

# Leadership qualities for 21<sup>st</sup> century leaders

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## ABSTRACT

Action is the mark of a leader. Leadership means different things to different people. True leaders ignore the arguments “whether leaders are made or born” and instead they concentrate on developing the leadership qualities necessary for success. Social, political, business and organization scenario, structure and leadership pattern in 21<sup>st</sup> century world has already changed. There are few key qualities shared by great leaders and great followers. To become successful business leaders we need to implant few essential qualities. Again, there are few basic qualities of successful organization leaders. On the other hand, there are few fundamental qualities observed on successful political leaders. Egoistic or self-centered people cannot be a good leader. However anyone can cultivate few important leadership qualities to become a good leader in the present content of world. This study tries to analyze and summarize important leadership qualities that 21<sup>st</sup> century good leaders must culture in their life for the success of their working place.

**Key Word:** Leader, follower, intrinsic, honesty, delegation, courage, extraversion.

## INTRODUCTION

We are just fifteen years in this century. Social, political, business and organization scenario, structure and leadership pattern of the world of 21<sup>st</sup> century has changed (Peter and Robert, 2004). To meet the present demand for any organization, leadership qualities need to be analyzed thoroughly and critically. In this study, important leadership qualities or traits that people of 21<sup>st</sup> century look for in a good leader will be discussed. Leadership is learned behavior that becomes unconscious and automatic over time (Drucker, 1993). All time English great writer and philosopher Shakespeare said in twelfth night, "Some are born great, some achieve greatness, and others have greatness thrust upon them" (Wells and Taylor, 2005). Whether leaders are made or born, the true leader ignores such arguments and instead concentrates on developing the leadership qualities

necessary for success (Drucker, 1993). In 21<sup>st</sup> century intrinsic traits such as intelligence, good looks, height and smartness are not important to become a good leader. Anyone can culture the leadership qualities in his/her life. United State of America first five presidents keep lesson for the others as they said, develop future leaders and pass the torch to the next generation (Phillips, 1998). It is habitually difference between management and employees, bosses and workers. Leaders understand the nature of this difference and accept it; it informs their image, their actions, and their communication. Bill Gates of Microsoft is the richest American, and one of the most well-known entrepreneurs ever, he said, you always maintain a balance between your work life and your personal life (Chalef, 2009). This study is an analytical research based on secondary information, data and

reference on management and leadership qualities and practice in this century. This study tries to analyze and summarize the important leadership qualities for 21<sup>st</sup> century good leaders and tries to brief those in simple way for easy understanding.

### **Key Qualities Shared by Great Leaders and Great Followers**

Greek Philosopher Aristotle said, he who cannot be a good follower cannot be a good leader. Liars when they speak the truth are not believed. Mark Shead described in his article "Leadership Trait Theory" that, there are five most important traits or qualities a leader must culture; honesty, forward-looking, competent, inspiring and Intelligent (Chalef, 2009). Actually those same five qualities came from Kouzes and Posner's research into leadership in the book "The Leadership Challenge". Follower want to see that leader actively demonstrate leadership qualities and will not just assume that leader have them. It is not enough to just be neutral. Leader must understand that, just avoiding displays of incompetence won't inspire the same confidence as truly displaying competence. Same as being honest isn't a matter of not lying; it is taking the extra effort to display honesty (Kelly and Lencioni, 2007). Whether acquired by birth or circumstance, certainly the qualities of great leadership are to be admired. And often they are a prerequisite to manage a high performing team or to take a start-up from humble beginnings to roaring success. The more leaders we can develop, the stronger the organization will be, and the less we will have to worry. But the healthy relationship between leadership and followership is critical. Standing alone, a leader achieves nothing but mediocrity (Maxwell, 1998). There are few key qualities shared by great leaders and great followers alike, these are:

i.) Great leaders speak truth, think honestly and act with integrity. Great followers avoid lying, live honestly and never compromise with integrity.

ii.) Great leaders bravely drive forward, passionately rising to new heights, clearing a path for those who follow. Great followers courageously move down the path, making the most of the opportunities afforded them by the leaders.

iii.) Great leaders use the wheels of time to their advantage, knowing that fast and first are rarely the attributes of long-term achievement. Great followers are disciplined and deliberate, trusting that a steady pace will deliver better product than a hasty approach.

iv.) Great leaders are energized not by being right, but rather by the glory that comes from the entire team reaching the pinnacle of success. Great followers are

focused on executing the best ideas regardless of who provided them or who gets recognition.

v.) Great leaders never take anything too seriously, especially themselves, knowing full well that people need a pleasant environment to succeed. Great followers find the delight and humor in any situation so they can build camaraderie and elevate the human spirit of their team-mate.

vi.) Great leaders are able to see a prospect and can coherent in crystal clear language, a strategic plan to get everyone there. Great followers are able to harness disparate resources to understand a vision and build a path to success.

vii.) Great leaders know how to play by the rules since even a rebel has to build respect and order for sustainability. Great followers stick to the path while being ingenious within the lines so they can extract every value from each opportunity.

viii.) Great leaders accept that people are individuals who flourish best when allowed to choose their own approach to danger and pleasure. Great followers accept that leaders are human, and allow them deficiency and failure without warning.

ix.) Great leaders blaze a trail in the dark and shed their own light despite knowing that terror lurks around the corners. Great followers will follow into the unknown, and yet, will stand up and speak when they know a dead end is ahead or when values are compromised.

