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Universal Principles of Leadership and Management A Multidisciplinary Guide for Effective Practice Across Professions



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Universal Principles of Leadership and Management

A Multidisciplinary Guide for Effective Practice Across Professions

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Preface

Leadership and manage are concepts that extend be certain types of settings such as boardrooms, hospitals, classrooms and government offices. They are abilities that span across all professions and levels of society. The content in this book outlines the building blocks of the concepts of leadership and management and provides information applicable to many different cultures. The authors aim to provide an integrated framework of theory and practice in order to assist readers with the tools needed to successfully lead and manage in various contexts.

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Introduction

Universal Principles of Leadership and Management: A Multidisciplinary Guide Effective Practice Across Professions

Effective Leadership and Sound Management Are Critical in Our Complex, Rapidly Changing World – Regardless of the Profession You Work In!!

Effective Leadership and Management Are Critical in a World that is More Complex and Changing at a Rapid Pace than Ever Before. Leaders Are Expected to Lead Their Organization to Success, Manage Uncertainty, Inspire People, and Create Long-Term, Sustainable Impact in Every Profession (i.e., Education, Healthcare, Public Service, Business).

The Universal Principles of Management and Leadership is a book that attempts to develop an integrated, comprehensive understanding of the core concepts, theories, and practices that define Effective Leadership and Effective Management in all Professions.

Part I of the Book (Foundations) will provide a High-Level Overview of the Basic Fundamental Concepts of Leadership and Management by Discussing the Nature and Differences between Leadership & Management, The History of Leadership Theories, and the Core Functions and Roles of Management, to Provide a Clear Understanding of Leadership and Management Theory and How Leadership and Management Interrelate and Support Each Other Through Their Application in Practice.

Part II of the Book (Core Principles) Builds Upon the Foundations to Provide an Examination of the Primary Competencies Required for Effective Leaders and Managers. This Section Will Discuss the Value Associated with Having a Vision, Mission & Strategic Vision; The Importance of Decision-Making, Communication, and Ethical Governance; and The Key Role Emotional Intelligence and Self-Leadership Play in Producing Responsible And Adaptive Professionals Who Can Be Successful In Leading In Multiple Environments. People and organizations are the focus of Part III. To this end, this section will look at how effective leaders and managers build effective workplaces using techniques such as motivation, creating productive teams through effective use of team dynamics, developing human capital, managing conflict, and creating an

inclusive culture. In this section, readers will learn how effective leaders and managers develop relationships between organizations and the people who work for them as well as facilitate collaboration, resolve conflict, and foster collaboration between diverse groups of people (e.g., through team-building), fostering homogeneous team environments by creating an inclusive and productive workplace.

Part IV Operational Management explores how managers execute operational functions including planning, organizing, leading, and controlling in their respective industries through resource allocation and performance evaluation. This section will provide readers with the tools necessary to turn strategic objectives into actions and, ultimately, measurable results.

Part V Contemporary Issues outlines the major opportunities/challenges currently facing leaders/management in today's world and discusses trends such as digital leadership, leading/working during a crisis, global leadership issues, sustainability practices, and the importance of innovation as a core competency in all organizations. Readers will also learn about the dynamic and changing nature of leadership and therefore the need for continuous learning and change management capabilities.

Part VI Application Across Professions illustrates that the principles of leadership and management are applicable in all professional fields, such as education, health care, and public administration as well as business and entrepreneurship sectors. This section demonstrates that while the

principles of leadership and management are universal and can be applied across an array of disciplines through the application of theory to practice, the unique attributes and challenges within each discipline must be considered in developing leaders and managers.

This book on The Universal Principles of Leadership and Management takes a holistic-multi-disciplinary approach to leadership by integrating theory and application, foundational theory with current thinking in leadership, and the general principles of leadership with specific applications in various professions. The intended audience for this book includes students studying leadership, training practitioners in their respective fields who want to develop the competencies needed to lead, manage, and contribute

meaningfully to their organizations
and society as a whole.

Acknowledgment

Completing this book, *The Universal Principles of Leadership and Management*, has been a great accomplishment for me as it was only completed due to the blessing of the teaching, guidance, support and motivation of the people and organizations with whom We have been associated.

To begin, we would like to praise and thank Allah (SWA) for His guidance in giving us wisdom, strength and patience in completing this book.

Secondly, we would like to thank Mindanao State University - Sulu for providing us with an academically stimulating environment to grow as a scholar, learner and a professional during my academic journey.

Thirdly, We thank our colleagues, mentors and students for

sharing their own experience and knowledge with us, as well as allowing us to share in the creation of new concepts in this text.

Fourthly, we acknowledge the vast body of research and scholarly works that have provided the basis for our understanding of leadership and management since the beginning of time. The work of those scholars greatly contributed to the concepts presented in this book.

Fifthly, we would like to thank our family and friends who have supported us through this entire process with continued encouragement, support and understanding. We would not have made it without you.

In conclusion, we would like to honour all of the many professionals, leaders and learners, in all disciplines, who are committed to excelling in

the creation and development of (highly) successful leaders and managers and are contributing to a better society because of the work they do.

Dedication

To our family, who have shown us abundant love, support, understanding and encouragement. You are the most worthy of our strength and the one that has always inspired us.

To all teachers, medical workers, public service professionals and entrepreneurs who lead with honesty, caring and sense of purpose — through your commitment to helping people and to changing your communities, you exemplify true leadership and management.

And lastly, to all learners and future leaders who want to create a better world; may this book serve as a resource for you and inspire you on your way to being successful and serving others.

PART I: FOUNDATIONS

Chapter 1: Understanding Leadership and Management

Chapter 2: Evolution of Leadership Theories

Chapter 3: Management Functions and Roles

Chapter 4: Leadership vs. Management: Integration and Distinction

People interested in successfully influencing and navigating today's organizations need to comprehend both leadership and management. Today's organization involves rapid change and complexity as well as global connections. Organizations require those who will not only be able to visualize their future but also have the ability to effectively implement plans. This introductory section presents the definitions and theories of core concepts and differences that drive leadership and

management as separate yet interdependent fields of practice.

Leaders are most commonly associated with vision, influence, and the passion to motivate others toward achieving a common goal. Managers on the other hand are typically discounted by being associated with the traditional functions of planning, organizing, and controlling organization resources. Newer literature has provided evidence that these two roles should not be viewed separately but instead complement one another by providing the necessary elements that enhance the long-term viability of organizations as they continue to change at a rapid pace. Skilled leaders should have knowledge and use of management principles and efficient managers must display leadership traits and behaviors to

lead their teams through rapidly changing work environments.

As organizations continue to grow and progress, so do the theories of leadership. In the past, many leadership theories limited themselves to the manner in which leaders interact with subordinates and the character traits that acceptable leaders possess. Since then, theories have been developed that define several leadership types such as contingency, transformational and relational leadership, all of which emphasize that leadership is a dynamic process that continues to evolve through various societal, cultural and organizational environments. In addition to the continual evolution of leadership, management theories have also progressed and expanded beyond the traditional functions of efficiency and human relations, to

include systems thinking and strategic positioning.

Part I; Foundations contains the definitions and theories of four core functions of management; planning, organizing, leading and controlling. These functions are the fundamental framework of organizations. Core functions provide direction and structure to organizations; creating an environment in which the organization's resources can efficiently produce the output desired by both the organization and its customers. At the same time, by infusing these core functions with leadership attributes such as purpose, inspiration and flexibility, they will provide greater effectiveness.

Finally, from the distinctions and integration between leadership and management, both areas are explored for their unique contributions to the successful

integration of both areas of study. The successful integration of leadership (change and innovation) and management (stability and consistency) offers organizations the greatest opportunity to achieve sustainability, resiliency, and long-term performance.

Overall, Part I: Foundations defines and provides the theoretical framework for understanding how leadership and management function as both individual and combined influences on the organizational performance with respect to behavior and decision-making in various settings.

Chapter 1: Understanding Leadership and Management

In today's rapidly evolving landscape of health care, education, and public administration, the key to organizational success is a combination of strong leaders and managers working collaboratively and efficiently. Management and leadership must be viewed as two different yet interconnected roles that provide direction, performance, and sustainability in organizations.

Leadership generally refers to the ability of one individual to inspire others, motivate them to act, and guide them in achieving shared objectives. A large part of leadership involves creating and supporting a vision for others to work with and creating an environment conducive to innovation on the team. On the other hand, management is primarily about working towards the efficient

and effective achievement of the organization's goals by using planning, organization, coordination, and controlling resources to accomplish preset targets. Although there are differences between the two definitions, both represent a continuum of management and leadership as necessary for an organization to operate effectively and efficiently.

Safe environments created by leaders that foster collaboration and participation are essential to enabling members of an organization to collaborate freely by exchanging information and expertise, resulting in greater innovation and productivity (Pellegrini et al., 2020). Leaders can motivate and inspire their team members by creating an environment where they can engage and participate by providing input and suggestions that

improve the overall functioning of the organization. Managers and leaders have similar connections with social care and health through their relationships with people, through their circumstances and the ethical considerations involved in those situations. Reyes et al. (2021) have identified four components that represent ways in which leaders and managers can be successful as leaders and managers: Self-awareness (as a person); awareness of team; awareness of goals; and awareness of the environment.

Effective Leadership demonstrates power or authority and having self-awareness, the ability to work collaboratively, alignment with goals/objectives, and the ability to respond to changes in the external environment. The ability to effectively lead organizations in a time of uncertainty and complexity is based on the ability to be flexible or agile in

changing environments. Reyes et al. (2021) identified other attributes that allow leaders to effectively lead during a crisis situation. These include: clear communication and the ability to adapt to change; a high level of emotional intelligence; and making timely decisions under duress.

Those skills or attributes do not reflect traditional management skills, but are necessary for effective leaders because they require effective cognitive and interpersonal skills in order to lead effectively. In contrast to this, managers generally provide stability and consistency to their organizations by designing, implementing and maintaining systems, processes and structures to assist them in achieving organizational goals via the use of all resources available to them. Adoli and Kisika (2020) further explain that management synergizes human capital with resource availability and

the long-term strategic direction of the organization as well as ensuring that both continue to operate at maximum capacity and sustainable levels.

Leadership and management are closely related. An organization needs employees who can lead or manage in order to be successful. Leadership is about guiding and inspiring the organization and management is about providing the organization with the means to use all available resources efficiently. The best example of the relationship between leadership and management is found in the healthcare industry where the balance has to be struck between serving patients; running an efficient operation; and making ethical decisions regarding the running of the organization.

Leadership is also evolving from an individual perspective to a collective or systemic perspective and taking a more multi-dimensional approach to leadership development. Kjellström et al. (2020) have developed a framework that contains six key dimensions of leadership development including individual and collective or societal perspectives. This framework shows that leadership is more than simply an individual's capabilities; it is also dependent on the impact that the organization has on the society in which it exists.

To summarize, leadership and management are related and interdependent functions that both contribute to the success of an organization. Leadership provides vision and motivation for innovation, while management provides an organization with the structures to enable them to utilize their resources

efficiently; therefore, in order to gain a grasp on the complexity of today's organizations, it is vital to understand how leadership and management function.

Chapter 2: Evolution of Leadership Theories

Today's definition of leadership has been impacted greatly by the interaction between students and staff members concerning the definition of a "good" leader, and the changing nature of the workplace itself, which affects how leaders define themselves as effective in today's workplace.

Leadership theories before the mid-1960s generally centred on traits of individuals; that is, who an individual's personality traits were, and how those traits could be used to evaluate their effectiveness as a leader. However, the current theories of leadership incorporate relationships and networks between leaders and followers (and vice versa) and the extent to which they can adjust to their surroundings in order to be an effective leader.

Different leadership theories have traditionally focused on traits of individuals both in terms of behaviour and personality; thus, these traits were historically used to determine who is an effective leader.

Consequently, the definitions of leader effectiveness are composed primarily of many of the traits that have traditionally been associated with effective leaders. Some examples include intelligence, charisma, and the ability to make sound decisions; however, traditional trait-based definitions of leader effectiveness do not provide insight into the difference in effectiveness between two leaders in two different workplace environments.

In addition, many of the newer models of leadership (situational and contingency) provide support for the inclusion of historical, sociological and environmental factors that have an impact upon leader effectiveness; whereas, many traditional leadership

models include primarily a list of traits associated with individual leaders.

The situational and contingency theories of leadership demonstrate that there is no one correct way to lead, and leaders can only be successful within the context of a given situation (i.e., leaders will be successful to the degree to which they use the context, i.e., environment, in which they are working).

In addition, two things constantly change as leaders work: both the characteristics of the leader and the characteristics of the context. The authors also state that there are several other variables that must be taken into consideration when discussing leadership style, such as the organization (or group), the dynamics of the team (or the people) and the complexity of the task being performed.

As mentioned by Adoli & Kilika (2020), transformational leadership

can provide insight into how people lead, as a transformational leader relies heavily on (1) inspiring others, (2) creating a vision for the future and (3) motivating others to follow their vision. Transformational leaders also promote and nurture an environment conducive to innovation and foster and promote a commitment (or recommitment) to the organization (or group) as part of their overall organization (or group's) culture.

In addition, transformational leaders create an environment that fosters positive change in their organization (or group). As a result, anyone who wishes to become a successful leader in times of continual change (as will be faced by the majority of organizations) must possess a high level of creativity and flexibility.

On the other hand, transactional leaders are focused on the relationship between the leader and follower through a system of

performance-related rewards. While transactional leadership can be effective in a stable environment, it is not suitable in environments that require flexibility or innovation.

Other peoples' interpretations of the same style is not usually the same; as Awotunde & Aregbeshola (2025) discovered in a study they did which showed that in order for all a leader NEEDS to achieve can be used through utilizing the different kinds of both transformational and transactional styles, using different styles helps leaders achieve their goals.

