

# A Review of Different Ideas Concerning the Characteristics of a Good Leader and Shaping New Ideas of an Effective 21st Century Leader

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## ABSTRACT

The current study aims to define a good leader in general, not for any specific companies, schools, offices, or organizations. The author has read and consulted various documents, significantly articles published in reputable outlets, to boost related ideas vis-à-vis good leaders from different walks of life. After reading, reviewing, and taking notes, the author focused on different leadership types and the characteristics of good leaders. As a result, a good leader is defined, and suggestions are provided to consider for those who want to become good leaders using just easy ways and simple techniques. In the 21st century, a good leader is someone well-educated and always looks at the past, uses the past as experience, leads what is in the present, and predicts the future so that he can get everything ready and he could solve unforeseen problems. Finally, a comprehensive assessment or investigation could still be made into what makes a sound or effective leader in the 21st century. It is also important to analyze or conduct a comparison of an efficient manager and a good leader. Generally, it is essential to consider how to successfully lead an organization by combining the qualities of a skilled manager and an effective leader.

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## 1. INTRODUCTION

This is a review article, and the author of this article often uses the word *you* and *its related words* to refer to readers interested in becoming leaders and general people who want to become leaders. Therefore, the word and its subordinates are used very often in this article to guide and advise the readers to know and be able to choose good and reliable leaders. Consequently, excellent and reliable leaders could be identified more easily.

For groups of humans or even among animals, as is frequently observed, leaders are necessary. Even between two individuals, there must be a leader. When you and your equal

work on a project together, you could sometimes alternate leading the charge. This is so that individuals can both lead and be led. As a result, everyone desires a capable leader to guide them.

Influential leaders earn the respect of their team and receive it in return [1]. Being open and honest at work increases productivity and satisfaction [2]. Effective delegation requires leaders to have confidence in their teams and complete tasks to the best of their abilities. This promotes respect and solidarity [1], [3].

Moreover, you need influential leaders to guide you and make the critical decisions that keep the world moving [4], [5]. Your philosophy usually finds depraved leaders quickly, but do you know how to find good leaders? What are the assets of a good leader that many people contemplate? You will know and be able to find good leaders after you finish reading this article.

### **1.1. Types of Leadership**

There are different types of leaders and several various organizational leadership philosophies. Furthermore, each of them approaches leadership differently. For instance, some businesses practice Servant leadership, emphasizing executives to help employees. Others favor democratic leadership, which includes employees' input in selecting the leadership team. They could also practice situational leadership, honest leadership, charismatic leadership, or a combination of many types.

#### **1.1.1. Democratic Leadership**

Allowing various individuals to engage in the decision-making process is a critical component of democratic leadership, sometimes called participatory leadership. This kind of leadership may be observed in various settings, including corporations, schools, and governmental institutions. As evident as its name, in democratic leadership, the decision-making process is democratic and based on input and feedback from the associated individuals. Although the leader has the final say, all opinions are legitimate. This is probably one of the most effective leadership philosophies since it gives you a voice of concern. You and everyone else in a democratic society are entitled to have equal rights in all facets of daily life [6], [7].

#### **1.1.2. Autocratic Leadership**

When your thoughts are considered, this is the polar opposite of democratic leadership. This style of leadership, which is not a sustainable approach, relies on others to follow your decisions [8], [9]. Thus, an autocratic leadership style is one in which just one person makes all the decisions and solicits very little feedback from the rest of the organization. Autocratic leaders make judgments or choices based on their convictions and do not consult or seek input from others.

Moreover, a leadership style known as autocracy involves one leader or team member making decisions on the organization's behalf. Businesses with fewer employees and a more modest size tend to have this leadership style. Only in organizations where rapid decisions are necessary due to the nature of the work are these leadership styles effective. The choice and the

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result are entirely the leader's responsibility. Although it is a flexible leadership style, some contend it is outdated.

However, there are other traits of autocratic leadership, such as not allowing input from other group members, assigning all work and responsibilities to group leaders alone, and not rewarding or praising staff for raising morale. Some leadership experts contend that because this leadership style mimics a tyrant's, it might ultimately cause more harm than good. It causes low staff morale, which frequently results in attrition.

That said, dictatorships also have certain advantages. Facilitate rapid decision-making and empower company operations and procedures. Autocratic leadership can benefit companies experiencing crisis and constant change. In contrast to other leadership philosophies, it will be able to respond to the issue quickly due to its simplified organizational structure and speedy decision-making skills.