x.) Great leaders take full accountability when their team fails regardless of where mistakes were made or whose performance was inferior. Great followers take full ownership of their purview and support their team-mates, knowing fully well the team can be only as successful as its poorest performer.

xi.) Great leaders demonstrate appreciation loudly and often to those who give of themselves to support the group's success. Great followers show admiration for those who take the risks, drive the team and charge to a compassionate success.

xii.) Great leaders sacrificed personal happiness in the cost of mankind. The best human in the world, Prophet Mohammad (PBUH), sacrificed his wealth, happiness, peace and life for the world and humanity. He motivated by example and leading from the front to developed his followers as honest, greedless, impartial, kind and harmless human. Great followers believe and respect their leaders by heart and soul and, follow them unconditionally. The great followers of prophet (PBUH) show the example of great followership. They love the prophet more than anything even as themselves (Mahadee, 2011).

xiii.) The creator of human and universe said in the holy Quran that, Prophet Mohammad (PBUH) possesses the best character and the best idle human for whole

mankind to follow him (Quran 33; 21). So he is the greatest of all great leaders to follow. On the other hand, Allah certified the best followers are the followers of Prophet Mohammad (Peace be upon him or PBUH). Allah says in the holy Quran, I am satisfied and accept them. It was the role model and the best example of great leader and great followers of the history ever and they consider the most successful group/team in the world and hereafter.

### Essential Qualities for Successful Business Leaders

In 21<sup>st</sup> century, successful business leaders live with love and loyalty. Now a day's forward momentum is everything. Careful business leaders argue cohesively and coherently. They usually drive for greatness (Senge, 2006). They act like leaders. Their tone, posture, bearing, attitude, behavior and body movement must be at per pleasant leaders. Nobody in history was more persistent than scientist Thomas Edison. The story is legendary that he tried 10,000 times before succeeding in the invention of his light bulb. He said that, our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time (Axelrod, 2008). Larry Page of Google is an example of a challenging business person of 21<sup>st</sup> century (Peter and Robert, 2004). He said, leader will create comfortable working environment where he/she can take any business challenge. Rupert Murdoch (News Corporation) is a self-made and hard driven Australia born head of an American publishing dynasty, as the founding chairman and CEO of News Corporation he shake the world by media might, who started his business from zero. Jeff Bezos of Amazon is a pioneer in world of internet commerce and was instrumental in defining the pace, he is now defining many aspects of the internet world and he started his business with zero assets (Forbes, 2012). Jack Ma or Ma Yun is a Chinese entrepreneur and philanthropist, he is the Founder and Executive Chairman of Alibaba Group, a family of highly successful Internet-based businesses, he is the first mainland Chinese entrepreneur to appear on the cover of Forbes and the richest man in China and 18th richest man in the world with an estimated net worth of \$29.7 billion and he started his business with minor bank loan. Fred Smith is the founder, chairman and CEO of FedEx, originally known as Federal Express, the largest and first overnight express delivery company in the world and he started his business after he retired from US Marine (Forbes, 2014). Analyzing the leadership practice of 21<sup>st</sup> century, successful and diversified business leaders, few essential qualities these leaders have exercised and nurtured were observed:

- i.) Successful business leaders are honest in all situations. People know where they are standing with an authentic leader. He does not hide bad news just because it is uncomfortable to the public's ear.
- ii.) In a business, leadership must always start with the owner, who has to define exactly what leadership means to him/her, and then decide what success means to the company. Successful business leaders must articulate their vision to everyone else in the company, convincing them of its importance, and encouraging and motivating them to work together to achieve it (Lencioni, 2008).
- iii.) Vince Lombardi in 1960 said, contrary to the opinion of many people, leaders are not born. Leaders are made, and they are made by effort and hard work. If business leaders want to give business a good start toward success, it has to start with leadership, and leadership has to start with them.
- iv.) Successful business leaders must be communicating with their people. Only speaking well isn't all that's required of leaders. There are lots of people who talk a great game but deliver nothing. Leaders who communicate well are those who not only share their thoughts with employees, but also let their strength and empower those who work for company.
- v.) An essential characteristic of successful business leaders is having courage, tenacity, and patience. They must have the courage to stand alone, the tenacity not to surrender to pressure and the patience to keep fighting until they win the games.
- vi.) Another necessary characteristic is the combination of humility and presence. Acting aloof or above your employees, does not make a leader. Leaders have to be able to talk and listen to their employees on all levels of the company. They must have the respect of their employees. They must remember that, respect can only be earned by honesty, integrity, and fair judgment.
- vii.) An essential characteristic of successful business leaders is being responsible. A business owner must understand that, when there is blame to be accepted, the owner must be the first one to accept it. On the other hand appreciation must be spread out among the employees. And when this happens, a leader is born.
- viii.) In this world, everything does not goes as planned. Competitors change tactics, governments force new regulations on business, strikes stop the flow of products and natural disasters may occur at any times. Whatever the situation, leaders have to able to change course, so that business survived, and then find a new way to achieve goals (Peter and Robert, 2004). Corporate policy and other big push downs have to be properly processed, interpreted, and redelivered by the savvy business leaders.
- ix.) Successful leaders allow their colleagues to manage them. This doesn't mean they are allowing others to

control them, but rather becoming accountable to assure, they are being proactive to their colleagues needs.

x.) Successful business leaders practice what they advocate and are mindful of their actions. They know everyone is watching them and therefore are incredibly instinctive. They are active in acknowledging hard work and efforts, no matter the result. Successful leaders never take consistent performers for granted and are mindful of rewarding them.