The study also discovered that using the different types of leadership styles based on the case in which a leader operates affects how effective the leader will be at accomplishing their goals. Similar to the studies of Awotunde and Aregbeshola, recent authors are creating an increase in literature related to the new humility based

leadership, where humility is defined as the ability to know oneself as well as have respect for others (Salehzadeh & Ziaeeian 2024). The effectiveness of a leader that exhibits the characteristics associated with humility can be determined by their ability to build collaboration, learning, and other cognitive processes to with two main objectives in mind; first to improve both team and overall organization performance and second to enhance the well being of employees.

Leadership is not being viewed simply as an individual or personal thing; rather, it is now viewed as a created social construct (Kjellström et al. Many experts (to include Grint in 2020) have documented changes in conceptualizing how leaders will lead and provide leadership based on how to work with others for collaborative, co-creating results, rather than through individual effort alone (which promotes the

development of teams and team building techniques).

The new themes and directions of change that occur with leaders today are attributed to the impact of the COVID-19 pandemic on leadership and leaders' ability to lead. This includes how the COVID-19 pandemic has impacted leaders' approaches to leadership, given there are different types of leadership related to crisis, such as those that occur because of a wicked problem; tame problem; or critical problem as per Grint (2020).

And each of the three types of leadership will require different approaches to the issues created as a function of effective leadership. Therefore, a wicked problem will require an adaptive-type of leadership to resolve the issue.

Moreover, the following leadership attributes have been identified by researchers as being vital for successful leaders in their practices:

emotional intelligence; the capability of communicating effectively; and the capacity to establish and maintain strong working relationships with others. According to Price Dowd (2020), self-aware leaders will be more adaptive than those who are not. Therefore, this indicates the significance of self-awareness when viewed as an employee.

There has been an increase in interdisciplinary research and the need to understand the contextual nature of leadership, which highlights the various types of research regarding leadership and how interdisciplinary context will be used to provide solutions for sociological issues.

An example of this is presented by Arar et al. (2020), where education for children of refugees can be accomplished through using adaptive and inclusive forms of leadership; thus establishing a basis

for using context as a foundation to resolve sociological problems.

Today's leadership theory represents a considerable change from the traditional individual-static leader model to the dynamic, real-time, relationship/context-based leaders of today.

Additionally, leadership in today's environment is becoming more collaborative in nature through working with others to accomplish their goals and to be adaptable to situations that arise. Finally, for individuals or groups to have success in their respective action, they must each meet a variety of criteria.

Chapter 3: Management Functions and Roles

Organizations must have several different kinds of management approaches that will allow them to be efficient, stable and, eventually, successful. Historically, the four traditional roles/functions of management (the planning function, organizing function, leading/implementing function and controlling function) describe how to manage an organization and provide a guideline for how to use resources to meet the overall goals and objectives of the organization (Lichtenstein et al., 2018).

Planning Function-The purpose of the planning function is to develop and communicate an organization's objectives and strategies so that resources can be used as effectively and efficiently as possible in order to

achieve the desired outcome. The planning process establishes direction for the organization and provides employees with information as to what is being done by the organization to meet its overall goal (Adoli & Kilika (2020)). Through effective planning, the use of resources by an organization will be aligned with its long-term strategic objectives and ultimately allows the organization to be successful for many years.

Organizational Function-The organizational function is responsible for determining how best to allocate and coordinate resources in a manner that accomplishes the organization's objectives. As such, the organizational function provides structure for accomplishing the organization's objectives by utilizing resources effectively and efficiently to accomplish the planned work by the organizational employees.

Therefore, there are several objectives of the hospital's organizational function to include but not limited to: 1) assist in the establishment/creation of an organizational structure, 2) define and document job descriptions for each employee, 3) assign responsibilities to each employee, and 4) develop resource allocation strategies based on the level of job responsibility. This part of management (leading) is similar to the part of management called the Leading Function of the Leadership Process. As a leader, you are someone who helps your employees to achieve their goals by giving them direction in their jobs and encouraging teamwork. You build a workplace with a collaborative culture among employees.

When managers are leading people in an organization, they mainly focus on providing direction to employees and less on influencing employees. However, a successful leader has had a positive influence on their employees and has created a shared vision for the company.

A key component of management is to monitor employee performance against the performance standards established by the business. When an employee does not meet the expectations or quality of work that has been established, the management team will take corrective actions to fix the employee's performance issue. The purpose of controlling is to ensure that employees are working toward achieving the company's goals and objectives and to provide management with feedback regarding the performance of an employee. Moreover, controlling

gives management the ability to make sure that the employee's performance is continuously improved.

In addition to the four functions of management outlined above, there are many other management roles that managers will perform in addition to performing the four total functions of management. The three primary roles of management are, (1) Interpersonal Roles, (2) Informational Roles, and (3) Decisional Roles. As the head of a department or section, the manager has an interpersonal role in building relationships with and communicating with the people who report to them, developing and promoting a spirit of teamwork among those in their department or section, and facilitating effective communication between the manager and the employees. A manager who is effective at communicating with and developing

interpersonal relationships with their employees will help to build trust between themselves and the employee as well as create a cooperative working relationship between the employees, thereby contributing to the success of the organization.

The informational role of managers includes identifying those sources of information needed to be provided to the key stakeholders (those groups or individuals who have an interest in the organization). In order for managers to successfully perform their informational roles, they must collect the appropriate amount of information from the appropriate sources and develop processes to ensure that the information they collect is reported appropriately to the right stakeholders. The effectiveness of the organization's functioning can be negatively affected if information collected and

reported by management is not appropriate or adequate.

Decisional roles of managers include making decisions on behalf of the organization (concerning strategic and operational areas). These decisions are to be based on the following skill sets: critical thinking; analyzing several options; evaluating the options; and selecting the most appropriate course of action for the organization as a whole.

Human capital development is increasingly considered a key performance measure in the ongoing development of management as a profession (Fedotova et al.). It is part of managing to train and develop its staff, to provide training for them, and to create an environment to keep staff, all of which contributes to improving the efficiency of the business. As such, it is the

responsibility of managers to develop the skills and motivation of their staff and offer them a supportive working environment.

Furthermore, as the operating environment for businesses becomes more dynamic and complicated, businesses must also adapt their methods of management to the changing operating environment. Specifically, the evolving technology and innovations in the business environment are forcing managers to introduce technology and innovations into their business operations as operating requirements or conditions change. Consequently, there is a requirement for the development of a culture of continual learning and adaptability.

In summary, management's functions and roles provide the framework from which management can successfully achieve their

organizations' performance. Through performing management's functions of planning, organizing, leading, and controlling, management can successfully achieve their organizations' goals. Finally, management's roles related to communication, decision-making, and developing human capital, are critical to successfully adapting to the challenges and changes that all organizations face.

Chapter 4: Leadership vs. Management: Integration and Distinction

The ongoing debate between managing and leading in organizations has been around for many years; both of these ideas can be seen to relate to communications and one serves to build on the other.

Essentially, the difference between the two is that with leadership you think about how leader has their vision communicated and how they get people to follow them; while with management, you think about creating a structure for the organization and using resources as efficiently as possible.

Definitions of Leadership and Management:

Leadership: To provide influence (i.e. Lead) other people; to develop new

ideas; to help other people meet their vision.

Management: To plan, organize, control, and use resources in a way that effectively and efficiently meets a particular goal.

Grint (2020) discussed in his framework the key ways in which leadership & management can be differentiated from command. Within that framework, there are 3 problem-solving approaches outlined by Grint to differentiate between the two approaches: 1. Leadership is generally utilized for solving the "wicked" types of problems; 2. Management is most often used for solving "tame" or routine types of problems; and 3. Command is the best approach for solving a problem that needs to be solved immediately and/or for an immediate cause of urgency. The three models discussed indicate that there is a need for the

organization to adopt different forms or models of both leadership and management.

While there are differentiating characteristics between the two functions, both leadership and management functions depend on one another. In order to operate effectively, organizations require people who can effectively integrate components of both leadership and management into the execution of the organizational vision.

In order to successfully carry out the vision of [the organization], a leader must have an understanding of the functions involved in management and how to motivate, encourage and excite an individual to perform at their highest potential. To successfully execute the management component of the vision, individuals must have [the

capacity to] perform the various functions related to successful implementation of the vision.

Pellegrini et al. (2020) have cited the integration of knowledge management and leadership as the ability to build collaborative relationships among others while simultaneously contributing to and supporting the management processes associated with the various segments of the knowledge management system. In other words, each of these two components depends on the other to provide the organization with the necessary resources to enable the organization to achieve their intended outcomes.

Mackian and Simons (2021) suggest that leadership and management functions are integrated functions of the health services system, requiring relational and technical skills to function

effectively. In successfully performing the function of managing individual patients, many organizations find themselves needing to establish a balance between how efficiently they can operate, while considering both ethical and unethical principles of operation. In order to successfully perform a leadership role, leaders must possess a history and documentable record to demonstrate both types of functions.

Reyes et al. (2021) assert that [during] a crisis, leaders perform two basic functions: Creating a strategic plan of action; Making operational management decisions. Because of these two basic functions, leaders must be capable of providing teams with [direction] and only provide organizations with a functional operational process while simultaneously making timely decisions.

Suriyankietkaew (2023) has outlined the long-term impact of both leadership and management on the ability of the organization to achieve long-term success. Shortcomings in leadership style or lack of vision for a future state or a level of trust within the organization may severely impair the potential sustainability of an organization over time; and the successful use of those same attributes in executing the organizational vision must be successfully carried out within an organization's management process.

The functions of leadership and management are separate, but interdependent functions within organizations; they are determined by the source of focus of each of these two functions. The primary focus of leadership is on an individual or people (i.e., motivating; inspiring or developing people); the primary focus of management is on

processes (i.e., planning/organizing/control; use of resources). Therefore, successful leaders should possess both leadership and management skills.

As a result of the increasing complexity of the current environment, the differentiation between the two functions of leadership and management will continue to evolve. Furthermore, since the volume of leadership skills required by leaders is extremely limited, and the requirement for leadership type functions by managers is extremely high; these two functions will increasingly converge due to the complexity of today's organizational environments.

Leadership and management are distinct but interconnected concepts within organizations, which will develop over time and lead to successful outcomes. Leadership

creates the vision of the organization, provides inspiration for buying into that vision, and management is responsible for successfully completing an organization's mission within an established time frame. Organizations should develop a comprehensive understanding of both distinct concepts, as well as how to integrate the two, when developing successful strategies and practices for their respective organizations.

Conclusion

The foundational concepts of leadership and management help us to better understand organizational dynamics. Leadership provides the influence, vision, and adaptability to lead an organization forward. Management provides the structure, efficiency, and control required to bring an organization to operational success.

The theories of leadership have changed greatly over time. Whereas previously the theories were more focused on the individual leader, the current theories are much more focused on both the collective and the context in which the leader operates.

Management functions support both the stability and the ability of an organization to achieve its mission. Management provides a stable operational framework within which the organization can operate. Leaders help achieve the organization's mission through their words and actions; they foster innovation and change to enable the organization to achieve its mission.

As modern organizations continue to evolve in order to meet the rapidly changing demands of their environments, it will become increasingly important that leadership and management are integrated so that organizations can navigate these difficult and ever-changing times.

Both leadership and management provide the basis for effective organizational action that, if done correctly, will allow both leaders and managers to achieve the organization's short-term goals and long-term sustainability.

PART II: CORE PRINCIPLES

Chapter 5: Vision, Mission, and Strategic Thinking

Chapter 6: Decision-Making and Problem-Solving

Chapter 7: Communication and Interpersonal Skills

Chapter 8: Ethics, Accountability, and Governance

Chapter 9: Emotional Intelligence and Self-Leadership

The use of theories builds the foundation for thinking about, as well as learning about, the basics of leadership and management through theory while providing the basis for moving beyond the theoretical aspects of leadership to the practical application of leadership. This part will provide information regarding the competencies necessary for

successfully achieving effective leadership through the decision-making abilities of leaders and managers, providing a strategic direction, developing positive relationships while working in a high-change environment.

Leadership has a vision and a mission based on strategic thinking. Leaders are responsible for directing the organization in developing its long-term strategy to align its people, processes, and resources in order to achieve the organization's goals. Strategic thinking is the planning process of organizations to analyze and foresee future needs to enable organizations to be competitive and responsive to change through continued learning and changing.

The competencies necessary for decision-making and problem solving are leveraged by leaders to effectively operate a business.

Effective leaders are expected to operate in an uncertain environment by reviewing different alternatives to make time-sensitive decisions that balance risk and opportunity. The processes for making time-sensitive decisions affect the ability of both day-to-day operations and high-stakes decisions that develop due to increasing rates of change and limited information regarding these decisions.

The effectiveness of a leader depends on effective communication and interpersonal skills. The ability to communicate ideas clearly, listen actively, and develop positive relationships (through trust) leads to collaboration and teams. The development of positive relationships between coworkers assists in developing cohesiveness, improving performance, and developing

positive work environments among employees.

Ethical leadership is built on moral and structural foundations including fair ethical actions, being accountable for the decision-making process, and having a governance structure that is transparent, fair and responsible. Leaders must commit to being accountable for their decision-making process by providing a transparent decision-making process to build trust with all stakeholders in the organization, as well as to promote ethical behavior for the organization.

Another growing trend is the emphasis on leaders developing self-awareness and self-regulation as a necessity for being successful leaders through emotional intelligence (i.e. self-leadership). Leaders who understand their individual emotional intelligence (IEIQ), manage their own

stressors, and show empathy toward their employees will have the ability to lead their employees to develop an environment of support and well-being in their organizations.

Part II emphasizes the core competencies that delineate effective leaders in real-world environments through the core competencies of Part II, while providing the reader the knowledge and skills to lead with purpose, integrity, and adaptability in many different types of organizations and environments.