### **1.1.3. Laissez-faire Leadership**

Laissez-faire is a French expression. The least intrusive leadership style is this one, and those who employ it make sure they have the power. Since this leadership style has the potential to both enable and impede progress, it must be managed [10], [11]. Laissez-faire leadership should be pretty obvious. Leaders who practice Laissez-faire have a trusting and dependent attitude toward their workforce. They do not micromanage, become overly engaged, or provide excessive direction or instruction. Laissez-faire leaders, on the other hand, encourage their staff to utilize their initiative, resources, and expertise to further their objectives. This management style is relatively hands-off since they have faith in their staff members' talents. With this leadership approach, team members and subordinates take genuine initiative while providing direction and assuming essential responsibilities.

### **1.1.4. Strategic Leadership**

A successful strategic leader is a liaison between the workforce and top management. Your working conditions and executive interests are safeguarded when choices are made using this leadership style [12], [13]. Additionally, executives who practice strategic leadership create a vision for their company that will allow it to adapt to or remain competitive in a changing economic and technical environment employing various management techniques. To achieve change inside their business, strategic leaders can utilize this vision to inspire staff members and departments by encouraging unity and direction.

The primary goals of strategic leadership are to improve strategic productivity, foster creativity, and create an atmosphere that motivates staff to work hard, act independently, and advance their ideas. Strategic leaders occasionally use incentive or reward schemes to motivate staff members and assist them in achieving their objectives.

### **1.1.5. Transformational Leadership**

A leadership style known as transformational leadership affects both social systems and individual behavior. In its optimal state, it brings about significant and constructive change in the followers with the ultimate objective of transforming followers into leaders. When practiced in its purest form, transformational leadership improves followers' motivation, morale, and output via several processes. These include encouraging followers to take greater ownership of their work,

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challenging them to do so, and understanding the strengths and weaknesses of followers so the leader can assign followers to maximize their performance. Connecting the followers' sense of identity and self to the organization's mission and collective identity is another. This leadership approach always seeks to improve talents. Leaders that employ this strategy could assign tasks and set deadlines while encouraging you to go above your capabilities consistently. The majority of growth-oriented firms typically use this style of leadership. To help you succeed, a transformative leader frequently discusses ideas with you [14], [15]. Some people may be confused about transformational and Transactional leadership due to their similar names. Thus, you must distinguish between them and be cautious when calling them names.

#### 1.1.6. Transactional Leadership

This is a very well-liked leadership style in today's workplace because it is based on the action-and-reward paradigm. For instance, you can receive a reward or bonus if you achieve a goal the company has set [16], [17]. Results-driven, compliant with an organization's current structure, and measuring performance by that organization's system of rewards and punishments are all characteristics of transactional leadership. In an organization, transactional leaders hold formal positions of authority and accountability.

Standard norms and processes, as well as specific, short-term goals, are overemphasized by transactional executives. They do not attempt to foster the innovation and originality of followers. This type of leadership approach may be effective in situations when organizational challenges are straightforward and well-defined. Such leaders frequently do not encourage or dismiss ideas that conflict with their current strategies and objectives. It has been discovered that transactional leaders are highly good at directing efficient decisions that are meant to reduce costs and increase productivity. The followers of transactional leaders often have short-term, non-emotional relationships with them and are very directive and action-oriented.

Transactional Leadership	Transformational Leadership
Extrinsic Motivation	Intrinsic Motivation
Routine changes	Major organisational changes
Rewards based	Inspiration & Motivation
Planning & Budget	Vision & Direction
Motivated by self-interest	Motivated by vision
Short term thinking	Long term thinking

Figure 1. Transactional Leadership vs. Transformational Leadership

#### 1.1.7. Coach-Style Leadership

The coaching leadership style, as its name indicates, is one in which leaders act as coaches. This kind of leadership involves the leader spending time and effort on the personal development of each team member. They also demonstrate how their function fits into the overall team plan. This improves not just the performance of the individual but also that of the team and the company. This leadership style encourages you to focus on your unique skills and capabilities

while keeping an eye on your overall development. Despite some similarities between democratic and strategic leadership, the focus here is mainly on the individual [18], [19].