xi.) Successful business leaders know their talent pool and how to use it. Successful leaders ask questions and seek counsel all the time. They never stop teaching because they are so self-motivated to learn themselves. They use teaching to keep their colleagues well-informed and knowledgeable through statistics, trends, and other exciting items.

xii.) Successful business leaders take time to mentor their colleagues and make the investment to sponsor those who have proven their capability and eager to advance. They have a deep thirst for knowledge and constantly are on the look-out to learn new things because of their commitment to making themselves better through the wisdom of others.

xiii.) Successful business leaders focus on the consumer experience, which in turn leads to satisfaction and loyalty. They find ways to consistently engage the consumer and incorporate them into their innovation and planning initiatives.

xiv.) Successful business leaders must love his company and working place. They seek to sooth, unite and promote harmony and collaboration instead of causing alienation, contention, division and conflict.

xv.) Successful business leaders must have clear and well define vision. Jack Welch, former chairman and CEO of General Electric Company of America said, "Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion". A leader must be able to communicate his/her vision in terms that cause followers to buy into it (Daniel, 2008). He/she must communicate clearly and passionately.

xvi.) Successful business leaders emphasize the value of the company's customers, how they are treated, and the importance of their returning.

xvii.) Successful business leaders keep the office mood a fine balance between productivity and liveliness. If team is feeling happy and cheerful, chances are that they won't mind to staying extra hour to finish a report, or devoting their best work for the brand or company.

xviii.) Successful business leaders understand the transition and are capable to adjust the levels in right time. Going from individual contributor to supervisor is only the first of many transitions along the leadership pipeline. They need to understand the business model,

how it applies to current position, what they need to do to provide the greatest value, and how to leverage strengths at this level.

xix.) Successful business leaders have better performances. Nobody is perfect, but leaders who consistently fail are not leaders, no matter how much somebody wishes they were. Someone who has consistently experienced success in leadership roles has a much better chance of success than someone who has not. It's important to remember that, unproven leaders come with a high risk premium. Smart companies recognize potential, but they reward performance.

### **Basic Qualities for Successful Organization Leaders**

Today we all are part of different types of organization. In this century, leadership study becomes integral part of every ideal citizen. Few things don't represent every facet of leadership, but they do form the foundation on which organization leadership is built and are an integral part of leadership at every level. All leaders must achieve a particular objective and this cannot be achieved alone, which means leader will have to work with others to accomplish it. Again, the leader must build and maintain the team. Just saying we need a team to accomplish something is one thing, and developing one, and consistently encouraging and motivating it, is something else, and that is what all leader must do. Finally, leader must develop individuals within the organization. In order to accomplish this, we must lead by example, teach our people what leadership means so they can teach and reports, establish an environment for success by eliminating excuses, recognize when jobs are well done, have the courage to make the tough calls, and encourage empowerment within certain parameters, among others. Prophet Mohammad (PBUH) is the greatest leader of the world of all time history, his contribution to Islam was such that, it has become the second largest and the fastest growing religion of the world today. His greatest leadership qualities were his honesty, courage, vision, judgment, forgiveness, kindness, leading by example, motivational approach, persistence, quick decision making, inspiration, rational, foresight, intuition, greatness and so on (Mahadee, 2011). One of the most prominent philanthropists of USA Bono (great charitable leader of USA) in 1999 said, remember those less fortunate than you. On the basis of this study, we summarized few specific qualities that are usually observed in a successful organization leader, these are

i.) Successful organization leaders are defining and exhibiting moral and ethical courage and setting an example for everyone in the organization. A leader who lacks character or integrity will not endure the test of time.

- ii.) Successful leaders are effective and efficient in determining organization's destination and creating a team that focuses on getting it there.
- iii.) Successful organization leaders enable to recruit, hire, and promote employees who demonstrate leadership abilities. They teach their followers, both by example and by coaching.
- iv.) Successful leaders force to analyze own strengths and weaknesses fairly which enables him to develop a good sense of reality.
- v.) Successful leader have good sense of humor. They are expert to establish friendly relation with their team-mates. They dictate appropriate employee conduct and preventing employees from being too tough, ruthless to other members. Extraverts develop a greater quantity of relationships.
- vi.) Successful organization leaders lead the way by motivating and encouraging their followers to become a coordinated team focused on a destination.
- vii.) Successful leaders must understand that mistakes, miscues, and immaturity add to the challenge and leadership must be ready to meet that challenge.
- viii.) Successful leaders maintain a good communication in all direction and inspire team-mates. They know that, stories that communicate on an emotional level, help communicate deeper than words and leave a strong imprint.
- ix.) Successful organization leaders deflect attention away from them and encourage others to voice their opinions. They are experts at making others feel safe to speak-up and confidently share their perspectives and points of view (Forbes, 2012).
- x.) Successful leaders are good decision makers. They either facilitate the dialogue to empower their colleagues to reach a strategic conclusion or they do it themselves. They focus on making things happen at all times.
- xi.) Successful leaders understand their colleagues' mindsets, capabilities and areas for improvement. They use this knowledge/insight to challenge their teams to think and stretch them to reach for more.
- xii.) Successful organization leaders tackle issues head-on and know how to discover the heart of the matter at hand and incredibly proficient at problem solving.
- xiii.) Successful leaders love and enjoy responsibilities, not for the sake of power but for the meaningful and purposeful impact they can create.
- ix.) Successful leaders don't allow organization culture to evolve by default; they create it by design.
- x.) Successful organization leaders know how to use humor to energize followers. Humor is a form of power that provides some control over the work environment. Humor fosters good camaraderie.
- xi.) Successful organization leaders remain thirsty for