Chapter 5: Vision, Mission, and Strategic Thinking

Effective leaders create visions, missions, and strategic elements to ensure that organizations succeed as a result of their leadership capabilities. Today, with more complexity and rapid change in various industries, especially in health care, education, public services, etc., leaders need to communicate an organization's objectives and link the objectives to the activities and strategies that will help the organization achieve those objectives, as their organizations continue to encounter ever changing and uncertain situations; leaders need to have the ability to assess their organizations to determine their particular organizations have strengths or weaknesses based on the visions and missions.

Consequently, all successful leaders are required to develop the competency of strategic thinking; this involves understanding the relationships between a vision of the future (i.e., where you want to go), a plan (i.e., how to get there), and developing problem-solving capabilities through analysis to lead the organization toward its vision of the future and its success, thus achieving sustainability.

Johnson (2024) further defines strategic leadership by stating that strategic leaders have an understanding of current conditions in their organizations; the ability to forecast the potential outcome of future events; and develop informed decisions that help the strategic leader utilize the resources available to his or her organization toward the achievement of long-term goals or withstanding short-term uncertainties. In addition to this ability to create a cohesive strategic direction, leaders

will possess the necessary flexibility to respond to uncertainty.

The vision statement represents the future state of the organization, and the mission statement describes the organization's purpose, or the reason it exists. The primary purpose of the vision and mission statements is to create the basis for creating a framework. The framework developed using the vision and mission statements provides clarity for everyone in the organization and, therefore, serves as the foundation for setting all strategic initiatives. Without vision and mission statements, organizations will likely operate in a manner that is inconsistent and fragmented.

Strategic thinking is not a function that occurs in isolation from all other management functions and is integrated into all other management functions. For example, the operational management

function is responsible for implementing the strategic plan of the organization; project management and organizational change management are both integral in implementing initiatives that align and support their respective organizations. According to Ramsbottom (2025), the PESTLE analysis technique can also be used to evaluate external environmental factors (economic, political, social, and technology) to provide stronger strategic decision-making.

Leaders also have leadership development programmes that support the development of their strategic thinking abilities as leaders. According to Al-Ghofaily (2025), many leaders who have participated in a structured programme to develop their own leadership capabilities have demonstrated a significant increase in levels of effectiveness. Experiential learning

methods (workshops and simulations) are the primary means of developing leaders' strategic thinking skills to prepare them for the future, and experiential learning will give leaders the tools to use strategic thinking and to solve problems when they encounter real-world situations.

Another aspect of strategic thinking is the alignment of teams to the organization's goals. This work requires the identification of the actions the organization must undertake and motivating team members to achieve the organization's goals. To do this, leaders must communicate the vision of the organization in a manner that creates commitment to the organization and fosters teamwork and collaboration among all members of the organization. As part of this process, leaders create a shared purpose that all members of

the organization can use as motivation to achieve results.

In order for leaders to demonstrate their ability to manage and operate in a complex, unpredictable and crisis-prone business environment where anticipating future challenges is critical, leaders will need to demonstrate their ability to build organizational resilience and sustainability as well as to adapt their organizational strategic plans in response to emerging complexities, all while ensuring the organization performs actions in alignment with its organizational values and goals. Ultimately, these abilities will give organizations the ability to operate successfully in an increasingly competitive and complex business environment.

In summary, successful organizations that are run by

effective leaders demonstrate vision, mission, and strategic thinking as these three components collectively provide direction, clarity, and improved decision-making capabilities for an organization that will ultimately lead to long-term organizational success by utilizing analytical tools, participation in leadership development activities, and collectively aligning all organizational efforts toward achieving strategic intent.

Chapter 6: Decision-Making and Problem-Solving

The ability to make decisions and solve problems is a major part of being an effective leader, especially in the complex world of organizations. Leaders need to make decisions all of the time that have immediate impact on operations and how well an organization will do for the long term.

The current climate of change and uncertainty in the world today makes it increasingly challenging to make good choices in higher education as well as most of the other sectors that depend on knowledge and learning; therefore, creating a decision-making process that involves multiple decision-making criteria is necessary. To illustrate this point, Kaweesi & Miiró (2016) state that there are many

different variables that affect how educational institutions engage with their respective communities, such as multiple stakeholder interests, insufficient resources, and ever-changing regulations. All of these considerations must be carefully analyzed simultaneously when creating an effective decision-making process.

Leaders will need to develop solutions to the problems they encounter when making a decision, which is why problem-solving is often closely tied to the decision-making process; therefore, a leader must first assess the issues related to their decision, then analyse why they occurred in order to develop solutions. A leader may utilize critical thinking skills, sound data analysis skills and input from individuals within an organization who possess knowledge about the impact of each option in order to arrive at a

conclusion regarding the best course of action to take. Therefore, effective decision-making contributes positively to the overall effectiveness of an organization through alignment of actions taken to meet strategic objectives.

Uncertainty is one of the biggest challenges associated with making decisions. Often times, leaders are making decisions with incomplete information and have to rely heavily on good judgment and experience, as well as intuition. Therefore, it is very important for a leader to develop and refine their cognitive ability and analytical skills so that they can analyze risk and determine if there are any potential opportunities through the use of information that is available at that time.

Strategic thinking is important in the decision-making process. When

making a decision, leaders need to think about what all of the short-term results will be from their decision, as well as any potential long-term implications of that decision. Therefore, leaders need to create a balance between resolving the immediate problem they face as well as ensuring that they are making a strategic decision that supports the organization's overall objectives. Leaders who integrate operational-level decisions with strategic-level decisions should be considered to be effective leaders.

In addition, leaders are utilizing an increasing amount of collaborative input for the purpose of making effective decisions. Incorporating those persons who have a different perspective than the leader, and who possess expertise in other subject matters, into the leader's decision-making process will improve the outcome of

the decision that is made, as well as foster and instill a sense of accountability in team members and develop their sense of ownership in relation to the end results.

In addition to the collaborative nature of decision-making, another important component of problem solving is the need for creativity and innovation. Leaders need to be able to look at a problem in new ways, think outside of the box, and to find alternative approaches to address complex problems. This is especially critical in dynamic environments where traditional methodologies may not work any longer.

The ethical consideration of making decisions is also very important. Leaders should strive to ensure that their decisions are not only based on achieving positive results, but also that their decisions are consistent with their ethical

values, and those established by the organization in which they serve. By doing so, leaders will reinforce trust and credibility with stakeholders, which ultimately is essential for sustainable leadership.

In summary, effective leaders must possess the competencies of making decisions and solving problems in order to navigate the complexities caused by the emerging challenges of accomplishing their organizations' objectives. Leaders can successfully meet organizational goals by developing and utilizing their analytical skills, capable of making informed decisions that will lead to success — both short-term and long-term.

Chapter 7: Communication and Interpersonal Skills

Leaders become effective when they are able to communicate well with others, thus establishing relationships which will help them achieve success in the implementation of the organizational strategy. Successful implementation of the organization's goals and objectives relies on effective communication with others. To support this ability to communicate, there are many different forms of communication (verbal, non-verbal, and written).

Each of these forms of communication enhances the way that we interact with one another in an organization. According to Matlhaba (2025) communication is essential for the establishment of trust, team development and patient safety within a healthcare

environment. The ability to communicate effectively is equally important for many other types of companies where consistent and clear communication is essential for achieving the goals and objectives of the organization.

Interpersonal skills (such as empathy, active listening, and emotional intelligence) are equally important as communication skills. Interpersonal skills allow leaders to understand the needs and perceptions of others so that they are more likely to create a positive working relationship and promote collaboration among their workforce. A leader with strong interpersonal skills can motivate and engage their team members more effectively.

One important part of effective communication is active listening. Active listening means that a leader must understand both what

someone is saying but also what the underlying issues and/or feelings about what they are communicating. By creating a mutual understanding of the issues and/or feelings being expressed, the likelihood of conflict resulting from miscommunication will be reduced.

Furthermore, clear communication is critical to the success of teamwork. Each member of a team must have clear definitions of their roles, responsibilities, and expectations to ensure that there is no ambiguity in how they will work together and how they will continue to work together after establishing these definitions. According to Matlhaba (2025), teamwork requires four main components: effective handoffs between team members; conflict resolution, including mediation; mutual respect of all team members; and teamwork,

which includes collaboration between members of the team.

In addition, communication during times of crisis and change can help to relieve uncertainty. Therefore, leaders must communicate with their team members in a clear and consistent manner so that they understand what will happen in the future and so that both the leaders and team members remain aligned as it pertains to the directive of the organization. When leaders communicate with their team in this manner, they establish trust in the relationship they have with their team members which assists in achieving the goals and objectives of the organization during difficult times.

Advancements in technology have changed the way we communicate with each other. Digital communication tools allow us

24/7 access to communicate and collaborate in real-time which increases productivity and our ability to connect with others. Because of this, leaders must modify their communication styles to communicate effectively and clearly.

Communication channels are utilized to assist leaders in successfully managing conflict. When leaders facilitate the constructive resolution of conflict through an open discussion and by collaborating with the parties involved to reach a resolution, the organizational climate becomes more positive thereby enhancing the performance of the team, as well as positively affecting the organization.

Communication is an essential means of influencing others; as a result, a leader who is able to communicate effectively influences their team members to accomplish

the leader's goals and objectives. A prime example of how this occurs is when an individual uses effective communication to describe an initiative or project to someone else, who will then become motivated to contribute to that effort and/or accomplish the goals of the initiative.

To conclude, strong communication and interpersonal skills are essential for effective leadership because these skills enable leaders to develop relationships with their team and create collaboration within their workforce as well as successfully implement strategies within the organization. Thus, when you integrate developing good communication skills and developing good interpersonal skills, you can create an environment that supports your organization, while also improving the overall performance of your organization.

Chapter 8: Ethics, Accountability, and Governance

When there are principles of ethics and accountability and governance in place, leadership is considered to be effective. The demand for accountability and transparency by stakeholders is at an all-time high today.

Leadership ethics are the principles and values that guide leaders in their actions, decision-making and behaviour towards others. Ethical leaders will demonstrate integrity, fairness and responsibility, while also ensuring that their actions and behaviour comply with the values of the organisation and the societal expectations.

The terms 'accountability' and 'ethics' are very much intertwined, which is why the two very much go hand-in-hand when defining the

responsibilities of a leader. According to Kikasu and Dorasamy (2021), accountability is defined as the individual and organizational obligation to justify an action, and accept the outcome of that action. An accountable leader will accept full ownership of the decisions they make, thereby becoming a leader who other stakeholders can trust.

Transparency and openness – providing accurate information to stakeholders – allows stakeholders to understand how the decisions and actions the organization takes are made by its leaders. Therefore, by providing stakeholders with transparency, they are able to trust in the organization's actions and will also be able to hold leaders accountable, because stakeholders can evaluate and measure a leader's performance and success.

Bonwa (2025) also states that accountability is vital to achieving a minimally acceptable standard of leadership in the global knowledge economy. Leaders placing an emphasis on accountability to others, will ultimately improve an organization's performance, demonstrate an ethical approach to leadership and promote innovation and collaboration through team work. Leaders who believe in accountability create a culture of integrity and responsibility; thus instilling that culture in their organizations.

Accountability is achieved through governance processes which use oversight bodies to create auditing mechanisms to provide some form of checks and balances against misappropriation of resources and for compliance with ethical standards.

Collectively, ethical leadership will promote ethical decision-making; that is, ethical decision-making which considers the impact of a decision on a broader societal level when making decisions and taking action. The ethical leader will therefore make decisions which are based on equity, sustainability and social responsibility, while at the same time considering the goals and objectives of the organization.

Participatory governance also strengthens accountability, as stakeholders will have the opportunity to be part of the decision-making process. A participatory governance process will be more inclusive and will provide a forum for different perspectives from different stakeholders to be heard.

Accountability in the digital age demonstrates to leaders both

challenges and opportunities. Digital technology provides increased transparency and enables data-driven decision-making. Nevertheless, when a digital leader is making a decision, they have to consider both issues of data privacy and cybersecurity.

Leaders will have a continued need for professional development and continuous ethical training to further strengthen accountability as leaders. Bonwa (2025) recommends that organizations invest in training programmes providing employees with an increased awareness of ethical standards, as well as recognition and further development of ethical leadership practices. Development of leaders through training, is the building block towards continued accountability of their actions.

In conclusion, ethics, accountability and governance form the basis for effective leadership, ensuring that leaders' decisions are made using ethical principles, building confidence and trust in organizations and positively affecting the performance of the organization. Leaders continuing to create a culture of transparency and integrity will be in a position to create sustainable successes and maintain the confidence of stakeholders.

Chapter 9: Emotional Intelligence and Self-Leadership

Two competencies that contribute significantly to increasing the effectiveness of a leader in today's evolving and pressured world are emotional empathy and self-compassion.

Empathy (the ability to recognize and respond to our feelings and those of other people) is one of the most critical characteristics that contribute to the effectiveness of a leader by improving communication and decision-making, as well as managing stress effectively.

Carlucci & Ma (2025) found that nursing leaders demonstrate high levels of self-compassion behaviors and empathy. By developing their self-compassion,

nursing leaders can refine their communication and decision-making skills, thereby resulting in stronger interpersonal relationships among team members.

In addition, leaders with a high level of empathy and compassion often have a greater ability to handle challenges and create a positive work culture.

Furthermore, self-compassion is often described as self-regulation, motivation, and personal accountability. Therefore, self-compassion is a source of tools for leaders to manage their behavior and achieve both personal and professional goals. In addition, self-compassion is essential for leaders whose behaviors must adapt rapidly due to both internal and external environmental changes.

(Zahoor et al., 2021)As stated in a 2025 article, Empathy and Self-Compassion both need to be developed together to allow students in the Health Care fields to reduce their overall levels of anxiety and increase their ability to bounce back. Emotional Intelligence combined with Self-Leadership gives a leader an increased level of resilience while continuing to perform at their best during challenging times that often arise while leading others and performing themselves.