#### **1.1.8. Bureaucratic Leadership**

A leadership style known as bureaucratic leadership supports strict structure to implement effective systems and calculability. Because employees are aware of their roles and the reporting hierarchy, this organizational structure enables a business to operate like a machine. It is a style of leadership that may be seen in many industries but is most prevalent in factories and big businesses. This style of leadership conduct complies with the regulations. Although executives that adopt this position are interested in your ideas, they may invalidate or reject them if they conflict with the organization's principles or policies [20], [21].

#### **1.1.9. Servant Leadership**

A servant-leader puts others first. It starts with the instinctive desire to serve first and foremost. Deliberate decisions then bring about the desire to lead. That individual is noticeably different from one who takes the role of the leader first, possibly due to the desire to quell an odd power need or gain monetary goods. The extreme types are the leader-first and the servant-first. Shades and mixtures exist between them, contributing to the limitless variety of human nature. A servant-leader places a priority on the development and welfare of individuals as well as the communities they are a part of. Servant leadership is distinct from traditional leadership, which often entails the acquisition and use of authority by one at the head of the pyramid. The servant-leader shares authority prioritizes the needs of others, and aids in the growth and peak performance of others [22].

#### **1.1.10. Situational Leadership**

Kenneth Blanchard and Paul Hersey established and researched situational leadership as a leadership style. Situational leadership is when management or leader must modify their approach to meet the developmental stage of the followers they are seeking to influence. With situational leadership, it is the leader's responsibility to modify his approach rather than that of the followers. Continual style changes may be used in situational leadership to adapt to the requirements of people inside the company [23].

Adapting one's leadership style to the work, people, or project at hand is what the best leaders do, according to the situational leadership theory, which is based on the idea that no one leadership style is always the most successful. The life cycle theory of leadership was created in the 1970s by professors Kenneth Blanchard and Paul Hersey. The four interchangeable leadership styles developed by Blanchard and Hersey form the basis of the idea [23].

Despite being one of the best team management methods, situational leadership is frequently left off lists of the most popular leadership philosophies. Business owners and executives may effectively manage team members at different stages of growth by learning to be situational leaders. Paul Hershey, co-creator of the Hersey-Blanchard Situational Leadership Model, explained that the model teaches that you need to do your problem-solving first and then act on it to supply those things that might make a difference [23].

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## **1.2. Characteristics of Good leaders**

Leadership is about more than just having power and taking the lead. An effective leader does not even need to hold a formal title. This is because being a leader does not necessarily entail having a title, especially a good one. Additionally, being a leader is not contingent on possessing a title. Despite some people's misconceptions about leadership, it is about empowering others to succeed for themselves and the business or organizations.

Additionally, it involves having the ability to make choices that benefit the more comprehensive picture or the objectives of the business rather than your interests. There are different characteristics of good leaders. However, those characteristics can be combined as follow.

### **1.2.1. Integrity**

Integrity is essential, as it ought to be noticeable. Even though it might not always be a statistic in employee assessments, integrity is essential for individuals and organizations [24]. It is significant for top-level executives who determine the organization's direction and other vital decisions [25]. In light of this, corporatization can have a blind spot concerning honesty. Ensure your company constantly stresses to executives at all levels the importance of honesty [26], [27].

### **1.2.2. Skills to Envoy**

One of a leader's primary duties is entrustment, although it can be challenging to do so successfully [28]. The objective is not simply to welcome oneself up; it is also to empower your direct reports, promote cooperation, grant autonomy, encourage better decision-making, and aid in professional development [29]. You must develop trust with your team to delegate effectively [30], [31].

### **1.2.3. Communication**

Successful communication and effective leadership go hand in hand [32]. You must be able to communicate in many different ways, from sharing knowledge to mentoring your side members [33]. Additionally, you must be able to communicate with various people in various positions and social identities [34]. The effectiveness and caliber of communication among your coworkers also significantly impact the achievement of your organizational plan. Learn how having more fruitful conversations can improve your company's culture [35], [36].

### **1.2.4. Self-Awareness**

Although this is a more internally oriented talent, self-awareness is crucial for leadership, and you can be more effective the more you know about yourself [37]. For their initial leadership position, many frontline leaders never receive any training. In this sense, you need to know your strengths and weaknesses as parts of a good leader [38], [39].

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### **1.2.5. Gratefulness**

Being grateful may improve your leadership abilities. Gratitude may boost your self-esteem, lessen worry and sadness, and improve sleep [40]. While most individuals believe they have been prepared to work further for an appreciating leader, few people consistently express (thank you) at work. It would be best if you learned to express appreciation and put it into practice at work [41].