- knowledge and spend considerable time for earning information to updating them. One of the hallmarks of successful leaders is their insatiable curiosity.
- xii.) Successful leaders are kind, soft and big minded. They praise whole heartedly and publicly. They never shift blame to others. They know the power of heartfelt apology and frequently say "I'm sorry". This small sentence is extremely powerful, and it can heal many wounds.
- xiii.) Successful organization leaders have remarkable patience and wide tolerance. They believe the great saying of Greek Philosopher Aristotle who said, patience is better, but its fruit is sweet.
- ix.) Successful organization leaders create a positive and inspiring workplace culture. They know how to set the tone and bring an attitude that motivates their colleagues to take action. They don't allow failures to disrupt momentum.

#### **Fundamental Qualities of Successful Political Leaders**

Influential leader of this century Nelson Mandela was a leader from a prison cell for almost three decades and had been president of South Africa for five year. He said, the first thing is to be honest to one self. You can never have an impact on society if you have not changed yourself. A winner is a dreamer who never gives up. It always seems impossible until it's done. Great leader of classical history Napoleon Bonaparte said, imagination rules the world. Take time to deliberate, but when the time for action has arrived, stop thinking and go in. A leader is a dealer of hope. George Washington is the founding father of America, he was a true visionary leader, his foresight, vision, strategic planning and ability to lead people give him great success (Rees and Spignesi, 2007). Mahatma Gandhi was the world most compassionate leader in modern times, leading India to independence. A strong believer in non-violence as a means of protest, Gandhi's teachings are as relevant today as ever. He said, you must be the change you wish to see in the world, the weak can never forgive. Forgiveness is the attribute of the strong. The best way to find you is to lose yourself in the service of others. Mao Zedong was the leader of Chinese revolution and he successfully transformed the economy of china into one of the major industrialized economics of the world. Because of him, China is a world power and potent rival to the dominant America. Mao was an idealistic leader; he did not consider the possibility of failure and negative effects of his policies before implementing them. He was devoted, honest, strategic planner and led the nation at the front (James, 2004). American all-time great

president Abraham Lincoln said, the best way to destroy the enemy is to make him/her a friend, listen more than you talk and ask to put personal feelings aside (Phillips, 1993). All great political leaders were self-actualized. Self-actualization is the highest form of human growth, someone who is self-actualized is a fully functioning human being. Successful political leaders had the following fundamental qualities:

i.) Successful political leaders were honest in heart. A person of honesty is the same on the outside and on the inside. Such an individual can be trusted because he or she never veers from inner values, even when it might be expeditious to do so. Good political leaders must have the trust of followers and therefore must display honesty. Impartial dealings, predictable reactions, well-controlled emotions, and an absence of bad temper and unkind outbursts are all signs of honesty.

ii.) Successful political leaders were dedicated to his nation and people. Dedication means spending whatever time or energy is necessary to accomplish the task at hand. A good political leader inspires dedication by example, doing whatever it takes to complete the next step toward the vision. By setting an excellent example, leaders shows followers that there are no nine-to-five jobs on the team, only opportunities to achieve something great.

iii.) Successful political leaders were open-minded. Openness means being able to listen to new ideas, even if they do not conform to the usual way of thinking. Good leaders are able to suspend judgment while listening to others' ideas, as well as accept new ways of doing things that someone else thought of. Openness builds mutual respect and trust between leaders and followers, and it also keeps the team well supplied with new ideas that flourish the vision.

iv.) Successful political leaders were fair and had unambiguous intention. A good leader does not take what is similar to his views as facts and base his decisions on that. He uses reliable and unfiltered information to make judgments and to come up with solutions.

v.) Successful political leaders were moving above him and serving the society. A good leader stands above any specific or own views and is independent of any attachment to a specific agenda. His personal beliefs become his private matters and he learns to leave them out the door once he steps into a leadership role. His belief expands so that it includes everyone's beliefs.

vi.) Successful political leaders were humble and kind. Leaders with humility recognize that they are no better or worse than other members of the team. A kind and humble leader is not shy but rather tries to elevate everyone (James, 1975). Mahatma Gandhi, Luther King Jr and Nelson Mandela are the role model for modern Indian, American and South African leaders respectively,

and they all pursued a "follower-centric" leadership role.

vii.) Successful political leaders were not seeking fame and attention. A good leader has been able to move above and beyond any egoistic and primitive need for power, attention, or establishing his personal agenda and works with the intention of good-for-all.

viii.) Successful political leaders were not hiding the truth for the sake of looking good. A good leader says it as it is even if it feels uncomfortable for many to hear it. He is not a people pleaser in a sense that he would say anything to please others even if that means manipulating or misguiding the public. It takes a lot of courage to do this and a good leader has that courage.

xi.) Successful political leaders were focused on specific, achievable, and measurable goals and demands outcomes. A good leader is focused and does not get distracted. His goals, whether small or large, are reasonable and achievable and are directed towards the long term results not quick and temporary, because that may backfire.

x.) Successful political leaders were encouraged people to become accountable for their actions. A good leader helps people understand that they are accountable for their society and its outcome and teaches them to make compromises and responsible choices. He does not support a sense of self-serving entitlement that has gone too far and is counter-productive for the society as a whole.

xi.) Successful political leaders were paid attention to both political and ethical mater together. A good leader understands that in order for the whole society to be a functional and healthy one, some adjustments need to be made and people need to learn to give some in order to gain some.