The five components of Emotional Intelligence include: Self-Awareness (awareness of one's own strengths and weaknesses), Self-Regulation (the ability to manage your emotions and understand the emotions of others), Motivation (the desire to achieve), Empathy (the ability to be attuned to the thoughts and feelings of others so that you can respond compassionately), and

Social Skills (the ability to communicate effectively, build and maintain relationships, and work collaboratively with others). Having a strong sense of Self-Awareness allows leaders to have a grasp on their own strengths and weaknesses, and Self-Regulation allows leaders to manage the emotional context of what they are doing.

For a leader, Empathy is essential because it gives the leader insight into what his or her followers wish for, and it allows the leader to respond to the follower's needs efficaciously. Empathy also contributes towards establishing trust among members of a work group.

Self-leadership focuses heavily on setting goals and the continuing development of the leader as an individual. Self-leadership is both a one-time and a continual process for a leader who is a conscientious

practitioner of self-leadership. An individual leader who is committed to pursuing self-leadership will continually seek out ways to improve their effectiveness, thereby improving the organization's performance.

Emotional Intelligence also plays an integral role in a leader's ability to communicate and resolve conflict; as such, a leader with high levels of Emotional Intelligence will be better able to provide leadership during difficult conversations and resolve conflict in a constructive manner.

Leaders who desire to enhance their Emotional Intelligence and Self-Leadership competencies should pursue training and development opportunities. Emotional Intelligence and Self-Leadership are not inherent in being an effective leader; both of these competencies are developed

over time through experience and training and development.

The leader establishes a workplace culture that creates safe psychological conditions for employees to work collaboratively. Therefore, organizations with leaders who exhibit high Emotional Intelligence create a culture of appreciation for employees and therefore will motivate employees to perform at their highest level.

In conclusion, Emotional Intelligence and Self-Leadership are both required for an effective leader in the organizations of our day. Both of these competencies will have a significant impact on a leader's ability to make sound decisions, build positive relationships with staff, and build resilience. Finally, the development of Emotional Intelligence and Self-Leadership will

be foundational to individual and organization success.

Conclusion

The principles of leadership, including strategic thinking, decision-making, effective communication, ethical behaviour, as well as emotional intelligence, are interconnected with one another and create the building blocks of what it means to be an effective leader within an organization today. Leaders who understand and implement the above four (4) principles are more able to lead their teams through complex situations, motivate them to work together, and produce sustainable results.

PART III: PEOPLE AND ORGANIZATION

Chapter 10: Motivation and Team Dynamics

Chapter 11: Human Resource Management and Development

Chapter 12: Conflict Resolution and Negotiation

Chapter 13: Diversity, Inclusion, and Cultural Competence

Organizations exist because of People. A People-driven organization is one that has People driving the organization (what motivates them, how they interact with one another and how they provide services to their organization's people; what are their Values). To provide direction in an organization, Strategy and Structure must exist, and successful attainment of Organizational Objectives via Human Behaviors, and Human Behaviors in Relationship to

One Another will determine whether Organizational Objectives were attained.

People and Organizations Part III addresses the Human Component of Leadership and Management. Effective Leaders lead People in an Effective Manner through Individual Engagement in Group Interaction (i.e., creating a workplace that fosters Inclusiveness and Engagement).

This section has as its primary topic Motivation, as well as Team Dynamics. A Leader who understands how to identify what motivates an Individual to Act, and why they are motivated to Act, and understand how a Group Acts as a unit, will have the Skills to create a productive and engaged workplace.

HR Management and HR Development are equally critical to the success of an Organization. Organizations have to have a Workforce that is Successful by being Competent and Agile, as the Workforce is constantly changing, Continuous Learning, Training and Professional Development for the Workforce must exist. In addition, a Leader must also provide opportunities for Human Resource Development while working to align HR practices with Organizational Strategy.

This section also discusses Conflict Resolution and Negotiation. Conflict is a normal part of Organizational Life; Managing Conflict in a manner that fosters Innovation and Good Decision Making; or Managing Conflict in a manner that Discourages, and inhibits, Personal Relationships; will have an impact on the ability of the

Organization to Perform. Therefore, Leaders must possess Skill in Managing Differences Productively, Creating Dialogue, and Facilitating Negotiations that address Competing Interests.

Finally, Diversity and Inclusion are Key Elements of Organizational Leadership in today's Globally Diverse organizational environment. As Organizations become More Diverse, Leaders need to create Inclusive Work Environments that Value Diverse Ideas, Create Equal Opportunity and Support Collaboration across all Cultural Barriers. Furthermore, when Leaders demonstrate Cultural Competence, Working Relationships are formed, resulting in Innovation and Resilience within Organizations.

Overall, it is clear that Leadership is about Developing and Managing People. This includes

doing the right thing with People through, Developing and Managing Motivation, Developing Human Resources, Managing Conflict and being Inclusive. As Leaders Develop Healthy Organizational Cultures, they will create the necessary conditions for both Individuals and Groups to succeed.

Chapter 10: Motivation and Team Dynamics

The way teams function together and how a person motivates others are basic parts of the daily operation of an organization. Both of these factors are important to the productivity and quality of work produced by each member of a group, and, therefore, as a whole, the organization.

Organizations today often operate in very complicated and restless environments, and so because there are so many diverse people working together, organizational leaders need to attempt to manage the differing motivation levels for both individuals and teams. There are numerous literature reviews currently available on a variety of theories and

concepts relevant to motivation, including: 'Maslow's Hierarchy of Needs', 'Herzberg's Two Factor Theory', and 'Self-Determination Theory'. In general, Maslow's Hierarchy of Needs suggests that there is an ordered hierarchy of needs for an individual, with the lowest level of need being physiological and the highest level of need being self actualization.

Moreover, Human Motivation Theories categorize human motivation into two different classes, Hygiene (Motivators) and Intrinsic (Motivation). The motivators (Hygiene), as in salary and working conditions, exist outside of the person, whereas an example of intrinsic motivation would be completion and performance of an activity through recognition or accomplishment. The Self-Determination Theory (SDT) identifies three primary factors essential to

intrinsic motivation (autonomy, competence, and relatedness), and demonstrates how intrinsic motivations are generated by individuals or groups through some level of autonomy/competence/relatedness to the source of motivation when completing an activity.

Research has demonstrated that in order to establish or grow an employee's intrinsic motivation, it is necessary to accommodate both physical (material) and psychological (intangible) needs using extrinsic (money or incentives) to support employee behaviours associated with intrinsic motivation (satisfaction or interest).

Understanding the dynamics of a team as a collection of individuals and how those individuals interact and work with each other on a daily basis is critical to determining

whether or not that team has been successful or unsuccessful and is based on communication and interdependence/cohesion within the team or organization.

According to Tuckman's Phases of Group Development Model, all groups pass through five phases (forming, storming, norming, performing, and adjourning), and have continued to evolve through every phase and all groups throughout the course of history. The style of leadership exhibited by a team member greatly influences how the dynamics of that team will function, requiring that the leadership style of the team member be tailored to assist the team through the different phases of team development.

The connection between employee motivation and team dynamics is one of the most significant contributors to the success of the organization as a whole. Transformational leadership causes employees to collaborate with each other so that they all achieve their goals in a collective effort. As a result of the collaborative effort of the team, the team develops sound team dynamics making communication among team members more effective.

Transformational leadership encourages the development of creativity within the organization allowing the team to motivate themselves based on effective team dynamics and create a more innovative organization.

Effective team communication and mutual respect are the foundational pieces of creating and maintaining effective team dynamics. If a member of a team believes that the organization values their contribution as a team member, then that employee will seek and provide assistance to their team and organization in a very highly motivated manner. Conversely, employees who do not feel valued by the organization will display disruptive behaviour toward other team members (defensive, aggressive) because there is a lack of trust and effective communication between team members.

In addition to the leadership style of the team leader, the composition of the team itself will influence the team's dynamics. Teams that are comprised of diverse members will typically generate many more solutions than will teams

comprised of similar members. This means that team leaders have a responsibility to be culturally aware and use culturally inclusive leadership skills in order to create a positive and supportive team dynamic among diverse team members.

The culture of the organization is likely to have an effect on the motivation and team dynamics of the organization. When the organizational culture is supportive of participation, recognition, and continuous improvement, then the individual and group teams of employees will have an increased level of motivation. Therefore, it is essential for the leader of the organization to display an effective leadership style through example (positive behaviour) and to reward good behaviour by demonstrating the values of the organization.

Finally, advances in technology have changed the way that teams work together effectively as a team. Leaders of virtual teams and teams who use virtual forms of communication must seek innovative ways to continue to motivate virtual teams and promote team cohesiveness, therefore, leaders must ensure that communication, trust, and support are established among team members in virtual environments.

In conclusion, employee motivation and team dynamics are critical components for the overall success of the organization. However, if leaders continue to develop their understanding of motivation theory and build on team dynamics in the organization, then they will create a higher level of motivation, more effective collaboration, and ultimately provide increased value to the organization.

Chapter 11: Human Resource Management and Development

Human Resource Management (HRM) and Human Resource Development (HRD) are both very important in order for an organization to improve its capabilities and the performance of its human resources in order to be successful over the long term. The nature of HRM today has moved beyond being solely administrative to being seen as a strategic partner in aligning an organization's workforce (human capital) with the organization's objectives. Training and development are two ways that HRM can help to develop an organization's human resources, as one of the many objectives of HRM is to develop employees. According to Zalukhu, et al. (2025), effective training programs are designed based on the organization's needs and then modified to fit the

organization's specific context. When a training program is implemented successfully, the employees' knowledge, skills, and competencies will improve, and as a result, the overall productivity of the organization will increase as well as the probability that employees will remain with the organization. This study presents the integration of support from management and technology in training programs to make them more effective.

Leadership is essential in the overall HRD process because the manner in which leadership leads will determine how training programs are created, executed and evaluated. Leadership provides the support to ensure that the training program meets both the organization's strategic objectives and the needs of each individual employee's development. In addition, organizations will create an

environment conducive to continuous improvement and learning through engaging their leaders in developing training programs. Digital transformation has also substantially changed how HRM operates with regard to new processes and technologies. Digital Maturity within HRM is characterized by utilizing technology as well as developing a cohesive relationship between HRM processes, people, management, innovation and strategic governance.

To develop HRM digital Maturity, organizations must do both; invest in digital tools and invest in platform and tools that support three HRM functions: Performance Management, Talent Management, and Employee Engagement.

The COVID-19 pandemic has increased the need for organizations to adopt adaptive HRM strategies. In response to COVID-19, organizations are now seeking solutions that will allow for multiple types of environments that include flexible schedules, flexible work from home arrangements, and an increased reliance on digital technologies. As such, organizations will need to transition toward more responsive and agile HRM practices.

Talent Management is another of the major roles within the HRM function. Essentially, it is establishing a method of finding, developing, and retaining these high performing employees (and others) so the organization has the number of suitably qualified people available at any given time to develop a successful workforce. This function is more critical in organizations operating in highly competitive or

rapidly changing environments as it ensures the organization is continuously delivering on its advancement against its competitors.

In addition to Talent Management, creating a workplace culture to support an employee's desire for advancement through promotions (Career Development) and creating opportunities to teach and develop their skills (Career Opportunities). It has been proven that employees with little to no support do not have the same level of motivation to commit to the organization as employees with considerable support, which limits any chance for an employee to develop their skills further.

Creating an organizational culture that promotes innovation, collaboration, and learning for employees provides the basis for

developing employees and also facilitates employee success. The leader(s) of the organization must establish this type of workplace culture through the establishment of a climate of open communication, recognition, and inclusion.

A third core function of HRM is (Performance Management), which encompasses setting performance standards; evaluating employees' performance versus the established standards; and providing employees with feedback on their performance. Effective Performance Management systems develop a performance alignment between employee and organization performance while also identifying the potential for improvement.

In addition, the integration of work/life balance into HRM systems and processes is of utmost importance to effective HRM

processes. The development of a healthy workplace environment enhances and supports employee satisfaction and creates a positive impact on the organization through positive employee satisfaction rates. This is especially important for organizations operating in high-stress environments and/or environments that correlate with high levels of burnout.

Ultimately, successful organizations develop their human capital and build perpetually sustainable and successful organizations through the effective implementation of HRM practices/strategies and the associated employee development initiatives. When companies invest in their employees' development; embrace new technologies; and develop an enabling culture, they build upon their long-term organizational sustainability.

Chapter 12: Conflict Resolution and Negotiation

All businesses have disputes arise from the differences in ways their employees think, believe, and feel. A major factor for organizations to be successful is to resolve conflict using constructive methods creating an environment conducive to effective interpersonal relationships between team members as well as for working collaboratively with external partners that work with the organization (Bishop et al, 2018).

Additionally, Hernawati & Sojanah (2026) state that how conflict is managed will affect the performance of the organization. Furthermore, they explain if the two parties use a cooperative approach to problem solving, rather than competitive/adversarial, the

accomplishment of the cooperative approach will be higher due to the cooperation created by the two parties' use of the cooperative approach and the better understanding of the issues related to each other. Additionally, if the two parties can work cooperatively, they develop mutual trust and respect, which leads to a more positive working relationship in the future.

To arrive at the best solution to any conflict, the person(s) involved must first identify the cause(s). Secondly, the person(s) involved must acquire as much information as possible regarding the differing perspectives of the various parties involved and/or affected by the conflict. Lastly, the person(s) involved in the conflict must then develop and execute the best solution for all affected parties. To resolve conflicts, effective communication, emotional intelligence, and problem-solving

skills are essential and should be applied by all parties involved in the resolution process.

The individual personality of each party involved in a dispute will influence their ability to manage conflict; thus, their level of emotional intelligence (or psychological mindfulness) will determine how effective they will be at creating a climate of open communication and collaboration for individuals and groups to work collaboratively toward resolving the conflict.

For example, Leaders who are skilled at facilitating dialogue between parties involved in a dispute are effective at managing that conflict because they foster a culture of openness among all employees and help them to work productively and collaboratively.

Negotiators often engage in ethical negotiations by conducting themselves ethically relative to all other negotiators. The ethical considerations enable negotiators to ethically deal with all individuals and ensure sustainable negotiations so that each negotiator will benefit from the negotiation process for time.

