

The changed leadership landscape: what matters today

Joan Marques

School of Business, Woodbury University, Burbank, California, USA

1310

Received 2 February 2015
Revised 5 June 2015
Accepted 5 August 2015

Abstract

Purpose – The purpose of this paper is to present challenges in leadership performance today, as well as leadership styles that have potential, given the contemporary shifts in performance climate.

Design/methodology/approach – This paper is based on empirical research, obtained through methodological triangulation, partly through critical literature review, and partly through the author's ongoing leadership studies during the past ten years, to be subdivided in three phenomenological studies, and 72 structured leadership interviews.

Findings – There is a multitude of factors that keep changing the leadership landscape, and there is a series of leadership skills that suffice well given the parameters of today's work environments. Nine of these leadership styles are presented, including their main characteristics and contemporary usefulness.

Research limitations/implications – The studies reviewed, although in-depth, applied to a limited set of options. Because leadership is such a broad and dynamic topic, neither literature review nor qualitative studies and interview series provide an entirely comprehensive overview, especially when conducted in one part of the world.

Practical implications – Leaders may reconsider the skills required for themselves and their workforce to guarantee successful performance in an increasingly interconnected world. Leaders may engage in reflection and work toward stronger emphasis and development of skills in which they consider themselves weak. Leaders may examine their work environment and consider how to apply the factors that could facilitate one or more of the presented leadership styles in their organization.

Originality/value – The leadership styles presented are multi-applicable and are mainly based on inter-human respect, so leaders may reflect and consider the style they feel most attracted to.

Keywords Change, Leadership, Stakeholders, Skills, Trust, Situational leadership, Awakened leadership

Paper type Literature review

Introduction

This paper reviews an issue that has been of ongoing interest to leadership scholars and practitioners: the circumstances that drive the need for change, the changes as they are currently manifesting themselves, and the leadership styles that are useful given the demands of our modern era. In the first section, the following main drivers of contemporary change will be reviewed: shifts in societal values, shifts in investor focus, ability to lead organizational change, and the influence of excessive stress on employees. The second section presents an overview for leadership qualities that matter in our times, varying from creative and critical thinking, to speed, visionary skills, stakeholder focus, employee empowerment, and a general collaborative approach. The third and final section reviews nine leadership styles, some seasoned, some still in development, that work well in today's performance climate.

The data presented in this paper were derived through methodological triangulation, consisting of critical literature review, qualitative data gathering in various leadership studies between 2005 and 2014, and the author's professional observations. The critical literature review entailed research review, summary, and



an analytical stance. The types of literature investigated for this purpose were: first, theoretical literature, as this was considered relevant to the concepts and theoretical frameworks discussed; and second, topical literature, as this was considered relevant to the subject matter of this research. The qualitative data were gathered from a series of three phenomenological studies between 2005 and 2014, consisting of respectively 6, 25, and 14 in-depth leadership interviews that were recorded and transcribed, after which a process of phenomenological reduction was implemented, and meaning clusters were identified. The author's professional observations were derived from 72 interviews with corporate, non-profit, and academic leaders between 2006 and 2013.

Foundations of change

Today's leaders are expected to excel in different ways than their predecessors from the past century. There are multiple aspects at the foundation of the changed views, among which:

- (1) Shifts in societal values, originated by changes in the work landscape, leading to greater employee awareness and a subsequent greater need for involvement as a satisfaction tool (Higgs, 2003). Leaders should regularly consider the bigger picture of their performance; increase their tolerance levels for diverse environments; remain focussed on their core principles rather than just following every new trend; surround themselves with people who have complementary skills; and expand their horizons, in order to remain abreast of developments and continue excelling (Marques, 2010).
- (2) Shifts in investor focus: in contrast to the obsession with revenues and shareholder returns in the twentieth century, investors are now more interested in the quality and depth of an organization's leader (Higgs, 2003). Corporate reputation has emerged into a discipline of its own, against the backdrop of the numerous ethical scandals and the growing mistrust in leaders' moral standards during the first years of this century (Resnick, 2004). It is clearer than ever that investor trust needs to be restored, and that this needs time and a consistent, attentive exercise of ethics by corporate leaders (Jennings, 2005).
- (3) Ability to lead organizational change: it has been proven that more than 70 percent of organizations have problems adhering to change (Higgs, 2003). Yet, today's leaders have dramatically been likened to "generals leading troops across a rugged, unmapped, quake-prone battlefield, against many different armies in a struggle to the death that never ends" (Developing Agile Leaders for the 21st Century, 2010, p. 12). Therefore, rather than being leery and inhibited toward change, they have to thrive on it. The concept of stability has changed from remaining the same for a long time into flexibly and undauntedly riding the tides of today's corporate sea. In order to perform well, today's leaders have to react quickly; anticipate change, so that they can act proactively; be visionaries and strategists, so that they can be trendsetters rather than followers; perform as role models and set clear goals; promote and rewards agility; hone team performance; and be consistent in their feedback to minimize confusion (Developing Agile Leaders for the 21st Century, 2010). Therefore the focus has shifted to leadership that will be able to implement change successfully and recurrently (Higgs, 2003).

- (4) The influence of excessive stress on employees: with the elevated demands on organizational performance, the understanding has increased that employees will perform better and be more committed if they have a leader they trust and have a good relationship with (Higgs, 2003). Workforce members are impacted when stress accumulates. Cumulative stress is a consequence of recurring, unsettled stressful situations, which require an increasing level of personal resilience to manage. Given the many turns in the contemporary performance landscape, stress accumulations are a real factor to consider. Leaders have the ability to support their employees by responding to stressful situations with openness, support, and compassion (Vardy, 2011).

An overview of leadership qualities

In addition to all of the above, twenty-first century leaders have to be critical and creative thinkers, because they are practically reinventing the entire concept of leadership in a different performance setting. Most of what has been learned about leadership in past eras was based on hierarchic and bureaucratic structures (Novelli and Taylor, 1993). That type of leadership worked when organizational environments were stable and very slowly evolving. In those twentieth century work environments, decisions were usually based on recurring issues, and could be made by a central source of power and influence. As a result, this structure of leading caused delays in decision making, and thus, slow responses to market challenges (Novelli and Taylor). All of that is history now. The pace of performance, change, and problem solving has picked up enormously. Instead of the proverbial “great man” or “great woman” traits, which were customary in the past century, this era calls for leadership as a process, consisting of collaboration and novel thinking to address problems with little or no familiar structure (Novelli and Taylor).

Given the above and other developmental factors, twenty-first century work environments are looking for leaders that are not only visionaries, but are also sensitive to the needs of stakeholders at large (Williams, 1986). Twenty-first century leaders work with their followers. They ensure compatibility between these followers’ values and the organization’s needs, as well as opportunities for followers’ growth. They do this because they care, and because they know that support for creativity and individuality will lead to greater performance (Williams, 1986). Contemporary leaders are aware that their strategies should include effective ways to produce cooperation, high efficiency, and participative roles to empower employees (Kennedy, 2010).

Today’s followers are, on average, more educated, and more independent in their thinking. They expect more input, and get demoralized when they are summoned to follow their leaders mindlessly. Twenty-first century leaders are therefore expected to have some psychological foundations that can assist them in critical areas such as humanism, moral awareness, and a communal approach. The need for these psychological foundations becomes even more apparent when considering the major financial and ethical business crises the USA and other nations on the globe experienced in the first decade of this century, leading to an enhanced call for more sustainable business models, and increased focus on a triple bottom line, with people, planet, and profit as equally important parts (Kelly and Finkelman, 2011). Leadership and management theorists and practitioners are still digesting the transition that is happening in this area, as many workplaces, especially those in the for-profit arena, as well as business schools, are still struggling with the notion that

leaders are no longer *per se* “Type A” personalities with a major sense of urgency, and a carrot-and-stick approach, or Type X, to reward or punish followers:

The changed
leadership
landscape

Type X and Type Y management styles were named as such in the 1960s by Douglas McGregor in a process of fine-tuning an earlier management based finding by Tannenbaum and Schmidt. The general message in Theory X and Y is that some leaders (Type X) prefer to be directive, solve problems, and issue orders, with little or no involvement of their employees other than to follow those orders, while other leaders (Type Y) work better in a team setting, and share responsibilities and functions with followers (Russ, 2011).