xii.) Successful political leaders were maid not idealistic rather realistic promises. A good leader makes a sustainable promise and is a man of his words.

xiii.) Successful political leaders took personal responsibility. A good leader is secure enough with him to take personal responsibility when one is needed. He has an internal locus of control while he is aware of the effects of the external forces.

xiv.) Successful political leaders had a good sense of humor. A good leader has a healthy emotional IQ and has learned to move above his emotions, conditionings, and his fixations to specific outcomes to think logically and widely (Cashman, 2008). He is rational and in control of his emotions and when the public is going through the emotional roller coaster, he is there to guide them through it.

xv.) Successful political leaders had an inquisitive mind. A good leader is thirsty for factual, expert oriented and unbiased knowledge and information all the time and on all levels.

xvi.) Successful political leaders were a mediator to play a fair game. A leader that can be trusted does not take others down for him to go up. He is more of a collaborator than a competitor. He tries to build bridges rather than destroy them. He is a natural mediator rather than one that creates conflict, tension, and separation.

xvii.) Successful political leaders thought globally and acted locally. A good leader realizes that in order for us to live in prosperity as a powerful and blessed country, reasonable steps need to be taken to make sure others achieve the same goals. He is aware that with power comes responsibility and that now more than ever, through technology, we are becoming more and more inner related, globally.

xviii.) Successful political leaders developed future leaders. Great founder leaders of successful countries like USA, China, Russia, Germany, Japan, Italy, South Korea, Singapore, India, develop their followers and pass the torch to the next generation (Neff et al., 1999).

xix.) Successful political leaders acknowledged the work that everyone of their team has dedicated and commend. They always remember that, every one of his team in a person. They never forget anyone contribution and appreciate even small good deed; but forgive big mistake.

### Important Qualities Needed for 21<sup>st</sup> Century Leader

The qualities that make up a good leader can vary depending on the organization, team, manager and work environment. Leadership can also vary in style. Someone may lead with a more bureaucratic or democratic style. Michael Burke said, every leader has a particular style of leadership that is inborn. However, the behaviors, attitudes or methods of delivery that are effective for one staff member may in fact be counterproductive for another. Contemporary great leadership thinkers viewed great leaders are aware of their own style and make the effort to learn how their style actually comes across to their team. They learn to flex their leadership style to individual team members so that they communicate and behave in ways that motivate and inspire. Rachael Fisher (vice president of media relations, of journal of public relation a public relations agency) said, there are five important qualities of today's leader and, those are honesty, focus, passion, respect and ability to persuasion. Darcy Eikenberg (a leadership and workplace coach, Red Cape Revolution) said, there are three important qualities of present day's leader and, those are confidence, clarity, and care. Tom Armour (co-founder, High Return Selection) said, there are five important qualities of 21<sup>st</sup> century leader and, those are integrity, compassion, shared vision and action,

engagement and celebration. Mike Sprouse, (the chief management officer of Epic Media Group and author of leadership book The Greatness Gap) said there are five important qualities of this century leader and, those are humility, empowering, collaborative, and communicative and fearlessness (Sprouse, 2011). Nancy Clark (author of leadership book, 18 Holes for Leadership) said there are five important qualities of 21<sup>st</sup> century leader and, those are genuine, self-awareness, leverage, transition and supportive (Clark, 2010). In the book "The Art of Doing" Camille Sweeney and Josh Gosfield interviewed 36 super-achievers at the tops of their fields and found few most common practices of the highly successful leaders. Such as; honesty, ability to delegate, communication, sense of humor, confidence and commitment (Lencioni, 2008). Our creator Allah guided us by saying in the holy Quran "Invite to the way of your Lord with wisdom and fair preaching, and argue with them in a way that is better" [Quran 16:125]. There are some important qualities that every good leader must possess, and learn to emphasize. The important leadership qualities which need to culture to become a 21<sup>st</sup> century good leader are briefly describe below:

**Honesty:** Honesty is the integration of outward actions and inner values. Whatever ethical plane we hold ourselves when we work as a team, it's important to prove ourselves an honest soul. People want to follow an honest leader. People will trust someone who actively displays honesty; not just as an honest individual, but as someone who is worth following. Well-groomed leaders treat people how they want to be treated. They are extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They embody these values so openly that no employee suspicions their integrity for a minute. They share information openly and avoid twist control (Kotter, 1999). Our organization culture and employees are a reflection of ourselves and if we make honest and ethical behavior a key value, our team will follow us. Optics over ethics is not a formula for success. It doesn't matter how intelligent, friendly, influential, or confidence a person is, if they are prone to rationalizing unethical behavior based upon current or future needs, they will eventually fall prey to their own undoing.

**Vision:** Leaders must have vision with clear, vivid picture of where to go, as well as a firm grasp on what success looks like and how to achieve it. But it's not enough to have a vision; leaders must also share it and act upon it. A good leader must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward the goal. Leaders without vision will fail as a blind cannot lead another blind. Leaders who lack vision cannot inspire teams, motivate performance, or create

sustainable value. Poor vision, tunnel vision, vision that is fickle, or a non-existent vision will cause leaders to fail. A leader's job is to align the organization around a clear and achievable vision.