In negotiating with others, professional negotiators generally incorporate both realistic and optimistic negotiation styles in their negotiation practice.

Developing a trusting relationship is an important component to resolving conflict, and ethical leaders create a level playing field for all negotiators, making decisions that are fair to all parties, transparent, and making values of the stakeholders a priority throughout the negotiation.

Two types of negotiators exist: cooperative negotiators and competitive negotiators. A negotiator's negotiating strategy will depend upon the context of the conflict. Conflict resolution through cooperation will provide mutually beneficial results. In contrast, competitive negotiators generally seek to maximize their interests through negotiations. Great leaders utilize both cooperative and competitive tactics so that both negotiators will experience a resolution.

Clear communication is critical to achieving successful results from negotiations. The parties involved in a negotiated agreement must have respectful, clear, and concise communication so that both parties can ascertain their individual and collective needs so they may

mutually agree to the negotiation terms. Listening plays an essential role in communication because it facilitates both parties identifying each other's individual and collective needs.

In conclusion, ethical and cooperative negotiation styles enable effective leaders to develop great negotiating and conflict management skills that generate high levels of trust and high performing teams and organizations.

Chapter 13: Diversity, Inclusion, and Cultural Competence

Diversity, inclusion, and cultural competency in the workplace are rapidly becoming one of the most important trends in our society today. As we become a more interconnected and globalized society, the importance of diversity continues to grow as a driver of creativity, innovation, employee performance, and social responsibility.

Diversity encompasses the individual characteristics of each employee, which can include but are not limited to: race or ethnicity, gender, cultural background, etc. An inclusive work culture gives employees an environment in which they feel valued and supported to contribute positively to the success of their organization, through mutual respect. Cultural competency refers

to an individual's ability to work effectively with others from different cultures.

According to Adhamovna (2025), the creation of a culture that promotes diversity, inclusion and cultural competencies is essential in order to provide a work environment where employees feel valued. To create a culture that promotes diversity, inclusion and cultural competencies, organizations need to adopt key initiatives that will create an inclusive work atmosphere. These key initiatives include, but are not limited to; A commitment from the organization's leadership to support diversity through sponsorship; Cultural competency training and development; and The creation of an inclusive recruitment process. In addition, creating a cooperative and supportive organizational culture will also lead to higher employee retention, greater innovation, and

increased productivity. The way an organization's leadership supports and develops an inclusive work environment for employees of diverse backgrounds is one of the most critical factors affecting an organization's ability to implement a culture of inclusivity.

Leaders are expected to implement policies that support a climate of inclusion in their organization, as well as to show they are committed to including everyone (e.g., have policies to deal with bias and discrimination and provide equal access to all employees). According to Karanikola (2025), accepting diversity and being an inclusive organization are significant contributors to achieving a productive learning environment. In addition, students want to acquire intercultural skills through their involvement in mobility programmes, so that they can learn what it is like to experience diversity. As a result,

organizations must continue to invest in the education and development of their workforce in order to build cultural competence.

Furthermore, the addition of diverse talent improves an organization's capacity to perform at its highest level because multiple points of view and ideas are brought to bear within an organization. When these multiple points of view are presented to an organization, creativity, better problem-solving and decision-making can occur, and original ideas can be produced.

Although there are many advantages to having a diverse workforce, effective leadership is required to address the challenges of managing and leading a diverse workforce (e.g., managing cultural differences and biases).

An inclusive workplace provides employees with a sense of psychological safety and acceptance. Employees who perceive that their workplace is a safe and fulfilling place will have higher levels of employee engagement, collaboration and commitment to the organization. For this reason, leaders are responsible for ensuring that policies and practices are inclusive and free of discrimination and inequity.

Cultural competence is essential to an organization conducting business operations globally. All global leaders must be able to identify and manage cultural differences, and they must operate at different levels of performance based on the culture of their surroundings (e.g., when conducting business operations).

In order to develop cultural competence, organizations will need to have training and development plans to develop employee awareness, knowledge and skills required to work in a diverse workforce.

Organizations that create a culture of inclusion and diversity will create a positive reputation, be socially responsible, attract and retain high-quality talent, and build strong relationships with all stakeholders.

In summary, diversity, inclusion, and cultural competence are all critical to an organisation's capacity for high levels of performance. By establishing a culture of inclusion and developing their cultural competence, organizations will create increased creativity, greater performance, and greater ability to

fulfil their commitments to their communities and society at large.

Conclusion

In order to manage people and organizations effectively, leaders need to understand how the four concepts of motivation, human resource development, managing conflict and managing diversity are interrelated and collectively impact the success of an organization. Therefore, leaders who can incorporate these four concepts when developing their organizations will have a better chance of creating resilient, inclusive and high performing organizations.

PART IV: OPERATIONAL MANAGEMENT

Chapter 14: Planning and Goal
Setting

Chapter 15: Organizing and
Resource Allocation

Chapter 16: Leading and Influencing

Chapter 17: Controlling and
Performance Evaluation

Whereas leadership sets the vision and direction, operational management is required to take the plans created by the leaders and turn those into measurable results. This section will cover the practical processes used by the operational managers to ensure that the organization's goals are accomplished through proper coordination of the people, resources, and activities required to accomplish the goal.

This section will show how the leaders and the managers take the strategic objectives established by the leaders and implement them into action through the application of the core functions of management (planning, organizing, leading, and coordinating) in a dynamic and often resource-constrained environment.

The foundation of all operational management is the setting of goals and plans, which provide the basis for defining the objectives of the organization and establishing the pathways to achieve those objectives. To effectively plan, the organization must align the vision of the organization with the realistic, measurable targets that can be achieved and incorporate the anticipation of potential risks and opportunities. Setting the goals establishes the actions to be taken to achieve the goals as well as

providing a basis for measuring performance and holding the employees accountable for achieving their goals.

The organizing of resources and allocation of resources is equally critical in operational management. Organizing and allocating resources includes establishing the structure for performing the work to carry out the organization's goals, assigning and delegating the work to people, and making the most efficient use of the resources of the organization. Ensuring that the use of the human, financial, and technological resources is optimized is vital to increasing the overall productivity and sustainability of the organization. Effective organization results in creating clarity to the roles of all employees, eliminating inefficiencies, and allowing for coordination across geographical lines and between departments and teams.

The leading and influencing function of management and leadership bridges the gap between managing and leading through the oversight of how employees are directed and motivated to accomplish the goals of the organization. Influencing is based primarily on the employee's trust in the leader and the ability of the leader to build positive working relationships through communicating and inspiring the employee's commitment to the organization. Therefore, leaders create an environment that is engaging for the employee, allows for collaboration among the employees, and provides for the empowerment of the employee to perform at their highest potential.

Finally, controlling and measuring performance provide the operational managers with a process to ensure that the operational

activities of the organization are being carried out in alignment with the established goals and objectives of the organization. This involves monitoring the performance of the employees, assessing the results of the employees, and making the necessary corrections to keep the employees performing at the highest level. Measuring performance provides valuable feedback to be used for continuous improvement and assists in making informed decisions.

In summary, the most successful organizations are dependent upon the disciplined execution of the goals of the organization as much as they are dependent upon the visionary leadership provided by the leaders. By combining the planning, organizing, leading, and controlling functions of management, operational managers will effectively implement strategies, use their

resources effectively, and continually improve the performance of the organization.

Chapter 14: Planning and Goal Setting

The process of managing an organization involves developing a plan and setting objectives. Planning plays an essential role in achieving success in business; as Kotter states, “As organizations become increasingly dependant on technology to meet their strategic goals, they will have to move from static, linear planning methodologies to dynamic, iterative methodologies that combine strategy, analytics, and adaptive learning.”

Furthermore, a comprehensive planning approach for the implementation of artificial intelligence (AI) requires that organizations see beyond merely implementing new technology and consider the reasons for making the change. The organization needs to set objectives that contribute to their

overall vision and strategy. As part of the planning process, it will be used to provide an organization with a common vision for what success should look like and provide guidance to all stakeholders involved in achieving success.

A planning process creates more than just a path forward; it also helps ensure that all employees have an understanding of what they are doing and how they fit into the overall process of completing the plan.

Goal-setting can be considered an extension of planning, in that it establishes specific, measurable objectives that will help achieve the objectives outlined in the strategic objectives of the organization. Establishing SMART objectives that relate to the overall organization's priorities ultimately improves an organization's ability to achieve its

strategic objectives. By establishing scope and outcome objectives, initiative management maintains a sharp focus on the objectives while managing complexity.

Feedback's involvement within the planning process will be highlighted, along with feedback systems' role in the process of planning. Chowhan et al. give evidence of how training, feedback, and goal setting all work together to enhance organizational effectiveness by showing how the different components of feedback already help to build an organization's capacity to adequately plan for and accomplish its goals. Therefore, organizations must utilize planning and feedback processes in an ongoing cycle of continuous improvement, and should not treat planning and feedback processes as separate from one another.

Another important aspect of planning in organizations relates to employee training. Employees who have the skills and/or knowledge needed to do their jobs effectively contribute positively to the planning process as well as the execution of the plan. Chowhan et al. (2024) suggest that additional training offered to employees helps to increase their competency, allowing them to perform at a higher level of effectiveness, thus enhancing the planning process.

Risk management has also been acknowledged as an additional aspect of planning, since risk management relates to forecasting and identifying ways to reduce the likelihood of circumstances that may create challenges to the organization in the future. As there is always uncertainty in rapidly changing environments, organizations will need to use flexible

planning processes that allow organizations to modify their plans as necessary.

In addition, involving stakeholders in the planning process will result in an inclusive, user-centered planning process that reflects diverse perspectives and creates comprehensive and realistic plans. Involving employees in the planning process develops employee ownership and commitment to the plan, which will further enhance chances for successful plan implementation.

In summary, planning and goal setting are interdependent activities that culminate in the creation of a visual depiction of the desired outcome, provide measurable goals related to achieving strategic objectives, establish a path for taking appropriate actions to achieve objectives and help create

employee ownership and commitment to successfully implement plans. All of the factors listed above together create the foundation of operational excellence within organizations and ultimately contribute toward long-term organizational success.

Chapter 15: Organizing and Resource Allocation

In order for organizations to achieve their Organization Goals effectively, the majority of the Organization Function of Organizing is related to the allocation of resources to the organization's methods of discharging its activity (i.e., all activities performed by the organization on behalf of the owner) (Thompson et al., 3/21; Zhang, 3/23).

"Organizing" defines how an organization allocates its Resources (i.e., where the Resources are located within/in the organization), which, in turn, will define the level of Human, Financial and Technological Resources available to the organization, each organization's Members, and enables each Member of the organization to fulfil their required role within the organization (Mason, 23).

Pang et al. (2025), provide supporting evidence that each organization's financial, human and technological Resource allocation will affect the organization's behaviour and success achievement; for example, organizations with a Horizontal Structure typically develop problem.

A trust-based culture among their Members, thereby resulting in Members of organizations being more willing to work cooperatively with each other than Members of an organization with a Vertical Structure (i.e., the level of Resources allocated among the Members of the organization); whereas with an organization having a Vertical Structure (i.e., all Members receive unequal Resource allocation), its Members (i.e., employees) usually exhibit a "lack of trust" in their employer (i.e., the owner) due to perceived inequality of power

between employees and management; and resource allocation must always be included as part of each organization's overall "Organizing" function or purpose. (Zhang and Reid, 2024).

Finally, if an organization develops a strategic resource allocation process, it has been proven by studies that creative and/or innovative quality outputs can derive from resource distribution. By having resources aligned with the organization, operating efficiencies will be improved, employees' skillsets improved, and therefore new ideas generated.

An organization has two types of challenges when determining how to allocate resources and shape the overall structure. First, there may be a limited supply of resources available due to competition among various

organizational entities. Second, it can be difficult to determine how to use or apply that limited resource to meet the needs or demands of each of the competing concerns for that resource.

An organization can successfully allocate its resources by evaluating each competing demand on the basis of it being its own separate entity, and determining whether each demand is necessary, how important it is, and what its potential return on investment (ROI) would be. Using this framework for developing an organization's resource allocation strategy will give the organization a method for focusing its resources on the greatest competing demand for those resources, which will also help reduce waste and inefficiency associated with resource allocation.

One of the most important aspects of an organization is to define what their employee's job is and how that particular employee performs his/her job function. Once that job has been defined, the organization will be able to assist an employee in reaching organization objectives.

To ensure that an employee is held accountable for his/her performance, there needs to be clear expectations set for what will be done by whom and how it will be completed cooperatively by all within the organization.

An organization with a flexible structure and processes will be able to respond quickly to meet the organizational objective(s). By utilizing a flexible organizational structure, an organization can readily respond to the changes occurring within its industry. For instance, an

organization's ability to relocate resources from one part of the company to another will allow the company to quickly adapt to changes that must be made to the company's structure to accommodate the continuously changing needs of the market.

Because of the use of technology, organizations have a major competitive advantage over their competitors with respect to organizing their organization and allocating their resources. By employing digital technology to manage, measure and monitor their use of resources, organizations make the most of their resources and put them to use at the right time.

The way that businesses implement technology allows companies to create a productive work environment, provide management with much required

information at the right time to facilitate the ability of management to make high quality decisions based on high quality organization-wide information provided by digital information systems.

In order for an organization to effectively use the organizing function to implement the company's strategic plan, the organization's organizing functions must be aligned with the strategic objectives of the organization. The company has to structure itself in a manner that allows the company to use innovative ideas and collaboration through the use of flexible and/or decentralized organizational structures, if the company's main strategic objective is innovation.

If an organization effectively uses the organizing and resource allocation functions in the successful

execution of their strategic plans, it can achieve success in the marketplace due to the existence of an effective resource allocation system and clearly defined employee roles in the organization. As an organization aligns resource allocations with the strategic objectives of the organization, and creates trust and collaboration between employees through a fair and ethical resource allocation process, the organization will create success that will enable the organization to accomplish its strategic goals.