### **1.2.6. Learning Legerdemain**

Learning handiness is the ability to make choices when unsure of what to do. If you are a quick learner or can function well under pressure, you may already be learning agile [42]. However, everyone may gain learning agility with effort, experience, and practice. Start by thinking about exceptional leaders' incredible learning cunning [43].

### **1.2.7. Inspiration**

Some people could consider the word "inspiration" to be perverted [44]. However, one of the qualities of an inspiring and practical leader is the capacity to persuade people with arguments that are cogent, convincing, or cooperative [45]. Since influence differs from manipulation, it must be practiced honestly and transparently. It is important to develop emotional intelligence and trust. To lead your organization, read about the four influencing tactics [46].

### **1.2.8. Sympathy**

It is linked to work performance and critical to emotional intelligence and good leadership [47]. Accordingly, you are more likely to be perceived by your superintendent as a higher worker if you are more empathic toward your direct reports [48]. Empathy is a skill that can be acquired, and in addition to increasing your effectiveness, it will benefit you and others around you at work [49].

### **1.2.9. Bravery**

Speaking out at work can be difficult, whether you want to express a new viewpoint, give helpful criticism to a subordinate, or raise a concern with a superior [50]. Because of this, courage is an essential trait for successful leaders [51]. Courage helps leaders to take action and steer things in the right direction rather than avoiding challenges or letting conflicts fester [52]. Speaking the truth is encouraged in a psychologically safe workplace culture [53]. Nothing destroys contemplate pulling tails while matters pass wrong. Despite your fears, you have to conquer demanding situations and display that you may address issues head-on.

### **1.2.10. Esteem**

Treating people with respect regularly is one of the most important things a leader can do. It will lessen tension and hostility, foster relationships, and boost efficiency [54]. Respect may be shown in many different ways and goes beyond simply not being disrespectful [55]. It would help if you looked into creating a respectful environment at work [56].

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All influential leaders use at least some, if not all, of these qualities. Successful leaders may display these leadership talents to different degrees [57]. They provide the foundation of leadership at all levels, in all sectors, and on all continents. Authentic leadership cannot be achieved without these capabilities [58].

In other words, if you are willing to grow and invest the time and energy in improving yourself, you may increase any of these traits and attributes of a strong leader [59]. Similar to how individuals may acquire these qualities, businesses can do so through leadership development training and practical application [60].

Realizing that leadership is a social activity is also critical. You will not likely succeed on your own if you exhibit numerous qualities of a strong leader but do not understand them. Even if people like and respect you, it will be difficult for you to achieve team or organizational goals [61].

No matter what position you hold within your organization, leadership is something that you must continually work on throughout your career [62].

Leadership is more about a team working together to achieve goals than a powerful or charismatic individual [63]. Since different teams, projects, circumstances, and organizations will require you to apply these skills differently, leadership is said to be a journey [64].

#### **1.2.11. Trust**

Loyalty, respect, and trust are the qualities a leader should possess. Many leaders cannot achieve these without the respect, interest, and loyalty of the people they serve. Different aspects are more important and valuable to your organization's success [65].

Lack of trust frequently undermines groups and organizations to the point that workers perceive a toxic workplace. Unnecessary drama, workplace disputes, poor communication, and a lack of transparent processes are examples of how a toxic workplace can negatively impact output and productivity [66].

The foundation of any successful working relationship is trust. Trusting the individuals you work with may boost your confidence and make you feel more supported. This often also has advantages for the work process. People come up and provide their best effort in an environment where confidence is vital. You are driven to produce outcomes and are pleased to be a team member. They have mutual trust and respect for one another and are aware of what is expected of them. Think creatively and cautiously take chances. They are staring at each other and moving forward as a unit because they are aware that they do not need to glance over each other's shoulders [20], [67], [68].

The following are some ways to increase trust in an organization.

##### **1.2.11.1. Be a Good Role Model**

Since you are the leaders, it is up to you to set the examples that everyone else will follow. Leaders may effectively serve as role models when they can demonstrate how their objectives impact the world and others working toward them [69].

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#### **1.2.11.2. Tell the Truth**

Always be honest, no matter how difficult, disturbing, or terrifying. As a result, people will be more likely to respect and obey you. A status for dishonesty is one of the easiest ways to lose confidence. You must never lie, but always tell the truth, even if it displeases you, and allow no one to discover your lies if you so [70].