**Inspiration:** People want to be inspired. In fact, there are all types of people who will follow an inspiring leader; even when the leader has no other qualities. Being inspiring means telling people how your organization is going to change the world. A great example of inspiration is when Steve Jobs of Apple scolded the Chief Executive Officer from Pepsi by asking him, "Do you want to sell sugar water for the rest of your life, or do you want to change the world?" (Isaacson, 2011). Being inspiring means showing people the big picture and helping them see beyond a narrow focus and understand how their part fits into the big picture. Good leaders are usually inspiring his subordinates. They challenge their people by setting high but attainable standards and expectations. We must ensure everyone owns a piece of equity, incentive, or a bonus system, which definitely generate enthusiasm for individual hard work. We must inspire our team by focusing both on the future goals and on current issues. It is our job to keep spirits up, and that begins with an appreciation for the hard work. Good Leaders always give their subordinates fix goals and then whole hearted support, tools, training, and latitude to pursue those goals, and allow them to become the best employees. To motivate a team towards the continued success and keep the energy levels up, we can provide snacks, coffee, soft drinks, relationship advice to our team-mates

**Communication:** Good leaders always communicate plainly, quickly, concisely, and by doing this often; motivate everyone to give their best all time. Being able to clearly and succinctly describe what we want done is extremely important. If we can't relate our vision to our team, we won't all be working towards the same goal. Ideal productive work environment all depend on healthy lines of communication. There must be open door policy. We must talk to our staff on a daily basis, making ourselves available to discuss interoffice. Our team member must learn to trust and depend on us, and must be less hesitant to work harder. Good leaders are great communicators. They manage their team by reminding of expectations that he/she had of the group. They made it easy for the team to stay focused and on track. Good leaders can communicate effectively across mediums, constituencies, and environments. They are active listeners, fluid thinkers, and know when to dial it up, down, or off. Leaders exhibiting openness have more sources of input, more information and tend to make better decisions because of the increased input.

**Delegation:** It's important to remember that trusting our team with our idea is a sign of strength, not

weakness. Delegating tasks to the appropriate departments is one of the most important skills. Finessing our brand vision is essential to creating an organized and efficient business, but if we don't learn to trust our team with that vision, we might never progress to the next stage. If we fail to delegate the task, the emails and jobs will begin to pile up. The more we stretch ourselves thin, the lower the quality of our work will become, and the less we will produce. We need to find out what each team member enjoys doing most. We must respect and try to do that. Good leaders don't focus on protecting their domain; instead they expand it by investing in mutually beneficial relationships. They share the harvest of their success to help build momentum for those around them. An overabundance of ego, pride, and arrogance are not positive leadership quality. Good leaders take the blame and give the credit; not the other way around.

**Decision:** Many people wonder how leaders know how to make the best decisions, often under immense pressure. The process of making these decisions comes from an accumulation of knowledge, experiences, competence and encounters with a multitude of difference circumstances, personality types and unforeseen failures. The most successful leaders are instinctual decision makers. Good leaders have learned the mastery of anticipating organization patterns, finding opportunities in pressure situations, serving the people they lead and overcoming hardships. Leaders must understand that in certain situations, difficult and timely decisions must be made in the best interests of the entire organization. Decisions require firmness, authority, and finality it will not please everyone. Extraordinary leaders don't hesitate to take decision in any situations. Leaders must not waste their time on issues that disrupt momentum. They know how to make 12 decisions in 10 minutes and it's better to give poor decision than no decision.

**Courage:** Leadership absent courage is a mockery. It takes courage to remain honest, tell truth always, break from the norm, challenge the status quo, seek new opportunities, cut our losses, make the tough decision, listen rather than speak, admit own faults, forgive the faults of others, not allow failure to dampen own spirit, stand for those not capable of standing for themselves, and to remain true to own core values. We can do none of these things without courage. Courage is having the strength of conviction to do the right thing. No employee respects a boss who refuses to admit making a mistake, or who tries to blame his or her own mistakes on a member of the team.

**Fairness:** Fairness means dealing with others consistently and justly. A leader must check all the facts and hear everyone out before passing judgment. Almighty Allah warn us, believer must stand out firmly for



justice, as witness to Allah, even against yourselves or your parents or your kin and whether it be against rich or poor for Allah can best protect both. Follow not the lusts of your heart, lest you swerve and if you twist or refuse to do justice, verily Allah is well acquainted with all that you do (Quran 04: 135). We must avoid leaping to conclusions based on incomplete evidence. When people feel they are treated fairly, they reward the leader with loyalty and dedication. Research confirms that; the most successful leaders are emotionally stable, fair and impartial. Good leaders communicate with all employees and all level of individuals regardless of their position. The leader who is fair or impartial may not always make the best decisions, but they will be highly respected for their consistency (Maxwell, 1998).

**Kindness:** Empathy, humility and kindness are signs of leadership strength; not weakness. Good leaders must have wisdom with full of mercy and good deeds. Mercy is the compassion, and good deeds are the action part. Leaders must manage the team and must be careful not to accuse others. They must be slow to anger having compassion on those they may have even brought trouble on themselves. They must take the necessary action to correct the individual out of concern for them. Failed leaders have lack of love, misplaced love, or misguided love was a contributing cause of said failures, if not the root cause. Genuine leaders praise in public and address problems in private. The best leaders guide employees through challenges, always look on solutions to foster the long-term success of the organization.

**Magnanimity:** Magnanimity means giving credit where it is due. A magnanimous leader ensures that credit for successes is spread as widely as possible throughout the organization. Conversely, a good leader takes personal responsibility for failures. This sort of reverse magnanimity helps other people feel good about them and draws the team closer together. Good leader never making things personal or assigning blame to individuals. Good leaders look for constructive solutions and focus on moving forward. To spread the fame and take the blame is a hallmark of effective leadership.