Chapter 16: Leading and Influencing

Influencing Employees and Leading

Leadership influence is demonstrated by operational leadership and operational management of an organization's employees and teams to achieve an organization's business strategies operationally. Effective leaders need to develop the skills to inspire others to action through motivation, building Confidence and influencing an employee's behaviour through other than their positional authority.

Different styles of leaders exist to motivate and engage their employees; two different leadership styles that develop employee motivation and engagement are contingent reward leaders and spiritual leaders (Yang et al. 2023). Contingent reward leaders intrinsically motivate their employees

and create an enjoyable work environment by providing employees with an experience of fostering a sense of meaning, purpose and fulfilment because of the environment they create. Spiritual leaders create an external reward for their employees based on their level of performance, which also fosters higher levels of energy and productivity in their employees.

Leaders influence employees and employee motivation, and therefore, a leader's influence on an employee can lead to long-term performance. A good leader can identify an employee's motivation and goals and create a work environment that provides opportunities for employee's commitment to their work, which will lead to long-term performance and commitment. Employee satisfaction through and the employee's sense of purpose towards their job, through

intrinsic motivation, is critical to maintaining or achieving long-term performance from an employee.

The influence a leader will have to their employees comes through the manner in which they communicate their vision for the organization, expectations of their employees, and provide feedback to employees to ensure everyone has the same understanding of the goal they are working toward as a team. The interpersonal relationship in which a leader interacts with his/her employees creates developments of trust and teamwork that influence the behaviours of his/her employees in a positive manner.

According to Haddock-Fraser & Gorman (2023) effective leaders employ communication strategies with their stakeholders in the creation of sustainability initiatives, and the

ability to develop appropriate methods of communication with stakeholders is one of the essentials to being an effective leader.

Leaders who are continually providing timely and effective communication about the future of the organization via a definitive vision instil trust and credibility in their ability to lead the organization.

Adaptability in leadership is another key contributor to effective leadership. Adaptable leaders can modify their leadership approach to best align with their organization's environment and the employee's current state.

A leader will at times need to direct their employee's confusion; at other times, he/she will need to give them the opportunity to make decisions independently within the scope of the support of the leader;

and there will times when the leader intervenes in an employee's decision making.

The ethical behaviours of a leader are paramount in the realm of leadership.

An ethical leader is one who embodies the values of fairness, transparency, and integrity.

Trust and the development of a positive organization, which is required for collaborative and innovative behaviour are formed by an organization's commitment to ethical behaviour.

Leaders will need to also be cognizant of the impact they have on the external environment outside the organization; that is, a leader will need to have an understanding of what effect decisions they have on those stakeholders, who may be outside the organization.

Leaders will need to engage those external stakeholders, such as employees, customers and suppliers, and develop relationships to ensure that the organization will continue to be viewed positively and provide the organization with a base for its long-term success.

Modern organizations have a more distributed leadership model than do traditional organizations. While traditional leaders traditionally have the ultimate decision making and influence power; in a modern workplace, employees are provided with the opportunity to influence the leader of the organization through mutual relationship building and collaborative efforts between traditional and modern leadership.

In conclusion; a workplace that is culturally based on sharing accountability to create a collective output will result.

The result is; leadership is inspiring, developing relationships, communicating successfully and adapting to the dynamic environments in which organizations must thrive.

To motivate and inspire employees is key to the success and improvement of organizations.

Chapter 17: Controlling and Performance Evaluation

The company uses performance assessment and control as the basis for managing the business and all of the things that take place in the organization so it can carry out its activities as intended and achieve the results it expects from those activities.

The process of performance assessment and control is made up of three components: (1) measuring the company's performance; (2) determining how far away from the planned goals and objectives the company is; and (3) acquiring and implementing any necessary measures to restore the company to planned/expected performance levels. The process of evaluating performance requires that the company measure and assess how well it executes activities based on

performance indicators, as well as measure the effectiveness with which the company achieves its objectives (Chowhan et al., 2024).

According to Chowhan et al., 2024, performance is directly related to one's planning, training, and feedback, therefore, an organization that has an integrated performance assessment system will provide a more comprehensive and accurate assessment of its organizational performance compared with organizations that use traditional performance assessment systems.

The role of performance control is essentially a form of monitoring. The organization uses measures of performance against established goals and objectives to evaluate performance and identify any performance differences or discrepancies against the relevant established goals and objectives. An

organization that promptly identifies performance discrepancies. The performance evaluation process relies on the feedback of people throughout the process. Employees who receive regular feedback about their performance will know areas where they can improve and will be able to better align their efforts with the goals and objectives of the organization.

Also, feedback is essential to help promote continual learning and development, which are related to the overall success of the organization. Through adding technology to the control function, organizations have been able to improve the manner in which they can provide access to information to meet their operational performance monitoring needs and the decision-making process. An example of this improved efficiency is provided by Croll et al. (2023), who demonstrate

how reinforcement learning algorithms can provide instantaneous feedback to optimize complex processes such as wastewater treatment by providing feedback that enables adjustments of performance to continuously improve with the assistance of new technology.

Examples of new methods of control systems include fractional-order PID controllers, which allow organizations to provide greater performance, improved stability, and higher efficiencies than traditional control systems. Herrera et al. (2023) also provide examples of how organizations that use technology to design and implement control systems can develop new and innovative ways to measure and control organizational performance.

The control function also includes the establishment of organizational standards and benchmarks. These standards will form the foundation for measuring performance and recognizing opportunities for improvement. Consequently, organizations must ensure that their standards are appropriately measurable and realistic and that they are aligned with the specific strategic objectives of the organization.

Another important aspect of the control function is the accountability factor. A well-defined accountability of organization has a clearly identifiable lines of accountability and helps organizations. Glass bowl provide transparency and create an environment of total quality continuous improvement.

In addition to measuring performance evaluation results, organizations should also conduct an evaluation of the way in which the results were achieved to serve as a reference for identifying effective best practices that can be applied to enhance organizational operations to be more efficient and effective.

Additionally, the control function must also be adaptable and flexible to accommodate changes to the organization. An organization's ability to compete and respond dynamically in the market may be hindered by using rigid control systems. Consequently, organizations need to utilize adaptive control systems to accommodate changes in performance.

In addition, performance evaluations should be conducted to facilitate an organization's ability to learn through the examination of performance data and patterns regarding performance to make well-informed decisions about future strategies and decisions.

By using methods such as monitoring and feedback, technological advancement, and accountability, organizations can achieve optimal success in their pursuit of operational efficiency and sustainability through the effectiveness and function of the control function and recruitment.

Conclusion

For an organization's success planning, organizing, leading and controlling are core components of operational management.

Planning/goals direct the organization. Organizing allows effective use of the organization's resources. Leading serves to inspire and motivate people in the organization. Finally, controlling provides the assurance that all activities of the organization will support the organization's goals, and that ongoing improvement is part of the culture.

The literature reviewed supports this premise; hence operational managers must consider the seven operational core competencies when managing operations: strategic thinking, resource allocation, leadership behaviours and performance evaluation systems.

Using these competencies allows organizations to effectively manage complexity and enhance organizational performance to achieve sustainable success with a

holistic approach to operational management.

PART V: CONTEMPORARY ISSUES

Chapter 18: Leadership in the Digital Age

Chapter 19: Crisis and Change Management

Chapter 20: Global Leadership and Sustainability

Chapter 21: Innovation and Knowledge Management

Changes in Technology (digital) and Globalization are rapidly transforming the world of Management and Leadership. Consequently, both require new ways of Thinking and Doing. Furthermore, there is an increasing level of uncertainty with how Business is conducted today making it very difficult for Leaders to lead organizations through change.

Many of the traditional Leadership styles are still beneficial,

however, by themselves will not be sufficient to manage the emerging complexities that organizations are going to face throughout the 21st Century. The Contemporary Issues (Part V) provide insight into the trends and issues Leaders are managing in their efforts to Lead in today's time period and organizations.

The biggest change Leader's continue to experience has been through the Digital Age (technology) and in how Technology continues to evolve industries & the ways Organizations or interconnected to each other. Leader's are being called upon today to assist in leading Organizations through (digital transformation) the introduction of new technologies e.g. artificial intelligence) and continually fostering Innovation while being Ethical and Inclusive.

In order for Leaders to be able to lead through this time period (change), Leaders will not only need strong Technology Knowledge they will also need Strategic Thinking and Adaptability.

Another area that is also critical to Leadership today is Change and Crisis Management. More & more Organizations are needing to manage today's Unpredictable and Continuously Evolving environments (Volatility, Uncertainty, Complexity, Ambiguity) that they operate in, everything from the pandemic to Instability that affects world economies that changes the way Organizations operate.

Great Leader's will be open to Change, and will be able to Manager the Models of Risk associated with Changes to be a Support to the employees they lead to achieve Success.

Global Leadership and Sustainability will also be key areas of focus for today's Leaders. Leaders should be thinking beyond their individual Organizations, taking into consideration the longer-term (Societal and Environmental) impacts associated with the decisions they make in order to establish both a Sustainable Vision and Decision-Making Process. Leaders should find ways to balance the Socially Responsible manner of conducting themselves and meeting Economic Goals, and doing so will allow them to develop successful outcomes toward Sustainability.

Lastly, Leaders should continue to foster a culture of Continuous Improvement and Innovation to ensure the Success of their Organizations. In Knowledge Based Economies, the ability to Generate, Share, and Apply Knowledge will

determine How Organizations succeed and are Competitive. Leadership should foster an Environment of Learning by creating opportunities for employees to learn from each other and support the collective Use of Knowledge throughout the Total Organization to enhance the Overall Performance and Flexibility of the Organization.

All things considered, Part V will show that Leadership in Today's world is Dynamic /Multi-faceted; it is Complex and is Inextricably Bound to Globalization and Technology. It Offers a Challenge to Leader's to implement Non-Traditional Methods for Leading; Value Creation – by Promoting Innovation, Resiliency, and Sustainability.

Chapter 18: Leadership in the Digital Age

The impact of digital technologies on the creation of value by an enterprise, its competitors, and the way in which the organization conducts business has changed dramatically over the last several years. Rapidly changing technology (e.g., Artificial Intelligence (AI), big data and digital platforms) has fundamentally altered how companies structure and communicate with each other; hence, the speed at which organizations are able to make decisions has been catalyzed by these innovations. Leaders will play a critical role in helping to successfully transition organizations from traditional to digital models, as well as ensuring that their organizations' long-term sustainability in the digital economy is secure.

According to research conducted by Sacavém et al., (2025), the principal factor driving an organization's ability to transition to being digital is its leaders' direction. Leaders within organizations are responsible for ensuring that the organization's business strategy aligns with its ability to adopt new technologies that have been driven by innovations in the digital economy. Leaders are responsible for establishing the infrastructure of each of the new and emerging technologies that the organization will deploy in supporting their operational functions and activities. Additionally, the alignment between technology and business strategy will allow organizations to be more agile and to make faster, more informed decisions, thereby remaining

competitive in today's rapidly changing global environment.

Digital Transformation (DT) is more than just implementing new Digital Technologies; it also represents significant cultural and organizational change. Leaders also contribute to the development of a culture that accepts and embraces change, improvement/innovation and that supports collaboration and teamwork throughout the organization. Sacavém et al. Scholars and practitioners believe that a leader's work on advocating teamwork and knowledge sharing will have a huge impact on an organization's capability to be adaptable and reactive to change in their marketplace (2025). Thus, the role of leadership is to be the driving force behind developing new ideas and facilitating change.

In his article (2024) Paul discusses the challenges that higher education leaders are experiencing as a result of the acceleration of digital change. The introduction of digital academic activity has increased the demand for equality, Equity, Diversity & Inclusion (ED&I), and leaders need to develop a more inclusive and flexible approach to leadership. Additionally, leaders are being challenged to lead their organizations in a rapidly changing environment; many of these changes stem from technological disruptions, shifting social norms, and increasing demands for accountability.

One major issue for leaders is the successful integration of AI and technology into their organization's internal systems. In order to implement new technologies, leaders will need to consider several factors in implementing these technologies, such as: data privacy

and security; bias or discrimination potential for using these technologies; and equitable access to these technologies by all employees. Therefore, in order to successfully integrate and use these technologies, leaders will need to possess not only technical skills to implement them, but also a moral conscience and vision.

The leadership paradigm for the digital age will also be characterized by a shift away from hierarchical, top-down leadership to more flexible and participatory styles of leading. In order to support their organizations' adaptability and responsiveness to constant evolution in the marketplace culture, leaders must create an environment where employees feel empowered to innovate and make decisions without needing permission from management.

Digital communications is another area that the digital-age leader should focus on. The way organizations communicate using digital formats has changed drastically over the last decade. Leaders must leverage digital technology to ensure clarity of purpose in their communications with employees; build collaborative relationships with employees; and keep employees engaged (especially when employees are working remotely and/or participating in hybrid work environments).

Developing the digital capabilities of employees is a third area of emphasis for digital-age leaders. Leaders can provide resources to support employee training and development programs that provide employees with the skills they need to be successful in a digital business environment.

Continuing education will continue to be an important part of developing employees and leaders alike.

In summary, leaders must possess a strategic vision, understanding of technology and its capabilities, and the capacity to be flexible in order to effectively lead in the digital world. In order to have a successful digital transformation initiative, leaders must inspire innovation, grow collaboratively, and act with integrity, in addition to merely managing a digital technology change. In order to achieve long-term success and improved performance outcomes, leaders must align their digital initiatives with the overall corporate agenda.

Chapter 19: Crisis and Change Management

In the present-day world, it has become increasingly common for both leaders and managers to face changes and crises due to their external environments, as they are constantly changing. Therefore, changes and crises from the external environment must now be dealt with immediately and effectively.