#### **1.2.11.3. Be Part of the Team**

You need to commit to your group. When required, provide a strong justification for something not delivered on time and defend your team. On the other side, thank your staff in front of senior management when things go smoothly. Make sure everyone is aware of how diligently your staff works. Your team and your reputation can both benefit from these [71].

#### **1.2.11.4. Be Transparent**

Ensure your workforce is informed of and understands the reasoning behind specific actions. People usually inquire as to your motivation for acting in specific ways. Encourage your staff to discuss ideas and ask questions. Make them parts of the process, and they will think they are doing their parts to help [71].

As long as you can describe what you are doing and why most people can understand what you are doing. Never keep information or trade secrets to yourself. Usually, the team members you should be working with are the ones you are building trust with. Please give them the information they need to succeed so they can do what they think is reasonable [72].

#### **1.2.11.5. Do not Interfere**

Have confidence in the people you select for the task. If you allow your staff the opportunity to work autonomously, they will likely feel more invested in the project. It is essential for team members to feel often as though they are contributing to and working toward something bigger than themselves. It might not be enough to follow instructions without thinking about the why, how, what, and when. They might need to feel heard and taken note of. You could make more effort and gain their trust if you show them that you believe in them [73].

#### **1.2.11.6. Value Long-Term Relationships**

Trust requires strategic planning. At the time, it may seem more sensible to make choices that will benefit you in the short term or to place blame on others. Nevertheless, before taking action, think about how it could affect how people perceive you. Do not just think about today's benefits because you are tomorrow's leaders [74].

#### **1.2.11.7. Honor Your Commitments**

A reliable leader goes above and beyond keeping their half of the contract. If you commit, keep it. Avoid committing to something you might not be able to retain [75].

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**1.2.11.8. Admit When You Are Wrong**

Hearing justifications is annoying. If you do anything wrong, be honest about it. If you find out you were mistaken, accept responsibility. Being human enough to own your errors may make you seem more reliable. Acknowledging your mistakes is another aspect of being honest [76].

**1.2.11.9. Communicate Effectively**

Trust may be readily destroyed through miscommunication. Make every effort to communicate clearly and without allowing room for miscommunication. Ask questions to get more information during a conversation if you are not convinced about anything. Speaking and listening are both essential for effective communication. Make sure you provide everyone a chance to speak. If you listen, you will come across as compassionate [77].

**1.2.11.10. Be Vulnerable**

Being open about your feelings and expressing some of them might help you develop trust. It exhibits your humanity and compassion. It would help if you were not afraid to tell your coworkers about anything that has bothered or worried you at work. Approaching this one with caution is crucial. It would be best not to reveal all of your coworkers' overly intimate details. Emotional intelligence is necessary to ensure you are not divulging too much or too little information. Talking openly about your emotions may enhance a relationship based on trust [78].

**1.2.11.11. Be Helpful**

Usually, trustworthy people will go above and above to help others if they can, not because they want to or think they will gain from it. However, they are good and honest persons who are honest. You may have finished all of your daily tasks. You may use your workstation to surf the internet. You may also provide a hand. If you notice a coworker having trouble completing their tasks, offer to help. Alternatively, ask your proprietor if there are any potential extra duties. Additionally, it is never harmful to offer guidance and counsel to a contender who seems overwhelmed [79].

**1.2.11.12. Show People That You Care**

People are more likely to trust you if you appear interested in them. An excellent place to start is by remembering little details like a coworker's child's name or asking them about their weekend. You have probably come across employees who seemed lonely. They seemed just interested in themselves. Additionally, you have likely worked with a person who was friendly and constantly asked how you were doing [80].

**1.2.11.13. Stand Up for What is Right**

The best leaders tolerate many viewpoints and ideas, even though some executives desire "yes" employees who agree with all they say. Avoid compromising your ideals and

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beliefs to appease your boss or enhance your career. As a result, fewer people will trust you [81].

#### **1.2.12. Consistency**

You must maintain consistency in your words and deeds. That would not imply that you do not make exceptions, but people must understand that you are composed, say what you propose, suggest, and consistently provide the desired results [82].

It would be best if you were consistent in your messaging with both your words and deeds. Your actions reveal how you feel about things. Therefore, you may win your employees' trust by spreading the same idea to others through communication and effort. It enables people to regard you as a capable leader rather than someone whose position continually shifts in response to events [82].

Consult with others and review. Leaders who do not contact and communicate with their followers frequently risk losing touch with what they are experiencing. Meeting with employees regularly helps to ensure that pledges are kept and that everyone is moving ahead and supporting the organization's goals [75].