**Forward-Looking:** Good leaders must have a strong vision for the future and a strong plan for going forward. Leaders can communicate their goals and vision for the future without making promises that they may not be able to keep. When a leader doesn't have a vision for the future, it usually because they are spending so much time on today, that they haven't really thought about tomorrow. They have created an organization and systems that rely too much on the leader for input at every stage. Good leaders understand how to pull the future forward. Good leaders satisfied with the status quo, or those who tend to be more concerned about survival than growth won't do well over the long-run. The best leaders are focused on

leading change and innovation to keep their organizations fresh, dynamic and growing.

**Knowledge:** Earning knowledge is a lifestyle choice. By acquire knowledge people become intelligent. The road toward becoming more knowledgeable is difficult, long and can't be completed without investing considerable time. To earn knowledge we must commit to continual learning; both formally and informally. Internets, media and browsing can help us. It is true that most people won't make a regular investment in their education. Spending one hour of focused reading every day will give us 365 hours of study time each year and we can study few dozen of books, articles and research papers. People will notice if we are knowledgeable and intelligent by observing our behavior and attitude. With our greater education and understanding; we understand how little we really understand. We must demonstrate our knowledge and intelligence by gently leading people toward understanding, even when we know the answer. They are inquisitive in all matter. Our focus needs to be on helping others learn, not demonstrating how smart we are. Arrogance always makes a mistake and appears us as foolish.

**Competency:** People want to follow someone who is competent. This doesn't mean a leader needs to be the foremost expert on every area of the entire organization, but they need to be able to demonstrate competency. There is a danger of drawing too much attention to oneself in a way that makes the leader seem arrogant. Another potential danger is that of minimizing others contributions and appearing to take credit for the work of others. As a leader, one of the safest ways to "toot your own horn without blowing it", is to celebrate and bring attention to team achievements. One of the best ways to exhibit competency is by asking intelligent questions and attitude to learn from others.

**Confidence:** People are naturally drawn to them and seek their advice, which are confident. It is very usual for any organization where the future of brand is worrisome and things aren't going according to plan. Our job is to put out fires and maintain the team morale. As a leader, by staying calm and confident, we can help team to feeling the same. Our key objective is to keep everyone working, moving ahead and drive to achieve big goals. Confident team doesn't give up too easily, because they know their ideas, opinions and strategies are well-informed.

**Commitment:** If we expect our team to work hard and produce quality content, we need to lead by example. There is no greater motivation than seeing the boss down in the trenches working alongside everyone else, showing that hard work is being done on every level. By proving our commitment to the brand and our role, we will not only earn the respect of our team, but will also instill

that same hardworking energy among our staff. It's important to show our commitment to our promises. Once we have gained the respect of our team, they are more likely to deliver the peak amount of quality work possible by them (Tracy, 2012). We must steadfast in our commitment to our people, and must do everything in our power to be someone they can count on both in good and in bad times.

**Gentle:** Leaders must be gentle and word gentle means forbearing, reasonable, and courteous. The best leaders are fluid, flexible, submissive and gentle in their approach. Good leaders can quickly recognize and adapt their methods to the situation at hand and will be successful over the long haul. Leaders of 21<sup>st</sup> century know that, they don't have all the answers, and that they are open to learning. The team knows their concerns will be heard and that the leader is not afraid to admit when they were wrong and open to change, even if it's a change in direction from an earlier decision they made. Submissive does not mean the leader is a volatile or that they do not hold firm to their own set of values and convictions.

**Accountability:** The good leaders take responsibility for everyone's performance, including their own. When things are going well, they praise. When problems arise, they identify them quickly, seek solutions, and get things back on track. They follow up on all outstanding issues, keep eye on employees, and monitor the effectiveness of organization policies and procedures. Real leaders are accountable. They don't blame others, don't claim credit for the success of their team, but always accept responsibility for failures that occur on their watch. Good leaders are accountable to their team.

**Creativity:** Creativity is the ability to think differently, to get outside of the box that constrains solutions. Creativity gives leaders the ability to see things that others have not seen and thus lead followers in new directions. Sometime we may be forced at times to deviate from our set course and make an on the fly decision. Here our creativity plays a vital role. It is during these critical situations that team will look to us for guidance and we may be forced to make a quick decision. As a leader, we must think outside the box and to choose the best option and keep hold the helm of organization. We must utilize all possible options before making a rash decision.

**Sense of Humor:** A sense of humor is vital to relieve tension and boredom, as well as to defuse hostility. Morale is linked to productivity, and it's our job as the team leader to instill a positive energy. We need to encourage our team to laugh at the mistakes instead of crying. If we are constantly learning to find the humor in the struggles, our work environment will become a happy and healthy space. We can make crack jokes with our team and encourage personal discussions of weekend

plans and trips. We must take short breaks from the task at hand that help us to keep productivity levels high and morale level even higher. We must emphasis on light atmosphere. Good organization may plan a fun prank on new employees, on their first day. It breaks the ice and immediately creates that sense of familiarity and homely (Peter & Robert, 2004). Friendliness and extraversion is positively correlated with leadership effectiveness.

**Intuition:** When leading a team through uncharted and unknown depth of waters, there is no roadmap on what to do. Where everything is uncertain, there our natural intuition has to kick in. We need to guide our team through the process of day-to-day tasks. But when something unexpected occurs, or we are thrown into a new scenario, team will look to us for guidance. Drawing on past experience and updated knowledge is a good reflex, as is reaching out to mentors for support. Creating a business often involves a bit of forecasting. It has proven that, all successful leaders possess intuition power in some extent.