As noted by Kulinich, et al. (2023), organizations exist in VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittle, Anxious, Nonlinear and Incomprehensible) environments. These two environments also present many challenges for making accurate predictions about the future, so an organization that is being run in such an environment will need to implement flexible and adaptive strategies in order to be

able to deal with these changes effectively. In order to effectively lead in a VUCA or BANI environment, a leader must possess a complete and thorough understanding of what is happening within their organization and what risks are being taken and, therefore, what risks are present.

Crisis Management encompasses two types of measures: preventive and reactive measures. Preventive measures consist of taking action to identify and minimize risks prior to their occurrence, while reactive measures consist of taking action after a crisis has occurred. Both measures are complimentary, and working together they form a basis for supporting leaders when building resilience in an organization (Kulinich et al., 2023).

Organizational transformations resulting from a crisis can create an experience for Leaders that combines change management simultaneously and with crisis management. As a result, effective crisis management and change management include:

- Implementation practices that are adequate,
- Effective communication,
- Support for the change from leadership, and,
- Engagement of employees.

These factors typically involve numerous interactions among themselves and must therefore be addressed at the same time to achieve an effective transformation.

One vital component to both crisis management and change management is effective communication. Leaders communicating the specifics (what is changing), time frames (when the change is happening), methodology (how change will occur), and rationale/justification (the reasons change is necessary) assists in decreasing the uncertainty of, developing trust and credibility with, and establishing alignment with the change.

In addition to effective communication being critical to change management and crisis management, employee engagement is another factor that can increase the potential for achieving a successful outcome from a change initiative. Employees will feel valued and empowered, as it relates to their involvement with the change process if they are engaged

throughout the entire change process.

Although Gaile et al. (2026) state that crisis preparedness cannot assist in successfully implementing change initiatives, it will prepare an organization for change and help the organization to be more resilient. Through the execution of preparation and execution, increased capabilities of organizations will develop to respond best to transformation.

Another aspect identified as assisting leaders manage the change process during crisis environment is emotional intelligence. Leaders will need to manage the uncertainty related to a crisis and/or the stress of being in a crisis, while being supportive to their teams in these types of situations, through their own ability to manage their emotions while supporting the other

members of their team. Thus, when leader demonstrates their empathy to their team by maintaining their composure, their teams feel more predictable.

Kulinich et al. (2023) indicate that through the use of non-linear thinking and mindfulness, the leader employs these skills to successfully lead through complex environments. Non-linear thinking enhances creativity and encourages leaders to adapt continuously as the environment continues to change. Mindful leaders make decisions based on what they are able to obtain as little or no information as it may or may not affect their performance either positively or negatively.

In conclusion, through integration of strategic planning, communication, and adaptive leadership, organizations will be

successful in managing crisis and change, leading organizations through crises, and engaging employees to implement changes which increase organizational resiliency and performance during these times.

Chapter 20: Global Leadership and Sustainability

As globalization continues to gather pace and as environmental challenges multiply, sustainability has moved into the “fast lane” of organizations’ priorities. The response to such challenges, and promoting sustainable development, is highly dependent on leadership.

According to Javed et al. (2025), leadership is the principal drive of sustainability; two styles of leadership that appear to be the most effective at promoting sustainable development are responsible and transformational leadership. Both of these leadership styles have an emphasis on making ethical decisions, building a long-term vision for the organization, and engaging all stakeholders in order to create a sustainable future. Using these two leadership styles, leaders

can align their organizations' sustainability initiatives with the organization's overall goals, thus integrating environmental and social dimensions into the organization's business strategies.

Barriers to the adoption of sustainability leadership are numerous; Javed et al. (2025) identify several: resistance from stakeholders, financial constraints and complexities of the regulatory environment. To overcome the numerous barriers to leading the sustainability agenda, leaders must create awareness around sustainability, facilitate collaboration among stakeholders and align sustainability with their organizations' objectives.

Global leadership encompasses a vision that is wider than just organizational boundaries; it also addresses larger societal issues,

such as — but not limited to — climate change. According to Adusei et al. (2026), global leaders need to have a visionary, inclusive, and collaborative approach to solving all of the challenges they face globally. To do this, successful global leaders will employ a combination of ethical considerations, systems thinking and innovative solutions to close the gap between science and policy.

Fostering leadership as more than just a function — that is, leadership is a moral obligation — is another important insight of Adusei et al. (2026). Global leaders are called to lead ethically by practicing equity, ensuring inclusivity and achieving sustainability when making organizational decisions. This includes helping create resilient communities, promoting international cooperation and fostering innovation.

Collaboration among various stakeholder sectors is at the heart of global leadership. Effectively and efficiently solving complex global problems will require all stakeholders to collaborate across all sectors of society (i.e., government, business and civil society). Leaders will need to work collaboratively with each other and with multiple stakeholders to help the collaborative efforts of all stakeholders to achieve their collective mission.

In addition, sustainability leaders must be flexible and adaptable; that is, sustainability leaders must be very sensitive to and responsive to changes in the environment and to new and emerging issues. Therefore, the ability of sustainability leaders to create ongoing opportunities for learning and to incorporate newly acquired knowledge into their decision-

making is critical to their ability to lead in a constantly changing world.

Also, innovation plays a significant role in developing processes that encourage the adoption of innovative solutions to the environmental and social problems facing the world. This includes, but is not limited to, creating an environment where the use of technology is leveraged and supported, where research and development is promoted, and where creativity in solving problems is promoted.

Overall, global leadership and sustainability are interconnected. Leaders must consider ethical, inclusive and collaborative ways to solve all of the world's challenges. The connection of sustainability to the overall strategic goals of the organization and a focus on fostering innovation will assist leaders to

advance a sustainable and
equitable future.

Chapter 21: Innovation and Knowledge Management

Two key elements that influence how competitive a business operates are its method of innovating and its means of managing knowledge. Due to the growing volume of businesses based on using knowledge, a company's innovative capability is significantly based on its existing knowledge in providing innovative products and services as a means of establishing a foundation for long-term success.

As outlined in an analysis by Asad et al. (2025), there exists a relationship between a company's entrepreneurial orientation, the company's knowledge management procedures and ultimately the overall level of success attained within the company; where product innovation is the unifying connection between the three types

of variables. Additionally, both the entrepreneurial orientation and the knowledge management of a company are of equal relevance; however, alone neither the entrepreneurial orientation nor the knowledge management will provide superior operational effectiveness; therefore, innovation is the avenue through which the entrepreneurial orientation and the knowledge management will produce performance outputs.

Knowledge Management (KM) focuses on the creation, sharing and use of a company's knowledge within an organization. By developing effective KM strategies and processes, a company can develop a continuum of change by allowing employees to find, capture, share and utilize the company's knowledge. In doing so, companies create collaborative synergies between groups and allow for

decision-making based on data and the capacity for entrepreneurs to develop and flourish. Innovation creates new and/or improved products, services and/or processes that enhance value to a company as well as to society.

Innovation requires creativity; creativity can increase through trial and error experimentation and have the ability to adapt quickly to unanticipated changes (Asad et al.).(2025) demonstrate how connecting knowledge management systems with innovation strategy can increase an organization's competitiveness and performance.

Many small and medium enterprises (SMEs) do not have sufficient resources to develop a plan for managing those resources so that they can create an innovative organization while

simultaneously improving the efficiency of their operations. Therefore, a systematic allocation of SMEs' business resources is the best way for SMEs to prepare themselves to create their innovative organizations. To begin this effort, SMEs should first develop priority for business resource allocation processes before they can develop business resource allocation processes.

Corporations have to commit to developing a corporate culture that would support innovation and knowledge management. Leadership needs to create an environment that encourages individuals and teams to experiment, to take risks and try out their ideas, and that will facilitate learning together. In addition, leadership must also eliminate any existing barriers to innovation (i.e., create a culture that increases the opportunity for

innovation) and to recognize and reward those individuals who help to produce innovative results.

Collaboration can be defined through both what types and what degree of collaborative efforts between businesses encourage innovation. By increasing specific degrees and types of collaboration and partnerships with functional areas within their own organizations, companies can use the combined voices and expertise of each of the partnering parties to achieve innovative results. By creating an enhanced flow of knowledge throughout the organization by way of teamwork and inter-departmental collaboration, businesses can improve the likelihood of generating new ideas and achieving a coordinated level of effectiveness through the use of all resources necessary to solve problems.

Digital technologies have a significant impact on both the innovation process and the knowledge management process utilized by organizations. By using digital technologies to collect, store, analyze, and share data many different ways, organizations can use the collaborative capabilities of digital technologies and the role of digital technology in an innovation process to advance their organizations as a whole.

In conclusion, a company's culture is a major factor in determining how much innovation will occur in a company. Companies that have created a culture of creativity and a willingness to test, take risks, and continuously improve their operations will generally perform better than those that do not create a culture of creativity, innovation and knowledge-sharing. It is critical for leadership to take a

proactive role in developing and cultivating the organization's culture.

Lastly, an organization must create innovation and pursue its own strategic goals versus solely pursuing innovation as a separate strategy. As a result, if an organization does not connect its various innovation strategies to its overall organization's strategic plan, then it may never fulfill the goals of their organization as a whole.

The most effective way to improve the total performance of an organization and sustain organizational growth is by linking the organization's efforts in knowledge management to the organization's overall strategy for both innovation and the organization as a whole. Leaders play a significant role in creating and establishing an environment for innovation, collaborating, and linking the

organization's innovations and knowledge to the overall organization.

Conclusion

Leaders and managers are facing a growing number of complicated and challenging situations due to the complexity of how organizations do business in today's world. Leading effectively in the digital environment requires adaptability, proficiency with technologies, and awareness of ethics within an organization.

Growing complexities surrounding managing crises or making changes within an organization have are requiring greater resiliency, flexibility, and ability to communicate than in prior years. Global leadership development includes many of the important themes included with

being a good leader today: sustainability, collaboration, and social responsibility; as well as, innovating and managing their knowledge base around the importance of terms like "creativity" and "learning."

The literature reviewed suggests that effective leadership helps organizations to successfully lead themselves through these many challenges. When leaders can implement the use of strategy, innovation, and ethical leadership, they will successfully lead their organizations through many of today's challenges toward sustainability in a continually changing world.

PART VI: APPLICATION ACROSS PROFESSIONS

Chapter 22: Leadership in Education

Chapter 23: Leadership in Healthcare

Chapter 24: Leadership in Public Administration

Chapter 25: Leadership in Business and Entrepreneurship

Understanding how leadership and management principles work in practice is best done through example-based learning, as experienced throughout various professional fields. The first five chapters of this book have provided a collection of theories, competencies, and operational processes pertaining to leadership and management of a profession; whereas Chapter 6, "Application across Professions," addresses how those principles are applied throughout four major sectors — Education, Health Care, Public

Administration, and Business and Entrepreneurship. Each sector presents its own unique set of challenges, expectations, and environment(s) for leaders to work within, and therefore leaders must adapt their leadership styles while remaining true to their own personal core values.

In Education, leaders' primary focus is to establish a learning environment that promotes equity and aligns the institutions' vision to that of the community. Educational leaders create inclusive systems, support creativity and innovation in both teaching and learning, and prepare learners for a productive life.

In Health Care, the leaders directly affect the physical well-being of patients with regard to health outcomes, organization efficiency, and personal fulfillment of those who make up the workforce.

The Health Care leader is responsible for managing complex health care systems, ensuring quality and safety of clinical and non-clinical services, and adapting to evolving clinical and technological demands. Successful health care leaders are able to combine their technical skill set, ethical responsibility, and interpersonal communication skills when addressing complex problems.

Public Administration leadership involves governance, policy development and implementation, and service delivery to the public. Leaders in Public Administration must demonstrate transparency, accountability and ethical behavior while addressing the complexities of society. Digital governance and collaborative governance will serve to create an even greater need for adaptive and innovative leaders in the public sector than ever before.

Business and Entrepreneurship leadership encourages innovation, competitiveness and sustainability. In order for business leaders to enhance their organizations' success, business leaders will need to respond to changing market conditions, encourage creativity, and manage risk. Emerging characteristics of entrepreneurial leaders who work in either the business sector or the entrepreneurship arena are that they are adaptable, use strategic thinking to develop plans to implement their visions, and identify opportunities and act on those opportunities in uncertain environments.

The four professional disciplines identified in this chapter share several common themes; adaptability, ethical decision making, collaboration, and strategic envisioning; however, the execution of these themes will differ based on the type of professional field (i.e.,

work environment) as well as availability of resources (or lack of).

Part 6 of this book paints a picture of leadership as an ever-changing and dynamic process that is influenced by the profession in which leadership is being demonstrated. By comparing and contrasting how each sector applies core leadership principles, Part 6 of this book examines how core leadership principles can be applied to address organizations' and society's diverse needs.

Chapter 22: Leadership in Education

The success of education and its leaders establishing a better quality of education for those they serve has advocacy and a vision that can create workable change. Across the country, educational leaders are stepping into the shoes of traditional educational administration and providing leadership for students while helping them grow and develop their strengths and weaknesses through equitable, diverse, and supportive educational opportunities created through the communities they serve. Educational leaders are taking responsibility for the communities in which they serve by developing and providing service and curriculum that align to meet the educational needs of the communities.

To promote social accountability and social justice through education, educational leaders need to shift from how they view the role of education to how they can actually build the capacity of educational leaders through creating collaborative governance models, developing effective partnerships with the community, and preparing students for success in the workplace after exiting from educational settings. Educational leaders should utilize a holistic approach that integrates every piece of the educational system (administrator, educator, student, and community).

Educating the community to develop the capacity to work together, through the continuum of education, will begin when they are very young, and will develop throughout their lifetime. As described by Henry (2024) "An

integrated leadership perspective at every level of health professional's education [to be] developed by educational leaders will lead to a more equitable, diverse and inclusive workforce of individuals wanting to work within the health profession." When students are exposed to leadership concepts at a young age, they develop the skills and experience to be successful in the workforce when they complete school (e.g., team work, ethical behavior, and cultural competence).