1313

The competitive advantage of the typical twentieth century leader no longer works as such, and it seems that exactly the opposite of what that leader represented matters today (Kelly and Finkelmann, 2011). Twenty-first century leaders are not infatuated by the traditional win-lose approach, and do not necessarily have to be the overly aggressive, narcissistic aggressors who rather command than listen (Kelly and Finkelmann). They adhere more to a Type Y style, in which they involve and collaborate with others as their strategy toward achieving a competitive advantage. Behaviors such as openness, sharing of viewpoints, and shared governance, a voice for minority members, emotional intelligence, and mindfulness are leading concepts in this approach. While individual performance is important, these leaders strive toward as much inclusion as possible. And even though this style of leading usually takes longer to get to decisions, the outcomes are better considered, and work morale is higher (Kelly and Finkelmann).

Today’s workable leadership styles

Considered within the realm of leadership styles, today’s leaders have to be flexible enough to tap from a multitude of these: old, proven ones, newly formulated ones, and some that are yet to be structured. Below, we briefly explain some of the most germane styles in twenty-first century leadership practices. Within the more seasoned styles, we will review transactional, transformational, team, servant, and situational leadership (SL), and within the more recent styles, we will discuss authentic, empathetic, awakened, and resonant leadership.

Transactional leadership

This is an exchange-based relationship, and only on basis of that, it will continue to exist in processes where people use each other’s products or services. In a transactional relationship, the leader oftentimes uses rewards or punishments to instigate performance or task completions from followers. “A transactional leader is more concerned with the routine maintenance activities of allocating resources, monitoring, and directing followers to achieve task and organizational goals” (Kanungo, 2001, p. 257). While it may be effective in getting results, transactional leadership usually does not lead to commitment or longitudinal relationships (Zagorsek *et al.*, 2009). Within the transactional leadership theory, there are various dimensions. For example, a leader could choose to explain the requirements, and provide material and rewards to the extent in which followers perform. In addition, a leader can also choose whether he or she wants to be actively or passively involved in the transaction, which will determine his or her intensity in steering the project (Zagorsek *et al.*, 2009).

The transactional leadership style is useful in today’s leadership landscape because it has the potential of contributing to effectiveness, which is a factor we cannot overlook when it comes to the very existence of organizations. Because the

transactional leadership style primarily focusses on performance, it can drive leaders to develop clear strategies and structures in laying out their expectations from employees. Once these strategies and structures are in place, the daily management processes will be much easier to assess and, where needed, adjusted (Waldman *et al.*, 2001).

Transformational leadership

As the name of this style already indicates, a transformational leader typically establishes a deeper relationship with his or her followers. The transformational leadership model was developed from charismatic leadership, which first evolved into transactional leadership, and subsequently progressed into the deeper, caring-based branch of transformational leadership (Bottomley *et al.*, 2014). In general, a transformational leader uses influence strategies and techniques that empower followers, elevate their performance, and change their values, norms, and attitudes, to become more aligned with the leader's vision (Kanungo, 2001). Thus, a transformational leader develops actual relationships with followers, often entailing significant levels of trust, loyalty, and mutual respect. Because of the depth of transformational relationships, followers are far more dedicated to their tasks, because the leader shares with them a vision, a set of common values, and a sense of meaning.

The transformational leadership style is useful in today's leadership landscape because it enables leaders to successfully cope with the only constant in contemporary performance, organizational change, while adhering to a three-tier focus: understanding the need for change; creating a vision that enables the change; and implementing the change (Kim and Yoon, 2015). In addition, transformational leaders perform as role models in the process, clarify goals, collaborate, and provide individualized support as well as intellectual stimuli (Podsakoff *et al.*, 1990). It is particularly the intellectual stimulation that inspires today's employees to be more creative and innovative and challenge their own expectations (Kim and Yoon, 2015).