**Focus:** All successful leaders usually plan ahead and they are absolutely organized. They think through multiple scenarios and the possible impacts of their decisions, while considering viable alternatives and making plans and strategies; all targeted toward success. Once prepared, they establish strategies, processes, and routines so that high performances become substantial, easily defined, and monitored. Leaders communicate their plans to key players and have contingency plans. They are ready to last-minute changes and accept any new direction. Sometimes leadership is less about balance and more about priority. Good leaders are ruthless in their pursuit of focus. Those leaders who lack the focus and attention to detail needed to apply leverage and resources in an aggressive and committed fashion will expire. Organizations are at the greatest risk when leaders lose their focus.

**Assertiveness:** Assertiveness is not the same as aggressiveness. Rather, it is the ability to clearly state what one expects so that there will be no misunderstandings. A leader must be assertive to get the desired results. Along with assertiveness comes the responsibility to clearly understand what followers expect from their leader. According to a study by American Psychological Association (published in Journal of Personality and Social Psychology on February 2007) that, many leaders have difficulty striking the right amount of assertiveness. It seems that being under-assertive or over-assertive may be the most common weakness among aspiring leaders (Phillips, 1998).

**Optimism:** Extraordinary leaders are source of positive energy. They communicate easily. They are intrinsically helpful and genuinely concerned for other people's welfare. They always seem to have a solution and always

know what to say to inspire and reassure. They avoid personal criticism and cynical thinking, and look for ways to gain consensus and get people to work together efficiently and effectively as a team. The best leaders support their team, build into their team, mentor and coach their team, and they truly care for their team. Actually people don't care how much we know until they know how much we care. If we think we can change someone, we must think again. This doesn't mean we can't help them to grow and develop. But we don't expect to change anyone (even ourselves) behaviorally. We are who we are. Our job as a leader is to understand each person's strengths and place them in positions where they can flourish and grow (Kotter, 1999).

**Balance:** Good leaders draw a balance between desire and destination, ambition and reality. They maintain a balance between self-esteem and Self-awareness. We must have pride, but not in the cost of deprive others. We need to be clear on what our strengths are and what complementary strengths we need from others. This includes understanding others and learning how best to utilize their strengths. Many unsophisticated leaders think everyone should be like them; that too can cause their downfall. They surround themselves with people like them. "Group think" can blindside them and cause failure. Good leaders are acutely aware of how much they don't know. We have no need to be the smartest person in the room, but have the unyielding desire to learn from others. A balance leader is either polish or casual, neither soft nor hard, both determined and flexible.

### **Good Leaders Must Say Few Things Every Day**

21<sup>st</sup> century leaders know the technique of building strong and lasting relationships with their team mates. Instead of becoming adversaries, we must become partners with our employees and earning their respect, trust, loyalty and, concurring their heart. Trustworthy leaders usually say few things in every day. By saying those simple words in everyday, we will become good or even great leader in future. We may say to our people: I believe and support you, What do you think, I trust you, I know you can do it, It's not your fault, I'm proud of you, Please, Thank you, Great idea, let's do it, I've always got time for you, I couldn't have done it without you, No one is perfect, What can I do to help, I made a mistake, I need your help, Anything is possible, I'm sorry, I've got your back, Just go ahead I'm with you, great job done. No employee wants to be ordered or bossed around. While we may be the boss, we can and must be polite when asking an employee to do something for us. If we ask our people to explain parts of their area of expertise, they feel good and we learn more. The most important question

that a leader can ask is, "What if?" Possibly the worst thing a leader can say is, "I know it; this is a dumb question" If we are not thinking, we're not learning new things. If we're not learning, we're not growing. If we're not growing, we're not preparing us fit for the future. We must promote a healthy inter office lifestyle and encourage our team to live with pleasure and satisfaction. The most influential leader of modern America, Martin Luther King Jr. said, the richer we become materially the poorer we become morally and spiritually, we have learned to fly in the air likes birds and swim in the sea like fish, but we have not learned the simple art of living together as brothers.

### **SUMMARY**

21<sup>st</sup> century leader's motivations and actions must be pure and without hypocrisy or self-centeredness. Our inner most thoughts and intentions must be for the betterment of the group that we lead and serve. Our values we espouse must be transparent and honest to the team. Many leaders are competent and few qualify found common but remarkable. If we desire to join the ranks of the best of the best, we need to embody all these qualities mention above, so that we can achieve our goals and can move forward as a successful team. It isn't easy, but the rewards are distinct. The more conscientious a leader is the more effective the leadership, with a few exceptions. 58 percent of employees reported (in a workplace study) that, their boss seldom personally thanked them for a job well done. One of the most frequent places where leaders miss an opportunity to display honesty is in handling mistakes. By exhibiting good leadership qualities on a regular basis, leaders will be able to grow their influence to the followers. One of the primary responsibilities of leadership is to create more and better leaders. John Maxwell in 1998 said, "There is no success without a successor." A leader who is centered in honesty will be more approachable by followers. Good leaders who are not growing cannot lead a growing enterprise. It is important to know that some people have more of a predisposed personality to be a good leader but anyone can become a great leader in 21<sup>st</sup> century with honesty, simplicity, vision, dedication, inspiration, delegation, communication, courage, commitment, kindness, open mindedness, fairness, forwardness, competence, experience and knowledge.

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