Participate in what is essential. The best method to show consistency is to learn how to commit. It would be best to increase consistency by concentrating on one objective at a time and working toward it every day until it is accomplished. By exhibiting this behavior as a leader, you may encourage your staff to follow suit, and everyone will gain from their advancement. Keep a record of your deeds. You must keep a careful eye on them every day to ensure you are consistent in what you say and do. Try to pinpoint the factors that alter your behavior or thoughts whenever a disagreement emerges. Whether they are excellent or terrible, leaders must behave consistently. It aids in creating a favorable impression on your staff [75], [82].

One of the secrets to success is consistency. It is much more crucial if you hold a position of leadership. The success of others is just as vital as your own. There are several approaches to developing into a more reliable leader. Making consistency a habit as a leader is advantageous to the whole business or group you are a part of and may inspire individuals to cooperate for a shared objective [83].

#### **1.2.13. Compassion**

You could be more specific if you offer your sincere sympathies. Being polite or typing is not always sufficient. Some people presume that you are highly challenging in circumstances when you are succeeding. It would be best if you exhibited genuine empathy and genuine challenge for the well-being of those who air to you for leadership [84].

Understanding people's struggles, empathizing with them and taking actionable actions to care about, support, and help them are all components of compassionate leadership. It takes guts to change your mind [85].

Leaders must accept that they do not have all the answers and must collaborate with followers rather than impose their views because it could give them anxiety [86].

Nevertheless, you would gain in two ways from a more sympathetic and sympathetic attitude. In addition to the benefits, it increases employee engagement, motivation, trust,

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and loyalty. Managers can also benefit from it. Because leaders prioritize people and understand the advantages of a caring approach, leaders put people first [87].

The capacity to change tactics is something you can teach. People are motivated by various things, including power and accomplishment, threat, fear, belonging, and compassion. You may also learn to transition from a more reward-based motivational system to a more socially-based caring system with experience [88].

For instance, investment bankers may make judgments based on competitive factors like performance, power, and potential consumption when working, but when they are at home with their families, they are more worried. Motives could win out. These themes and systems may be swapped based on the surroundings and change according to the circumstance. Similar to how someone might learn to play the piano, violin, or tennis, you can learn to develop these drives into more stable traits and a way of life [88].

It is essential to be clear that the power motive itself is not evil. If you are using stats as your primary goal, if it exists solely for the benefit of the individual, to the detriment of others, then it runs counter to the human motives directed toward each other for the good of the group and the greater good. Therefore, it is essential to change your leadership style from a traditional power-oriented to a compassionate and benevolent style. The best leaders empower careers that use fuel and self-determination to be bold, get things done, and encourage interest in the workplace. Specific forms of mindfulness and compassion-based mental training can increase compassion, reduce stress, loneliness, and mental health problems, and promote outcomes, social connection, and cohesion [89].

#### **1.2.14. Obligation and Responsibility**

Denying responsibility for mistakes or blaming others undermines trust. However, with this crucial position comes an obligation and responsibility for the success of the team or the organization. These duties and responsibilities may be defined by the leader himself or may be dictated by the organization or team on specific aspects of the leader's performance. Leadership can be defined as the process by which an individual influences a group to achieve a common goal. For a leader to effectively influence a group, they must hold accountable for achieving its goals [90].

The responsibilities and duties of a leader often include helping employees or team members work together. One of the most critical aspects of leadership is creating a positive work environment so that team members can focus on the tasks needed to achieve set goals. Moreover, leadership often forces leaders to forget their own goals and focus on the group's interests. For a person to succeed in this position, it can be considered a Servant position for workers. Need to provide support and tools. This is an integral part of the team, and leaders focusing solely on their goals, and preferred aspects can, in most cases, foster a hostile work environment for employees, leading to productivity problems and conflict within the team [91].

Leader responsibility to ensure a productive work environment requires significant management actions. First, leaders must help employees acquire new knowledge and skills. This is an essential part of leadership. In most cases, a leader has much information about goals and what employees or team members need to contribute to the mission. Further

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training is essential to professional life today, and companies are taking this topic seriously and investing heavily [92].

Therefore, it is the responsibility of leaders to focus on training their employees. Another critical issue that also leads to employee training is improving interpersonal teamwork. It can mean leaders are improving their teamwork and communication skills. This will have a positive impact on team productivity and efficiency. Leaders should support their team members to work collaboratively and provide guidance and knowledge about teamwork and the behavior of team members when working collaboratively [93].

