employees to take initiative in their work, accommodating diverse perspectives, and ensuring the organisation achieves its goals. This enables employees to innovate, take calculated risks, and exercise autonomy in decision-making. Encouraging a feeling of ownership and empowerment among employees boosts their intrinsic motivation, leading to increased engagement. Dynamic leadership activities in the workplace have positive effects on employees by increasing motivation and engagement.

### 2.2.3 Collaboration and Dynamic Leaders

Dynamic leaders encourage collaboration within their organisations. As seen in today's work environment, an organisation is already made up of various individuals with different perspectives and strategies for achieving their objectives. In dynamic leadership, the leader must always be able to adapt to the various situations that arise. As a result, leaders do not act as an authoritative figure in the workplace because they want to lead and develop individuals within an organisation while also being able to read and react to various workplace situations. Such leadership behaviour promotes open communication and the transparent sharing of perspectives and ideas, allowing all members of the organisation to work freely and efficiently together. Collaboration is important in today's society because it leads to increased innovation and creativity, better problem solving, and higher employee engagement and satisfaction levels. One of the challenges for other types of leadership in today's society is the rapid pace of change in the digital age. As a result, it makes a dynamic leader more effective because their approach promotes collaboration by directly encouraging the generation of ideas and creativity within an organisation. When different ideas are brought together, leaders can cross-pollinate them, resulting in new solutions. As a result, such a leader can boost a company's innovation, which can be viewed as a significant competitive advantage in the current environment. With challenges bound to arise in a rapidly changing social and business environment, it is critical for a leader to possess characteristics that enable them to solve problems quickly and effectively. Dynamic leaders exhibit these characteristics because they value diverse ideas and enjoy collaborating with others. Through collaboration, all members of an organisation can easily share their thoughts on various issues, allowing them to examine a single issue from multiple perspectives. This, in turn, leads to a critical analysis, resulting in the formation of a well-informed decision that would be effective in dealing with complex challenges.

The dynamic leadership philosophy can be applied to the twenty-first century because of its various factors in managing technology and the workforce in organisations. This is because a dynamic philosophy is a different type of leader who can keep various aspects of the environment and people in mind while leading them to a specific goal. First, its emphasis on people's diverse ideas makes it the best approach to navigating the ever-changing technological environment, which requires individuals to be constantly open-minded and ready to adapt to new forms of technology in order to grow their businesses and effectively communicate with individuals. Being open to new ideas allows the organization's various generations to share their different perspectives on what it means to work for a company. Thus, the leader has the opportunity to understand the workforce's needs, thereby creating an environment that motivates all individuals to work towards their ideas and employs the appropriate methods to ensure that all individuals remain motivated while working. Collaboration is also a critical component in successfully dealing with the ever-changing demands of the workplace and societal needs. Therefore, with a dynamic leader, they can adapt

and collaborate with people in a variety of situations. The ability to ensure that individuals remain effective and work efficiently is crucial for success in the current environment.

## 3.0 Conclusion

The literature review focuses on a few aspects of modern society's relationship with technology. Focusing on technology, it is clear that today's society has different needs, and a leader must ensure that they factor in technological changes in order to effectively communicate with individuals and become adaptable to the changes that occur depending on their specific location as well as their country's technological advancement. Currently, there are new AI changes that all leaders should ensure they can implement in their organizations. Their research indicates that it is difficult to work with people from different demographics. However, the literature emphasizes the importance of motivation and collaboration in ensuring an organization's continued success in today's society. As a result, it emphasizes the importance of a dynamic leader in addressing the challenges that exist in the twenty-first century. The dynamic leadership philosophy is appropriate for the twenty-first century. With the advancement of technology and the world's interconnectedness, numerous challenges have impacted how people interact with one another and how leaders manage people in a fast-paced environment in terms of innovation. In addition, when dealing with technology, it is necessary to consider the changing demographics of employees. A dynamic leadership philosophy values a leader who can inspire others, embrace diversity, and foster collaboration. The various qualities enable the leader to adapt to changes while also positively impacting the well-being of those under their leadership. Leaders should always be open to discussing how technological changes can have a positive impact on how the organization or individuals conduct their activities. When dealing with technology, the leader should ensure that everyone is working to their full potential, that their ideas are heard, and that they can collaborate. The dynamics leader's ability to ensure that all of these factors are feasible is critical to the company's survival in the twenty-first century.

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