Educational leaders should continue to commit to providing educational access and equity by creating innovative methods to identify barriers that exist for obtaining access and equity through sustainable educational. Additionally, the viability of educational institutions (schools and school districts) will be determined by their long-term and short-term operational needs.;

therefore, without being able to develop a long-term plan that meets all of the short- and long-term operational needs, educational institutions will not survive.

In conclusion, the effectiveness of educational leadership at producing positive outcomes for the communities they serve will ultimately impact the educational system and the individuals providing educational services to the communities being served. Educational leaders working collectively through a shared vision will produce long-term sustainable changes, in addition to being held accountable for transparency and accountability in producing long-term and effective change.

Chapter 23: Leadership in Healthcare

Leaders face numerous difficulties and barriers while leading their organization, due to the intricate nature of Health Care leadership; with Health Care leaders needing to adjust to their environment and patient requirements in order to provide direct Patient Care. Therefore, Health Care Leaders that are successful may have an impact on the health outcomes of their Patients, the care provided by the teams of Care Givers providing care to those patients, and how health services are delivered effectively or ineffectively to patients throughout the continuum of care.

In a systematic review of the literature related to Leadership education, Leadership Development and Professional Development within Health Care, Phillips and colleagues

(2025) identify that organizations must develop and train leadership competence within both their individual leaders and their organizations through a variety of means. They recommend that Health Care organizations implement Comprehensive Leadership Development Programs to successfully lead in Health Care.

In summary, Systematic Review Studies demonstrate that effective leaders share a common set of attributes that define the competencies required to lead and manage groups of individuals in their organization. Emotional intelligence, self-awareness, communication and team-building competencies are integral components of leadership and management skills required to successfully lead a group of people. More empirical research needs to be conducted assessing the long-term impacts of competencies gained

through leadership training on both the organization and the patient. While there are studies that suggest individuals will develop competencies through leadership training, there is very little evidence that shows the impact of leadership training on the overall performance of an organization.

A new leadership paradigm for health care suggested by Reza Salehzadeh and Ziaeiian (2024) is called "humble leadership." Humble leaders are characterized as being self aware and recognizing that each individual is a unique person. Humble leaders cultivate a work environment characterized by collaborative and collective behavior among the employees, thus encouraging, and motivating every employee to be productive and part of making the work environment as accessible to everyone as possible. Empirical

studies point to a favorable influence of humble leadership on employee commitment, team performance, and ultimately to the overall productivity of the organization.

In their paper, Tatyana Fedotova and coworkers (2025) describe the traditional paradigms of human capital management and formalized training and education systems, identified by some authors as being obstacles to employee development and retention of healthcare leaders. Therefore, there is a need for healthcare leaders to establish a strategic plan that provides both flexibility and support for employee development, while also accommodating the rapidly changing workforce environment.

In order for healthcare leaders to have the technical and interpersonal competency to deliver healthcare services effectively; they

must engage and interact with a diverse and changing population of individuals, which will include people from multiple demographics and socio-economic backgrounds, as the workforce continues to evolve.

Additionally, in order for healthcare leaders to fulfill their duties to provide high-quality care in a safe environment and to maximize employee engagement in the provision of that care, they must begin integrating emotional intelligence, communication and ethical decision-making into the daily practice of healthcare delivery.

Ultimately, future healthcare leaders will possess the qualities stated above, and additionally, will be strategic thinkers; thus improving the quality of the care delivered to patients and creating a sustainable, long-term healthcare delivery model.

Chapter 24: Leadership in Public Administration

The degree of influence public leadership has on how citizens access public services, and the legislative framework that the public service operates within, is significant. The ability of governments to maintain effective and productive contact with their respective citizens is an equally important factor as well. Rapidly changing environmental conditions are creating many new challenges for practitioners of public leadership, including: Digital transformation; Limitations on available resources; and, The varying demands of differing stakeholder groups.

Fannur et al. (2023) conducted a research study that found there is empirical evidence to support that optimized and innovative styles of leadership will create effective

digital governance organizations; provide opportunities for creative partnerships to assist agencies in developing employee competencies necessary to successfully implement digital governance; and provide a means of measuring how effective agencies are in achieving goals/objectives based on efficacy, transparency, accountability, and citizen participation.

In addition to these competencies, agencies must also enhance digital literacy and adaptability for employees, and enhance inter-agency collaborations to successfully implement digital governance.

The transition to a digital governance model will have multiple barriers to success such as resistance to change by employees at all levels of government, an inability to identify employees' capabilities to

demonstrate digital competency, and limited resources. Each of these barriers presents a significant barrier to progress toward digital governance. Thus, public sector leaders must develop and utilize innovation-based management approaches to support the transition to a culture of continuous professional development.

In addition to innovative management methods, public sector leaders must effectively manage employees and their organizations' collective human capital resources. Human capital management practices used in the past have been limited in their flexibility and as a result have inhibited the necessary collaborative synergies to adequately engage, develop, and retain a qualified workforce in the public sector. Thus, there is a need to create innovative professional development programs

that will increase motivation, enable professional growth, and enhance retention of qualified employees in the public sector.

Successful public sector leaders will also rely upon an ethical leadership paradigm to provide ethical leadership. Specifically, as ethical leaders, public sector leaders will demonstrate transparency, accountability and fairness in all decisions made. Thus, the ethical leader is responsible for helping generate the trust and legitimacy of government among the populace.

As part of an ethical leadership paradigm, public sector leaders also need to adopt and implement a collaborative leadership paradigm to create a productive engaged public administration. By using a collaborative leadership model, public sector leaders could develop collaborative initiatives across their

organizations' boundaries as well as build partnerships with a multitude of stakeholders (i.e., governmental, private, and non-profit) to develop systemic solutions to increasingly complex social issues.

In summary, it is the responsibility of the innovative, adaptable, and ethical public sector leaders to provide effective governance and high-quality public service.

Chapter 25: Leadership in Business and Entrepreneurship

Business leaders must be innovative and original if they wish to be successful entrepreneurs in today's business environment. All entrepreneurs today are responsible for developing/creating new and innovative products, services, and/or ideas to remain competitive within the rapidly growing global economy (in light of the evolving global economy, entrepreneurs need to adjust or change their thought process and style of leadership – so that they can support their customers/clients by creating and developing innovative solutions that meet the needs of their customers/clients in a timely manner).

Two recent studies looked at identifying how the leadership techniques and style of an

entrepreneur can impact an entrepreneur/business's performance level. One of the studies conducted by Matthew Olusegun Awotunde (2025) and Rafiu Aregbeshola found that transformational leaders are better able to foster creativity and thus increase the chance of being able to develop innovative solutions than other types of leaders.

Additionally, transformational leaders create a more productive work environment for their employees working in rapidly changing and fast-paced environments than other types of leaders.

The findings also indicated that both transformational and transactional leaders can successfully implement their leadership style within a structured formal environment, a competitive environment, or a loose/ laissez faire

environment; however, transformational leaders will create a higher performing business versus transactional leaders.

Additionally, Awotunde/Aregbeshola's study found that the mindset (and attitude) an entrepreneur demonstrated could and would determine the entrepreneur's leadership style and how effective the entrepreneur would be in achieving their success level as an entrepreneur/business leader.

The results of this study determined that billionaire entrepreneurs have the ability to adapt their leadership style, as necessary, depending on their unique situation/challenges they experience; hence individual billionaire entrepreneurs will always implement their specific style of entrepreneurial/business leadership

in responding to general challenge of being an entrepreneur.

Innovation is another key factor in how business leaders can become successful business leaders in today's business setting. According to Muzaffar Asad's (2025) findings, there is evidence that product innovation mediates an entrepreneur's commitment to innovation and ultimately has an impact on the level of success experienced by an entrepreneur's company.

Muzaffar Asad (2025) also indicated that business owners can use the maximum synergy of both their innovation strategy and knowledge management system to continue generating ongoing digital fuel as well as managing this ongoing digital fuel, in the same way that an owner/operator of an organization that has successfully adapted to operate in the digital economy has

benefited from their strong support of e-business.

Sustainability is also becoming increasingly important for business leaders today. As outlined by Suriyankietkaew (2023), three aspects of sustainable business practices that must be developed in the future, include: 1) Trust & Innovation Create High Performance Teams, 2) Develop a Shared Vision - there exists Unified Communication Amongst All Employees and 3) Establish a Sustainable Culture - Financial and Stakeholder Satisfaction Exist.

With the globalization of business and rapid advancements in technology, business leaders need to create an overall strategic plan for the design and development of their organization on a continual basis by making decisions about how and where to develop their own

innovations, thereby creating an innovation-friendly business environment.

Moreover, the synergy between entrepreneurship and business leadership will support and encourage the establishment of future economies, organizations and sustainable development. An entrepreneurial business leader in a true entrepreneurial environment has the leadership potential to combine visionary, creative, innovative and flexible operating styles with generating new opportunities for entrepreneurship and applying superior interpersonal skills in developing an organization/company that can grow through new and expanding businesses.

Additionally, effective business leadership is also multidimensional, nonlinear and has a flexible nature. The effectiveness of a business

leader will ultimately depend upon the leader's ability to create an innovative vision and implement innovative solutions. Therefore, an effective business leader who is consistent over the long-term will therefore create a financially sustainable business and, will achieve competitive advantage through developing a sustainable business.

Conclusion

Leadership is a common thread in many fields and serves as a driving force in the effectiveness, innovation and overall impact of organizations on society as a whole; however, the nature of leadership may vary widely among different professions (education, healthcare, public service and business) there are three common characteristics that are reflected across the professions.

The first characteristic is that leadership is increasingly being looked upon as collaborative and inclusive versus being considered a top-down function. The second characteristic is that adaptation and innovation are critical components of being able to respond to a complex and rapidly changing environment. A third aspect of the common characteristics is ethical responsibility and social accountability; these two characteristics are critical to ensuring that effective leadership contributes to the greater good.

Finally, to be an effective leader it will require a balance of technical competence, interpersonal competence and strategic thinking. Through the understanding and application of these principles to different industries, organizations are able to achieve sustainability in their success and

positively contribute to the world we live in.

Glossary of Terms

Universal Principles of Leadership and Management

Accountability – The obligation of individuals or organizations to take responsibility for their actions, decisions, and outcomes.

Adaptability – The ability to adjust leadership style, strategies, and decisions in response to changing environments.

Authority – The legitimate power to make decisions, give orders, and enforce compliance.

Change Management – A structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

Collaboration – The process of working jointly with others to achieve shared goals.

Communication – The exchange of information, ideas, and meaning through verbal, nonverbal, and written methods.

Conflict Resolution – The process of addressing and resolving disagreements constructively.

Controlling – The management function of monitoring performance and making necessary adjustments.

Corporate Governance – The system by which organizations are directed and controlled, emphasizing accountability and ethical practices.

Crisis Management – The ability to lead and respond effectively during emergencies or unexpected disruptions.

Cultural Competence – The ability to understand, respect, and effectively interact with people from diverse backgrounds.

Decision-Making – The process of selecting the best course of action among alternatives.

Delegation – The assignment of responsibility and authority to others to complete tasks.

Digital Leadership – The use of technology and digital tools to lead organizations effectively in modern environments.

Diversity – The presence of differences among individuals, including culture, gender, beliefs, and perspectives.

Education - Educational experiences enhance the teaching and learning process by providing an avenue for students to gain new knowledge, build skills, develop core values, and enhance critical thinking abilities. The ways in which educational experiences are provided include many different formats and

organizational structures with a common goal of discovering the most effective way to deliver an educational program. Teaching and learning in any educational institution are influenced by both leadership and management systems, and both systems should facilitate teaching and the delivery of quality educational experiences while accomplishing student success effectively.

Emotional Intelligence – The ability to recognize, understand, and manage one's own emotions and those of others.

Empowerment – The process of enabling individuals to take initiative and make decisions.

Entrepreneurship - involves discovering and utilizing opportunity to develop creative ideas and create unique products and/or

services, establishing and/or operating a business, and being a successful entrepreneur by applying both leadership and management skills to provide for a successful business venture through the use of leadership and management skills throughout the entire business development.

Ethics – Moral principles that guide behavior and decision-making.

Evaluation – The systematic assessment of performance, outcomes, and effectiveness.

Global Leadership – The ability to lead across cultures, borders, and international contexts.

Goal Setting – The process of defining clear, measurable, and achievable objectives.

Governance – The frameworks and processes that ensure accountability,

fairness, and transparency in organizations.

Health Care - organized systems of services and methods of delivery are utilized to prevent, maintain, or restore health through quality patient care, safety for patients, the coordination of resources, and effective use of workforce resources.

Human Resource Development (HRD)
– The process of enhancing employee skills, knowledge, and competencies.

Inclusion – The practice of ensuring equal access, participation, and opportunity for all individuals.

Innovation – The introduction of new ideas, methods, or processes to improve performance.

Interpersonal Skills – The abilities used to interact effectively with others.

Knowledge Management – The process of creating, sharing, and utilizing organizational knowledge.

Leadership – The ability to influence, inspire, and guide individuals toward achieving goals.

Leadership Development – The process of improving leadership skills, behaviors, and competencies.

Management – The process of planning, organizing, leading, and controlling resources.

Motivation – The internal or external forces that stimulate individuals to act.

Negotiation – The process of reaching agreements through discussion and compromise.

Organizational Culture – The shared values, beliefs, and norms within an organization.

Organizing – The management function of arranging resources and tasks to achieve goals.

Performance Evaluation – The assessment of employee or organizational performance against standards.

Planning – The process of setting objectives and determining actions to achieve them.

Problem-Solving – The process of identifying issues and developing solutions.

Public Administration – The implementation of government policies and management of public programs.

Resource Allocation – The distribution of resources such as time, money, and personnel.

Self-Leadership – The ability to regulate and guide one's own behavior and performance.

Strategic Thinking – The ability to plan for the long-term direction of an organization.

Sustainability – The practice of meeting present needs without compromising future generations.

Team Dynamics – The interactions and relationships among team members.

Vision – A clear and inspiring picture of a desired future state.

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