These essential responsibilities reflect the servants' views of the leaders and how they work in one way or another toward their employees and team members, providing support and guidance on group work and how it works effectively. You can contact what you need to do. These essential responsibilities can pose challenges and difficulties for leaders and teams. Leaders must be able to make difficult decisions, identify different people who are part of a team, and contribute their actions so that the team can work together [94].

The previous responsibilities revolved around teamwork, how leaders should support personal growth, and how leaders make teamwork effective. However, one of the most challenging tasks for leaders is decision-making. A leader must be able to make difficult decisions about group members and the actions and behaviors that exist within that group [95]. Additionally, while the leaders must be able to make decisions that benefit the group, these decisions can also harm individuals in the group and the leaders themselves, and there is much conflict among team members. It is the responsibility of the leaders to be aware of these situations and make the necessary changes to move the team forward. This responsibility can be difficult for leaders because the personal-level consequences people may face due to their actions can be damaging. For example, firing a team member can be difficult for the person being fired, but it is also difficult for the team leaders [95].

Furthermore, in most cases, the leaders are responsible for the groups' successes and failures. It can be considered a win-lose situation. Indeed, if the teams can succeed, the leaders will receive a lot of credit and praise for their actions and ability to make the groups successful, and they are blamed for the teams' failures. Moreover, leaders must be able to analyze progress and determine what is working and what is not. This can be not easy and challenging for leaders. Finding the right team dynamics and people for each team can be difficult, but if leaders can find the right mix of people, teams can work together effectively. A leader must protect the group's interests and put aside personal conflicts and challenges. These things can significantly impact your opinions and actions and negatively affect your team and its success [96], [97].

In general, leadership positions are filled with essential responsibilities and commitments that require leaders to contribute positively to their teams. These tasks are complicated and often require a lot from leaders when making decisions and keeping teams together during difficult times [98].

A leader's primary responsibility is to ensure that groups and individuals work together effectively to achieve the goals they have set for themselves. Leaders must also invest in their team members and help them develop new skills and knowledge about what

matters to the organization and the team, and put their experience and knowledge to the team members' service so they can perform their duties effectively. In addition, the leaders are responsible for the effectiveness of the groups and can positively contribute to the groups and members by helping the groups and the members achieve a common goal. Leaders can earn much credit for their actions when they can positively influence others [99].

#### **1.2.15. Humble**

Approach humility by spotting others and controlling your importance, regardless of your authority, is essential. It also refers to sharing successes and feeling the importance of every contribution, no matter how small. There is one more helpful thing you can do to get and maintain attention. Realize that you are the main person, whatever your power role is [100].

An effective way to build consideration is to apply one of the critical mechanisms of the mind to determine loyalty and similar recognition. Getting someone to experience something related to you increases empathy and willingness to draw pictures with group members [101].

Regardless of the distance between two people in the organizational hierarchy, you are more alike than different. Leaders who approach their followers as human beings and look for mediocrity, humor, and believable connections are far more likely than leaders who rise above others because of status, title, or status [102].

If men do not fear you, a great majesty has been achieved. Although no longer dead, the generation of commanders and descendants is rapidly disappearing. People are far more productive, creative, and consistent after painting with leaders they respect, value, and value as human beings. Confidence is not always a soft and social virtue. It is a tough motivator and currency for any organization. Trust or consideration loss affects your potential effective leadership and your organization's bottom line [103].

## **2. METHOD**

### **2.1. Research Design**

A documentary method was employed in the current study. In education, documentary research has distinct connotations from biographical inquiry, functioning as both a complement and extension of it. Documentary research tackles concerns about the function and use of documents as well as public and private records, becoming in some ways interchangeable with archival research. Another way to put it is that documentary research creates artifacts and material culture through audio recordings, still and moving images, and artistic depiction.

According to Mogalakwe [104], documentary research uses official and private records as a source of information. Newspapers, diaries, stamps, directories, handbills, maps, government statistical publications, pictures, artworks, phonograph records, cassettes, and computer data are a few documents.

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## 2.2. Data Analysis

The author of the current study used thematic analysis of the literature review of influential leaders and summarized themes as an overall one to suit an effective 21st-century leader. According to Gelo, Braakmann, and Benetka [105], thematic analysis, as its name indicates, involves examining the distribution of themes in data. It is a technique for analyzing qualitative data. This means that data, such as audio, video, text, and so on, not numerical, may be analyzed using this approach.