Team leadership

Within this context, the "team" consists of the people with whom the leader works toward a common goal. In the broadest sense, this would be an entire organization, even though leaders usually have a more direct team with which they interact on a more frequent basis. One of the pillars in the relationship between a leader and his or her direct-report team is trust (McHale, 2012). Equally instrumental in an effective team is clear and frequent communication, to ensure information sharing and effective decision making. A team leader ensures that processes run well, without making all the decisions single-handedly. A team leader is more of a facilitator, who warrants that resources are used effectively, team members have a voice, are inspired, and receive training and attention when needed with the aim of allowing them to grow (Wu *et al.*, 2010).

The team leadership style is useful in today's leadership landscape because the immense competitive and technological challenges organizations face today have driven them toward more reliance on team-based work structures in order to remain productive and competitive (Aronson *et al.*, 2014). Team leadership requires understanding of interpersonal differences and the ability to successfully resolve issues that arise due to opposing characters in a team. Leading teams also requires the understanding that different types of teams call for different structures. For instance,

teams that focus on radical innovation should perform independently from the existing organization (Aronson *et al.*, 2014), while others, such as project teams or task forces, should be more integrated.

Servant leadership

According to Greenleaf (1991), the servant leader is first and foremost a servant, giving in to the natural feeling of wanting to serve. The act of leading, hence, comes forth from the desire to serve in order to ensure that others' needs are being met (Murari and Kripa, 2012). A servant leader therefore focusses primarily on serving followers. There is no requirement to engage in such a serving attitude. It happens at the leader's discretion, and is therefore oftentimes linked to authenticity, morality, and spirituality. Servant leadership is quite a deviation from other leadership styles, because in this style, the leader is not concerned with personal advancement, but acts primarily for the well-being and needs, advancement, and autonomy of others. Because servant leadership enables followers to grow, they often get inspired by this style and emerge into servant leaders as well (Senjaya and Pekerti, 2010).

The servant leadership style is useful in today's leadership landscape because it instills a sense of humility in the leader who practices it. Given the many instances of self-centered and narcissistic leadership in recent years, this style may be an outstanding guide toward adjustment of our perspectives. In leading from a servant perspective, the leader serves those who need guidance, and places special emphasis on serving those with the greatest need (Johnson *et al.*, 2014). Servant leadership holds a spiritual foundation of mutual caring, trust, and a sense of community, which can enable great things to happen (Johnson *et al.*, 2014).

SL

This leadership style is very popular among practitioners and coaches, but not so in academic circles, simply because it is rather difficult to measure. Yet, if we consider that leadership is an organic process that changes all the time, and can therefore not be structured too rigidly, we can understand why actual leaders gravitate so enthusiastically to this style. SL entails four leadership styles that represent different combinations of directive and supportive behaviors. Directive behavior is defined by structure, control, and supervision, while supportive behavior is related to praise, listening, and facilitation (Blanchard, 2008). In other words, SL suggests the use of different approaches toward different types of followers, determined by their individual degree of preparedness and understanding of the task at hand. Leaders can select one of the following approaches toward followers: directing (S1, which recommends high direction and low support); coaching (S2, which recommends high direction and high support); supporting (S3, which recommends low direction and high support); and delegating (S4, which recommends low direction and low support). In reviewing this series of options it may become clear that the leader has to make an assessment on each follower's need, in order to engage the right approach (Avery and Ryan, 2002).

The SL style is useful in today's leadership landscape because it validates both a task and a relationship focus in a leader (McCleskey, 2014), which entails that the work gets done while relationships are nurtured in a rewarding manner. Leaders need to very much be in tune with the diverse maturity levels of their employees in order to ensure gratifying outcomes in both regards. They will have to develop or sharpen their skills and competency in task as well as relational orientation (McCleskey, 2014). The fact that it works has been proven in several studies, among which a recent investigation

among 150 leaders and 300 employees in China, which yielded that when the situational style matches employee readiness, employees' organizational citizen behavior increases (Luo and Liu, 2014).