## 3. RESULTS AND DISCUSSION

### 3.1. Results

Through different ideas and theories concerning good leaders, a good leader must be of the below figure.

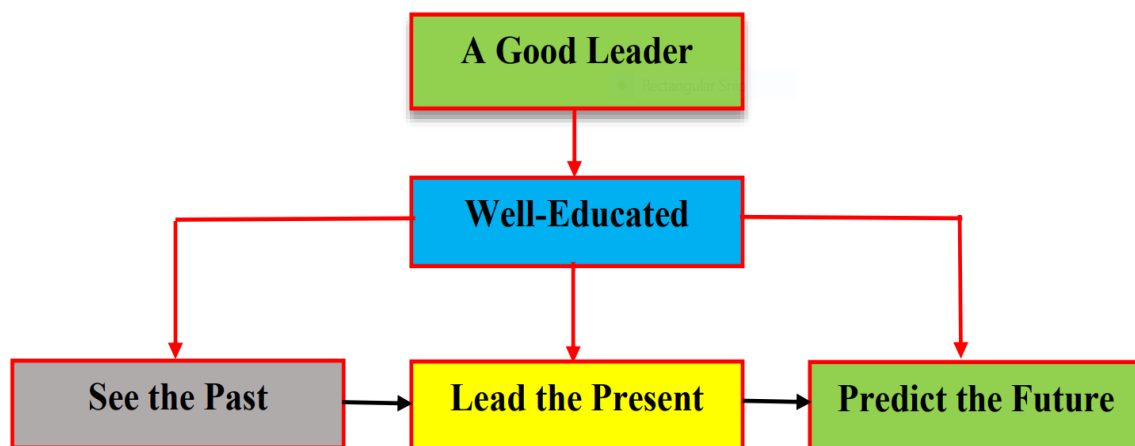


Figure 2. Perceived Considerations of a Good Leader

*In the 21st century, a sound or effective leader must first be qualified enough through education or training and be a lifelong learner. When you are well-educated, you can judge right and wrong by looking at the past or the experiences of others to lead your organization to success. Remember that to be a good or effective leader, and you need to create leaders, not followers. You need to discuss and share ideas with your colleagues so that you all can predict the future. The future is coming, and no one can always define it, but if you learn from the past and act in the present appropriately, you can manage the future outcomes of your organization with a visible destination. In addition, you need to develop your ability, knowledge, and skills regularly to update your existing capacity with the changing world. For instance, in this 21st century, you need digital knowledge to cope with everyday situations, especially at your workplace. The leaders who do not know how to use some types of social media, like Facebook, WhatsApp, Twitter, or Telegram, are not good anymore even if they possess the mentioned traits in the literature, so if they still want to be qualified leaders, they need to upgrade their ability, knowledge, and skills (Overall Theme).*

### 3.2. Discussion

There have been thousands of great leaders you learn from their experiences leading their organization. Those leaders led different organizations to reach great success. One of the well-known leaders was the Buddha, who led thousands of Buddhist monks to enlightenment and Nirvana. The actual goal of the Buddha's leadership was to draw disciples and demonstrate to them their future goals. In addition, the Buddha had a vision of the ultimate goal for his disciples, which was enlightenment and Nirvana, and he understood how to accomplish that goal through the appropriate acts. The Buddha was also a master of words, deeds, trust, and liberation, which helped convert followers into leaders who wished to complete the mission. Last but not least, the Buddha was conscious of setting an example by demonstrating emotional intelligence, paying attention, maintaining focus, being self-aware, having empathy, and meditating daily to reflect on the deeds.

### 4. CONCLUSION

Even if you know better what a leader is and does, you might still wonder what other aspects a leader does. It is a classic response that still holds in this situation. Each leader's duty requirements vary depending on the size of their bases, organizations, or teams. Additionally, it relies on their beliefs and long- and short-term objectives.

A leader's primary responsibilities are advising, directing, and motivating people. Leaders support people as they advance in their careers and inspire teams through difficult times. To keep teams on task and focused on common objectives, leaders manage people respectively. They promote a culture of cooperation and set a model for others.

Finally, the characteristics of a good or effective leader in the 21st century should also be reviewed or conducted broadly. The comparison between a good leader and a good manager should also be reviewed or conducted. Overall, combining the skills of a good leader and an excellent manager to lead an organization to succeed should also be examined.

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