Authentic leadership

This leadership style has everything to do with refraining from being anything else than what one is. "Authentic leaders use behaviors of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in an ethical manner and influence the perception of follower" (Nichols and Erakovich, 2013, p. 183). A leader engaging in authentic leadership will therefore be spontaneous and genuine. Because today's followers are on average better educated, and consequently more critical in their demands and expectations, they quickly assess whether their leaders are honest and truthful. If they find that such is the case, a relationship of trust and reciprocity develops. Authentic leaders remain true to their passion and purpose, and include their hearts as well as their heads in the process of leading. They learn from their life story, know their authentic self, balance their extrinsic and intrinsic motivation, build a support team, stay grounded, and empower others to lead. The relationships they establish are meaningful and long-term based (George *et al.*, 2007).

The authentic leadership style is useful in today's leadership landscape because it speaks to the imagination and desires of today's workforce members, who are looking for role models with high moral standards and integrity to look up to (Avolio *et al.*, 2004). Several researchers (Avolio *et al.*, 2004; Joo and Nimon, 2014) agree that authentic leaders, by the virtue of their moralistic and honest behavior, instill high moral values in their followers, thereby elevating their social identification as well. Studies also confirmed that authentic leaders, through their open communication lines, increase employees' perceptions of inclusion, thus giving them a sense of importance, value, and trustworthiness, and advancing their organization citizen behavior (Cottrill *et al.*, 2014).

Empathetic leadership

Empathy is still a frequently disputed term when it comes to leadership. Particularly, business schools have been rather slow and reluctant to acknowledge empathy as a serious aspect of leadership. Business students seem to have a tendency to rate empathy rather low on their perceived list of important leadership qualities (Holt and Marques, 2012). This may be seen as an after-effect of the firm, decisive, Type X twentieth century leader, who had little or no concern for the opinions or feelings of followers. Yet, as has become clear in the discussion of twenty-first century leadership, increasing awareness emerges about the value of empathy in leading, especially because the entire concept of leading is changing, and so, too, the values and approaches that are needed in its implementation.

The empathetic leadership style is useful in today's leadership landscape because today's employees prefer a closer relationship with their leaders. While not formally molded into a theory, behaviors of empathetic leaders have convinced observers that this style is exactly the opposite of what it used to be considered. While many feared that empathy would make for a weak, easily overpowered leader, it has come to light that empathetic leaders are highly appreciated and therefore more respected. One great example is the CEO of WestJet, Gregg Saretsky, who uses his travel time to work as a flight attendant alongside his crew, and is highly appreciated for sharing his

employees' experiences. Due to Saretsky's engagement with his employees, and direct communication with customers (passengers), he is not just well-liked, but the company is also doing very well (InspiredHR.CA, 2014).

Awakened leadership (AL)

AL is a meta-leadership style, that encompasses multiple styles and traits, in observance of the fact that no single leadership style or trait will work at all times. "Awakened leaders [...] lead from the heart and soul. They are the corporate, community, and household leaders, official or unofficial, who refuse to put on different hats when it comes to their personality. They [...] practice a holistic and authentic approach in every environment and at every time" (Marques, 2010, p. 308). Given the many rapid changes leaders face in today's performance environment, AL predominantly rests on the foundations of flexibility and creativity. AL honors concepts of, among others, servant, situational, self, laissez-faire, authentic, authoritative, team, and transformational leadership, underscoring that there is a time and place for each style to be appropriate, given the needs that arise from the participants and the situation. Engaging in AL requires consciousness of being a spiritual being connected with other living beings, and mindfulness of the circumstances in which situations occur. AL thus involves: first, the leader's awareness to incorporate the proper approach given the needs of followers and situation; second, the leader's desire to continue developing him- or herself in an effort to guide the self, followers, and the organization to advancement; and third, the leader's ability to remain emotionally attuned to self, stakeholders, and environment, while remaining authentic (Marques, 2008).

The AL style is useful in today's leadership landscape because it harbors multiple leadership styles, thus transcending the boundaries of one particular approach. This reflects the capriciousness of contemporary performance demands, and lifts AL to a way of being rather than a leadership style (Marques, 2008). When discussing AL, authors stress the importance of addressing contemporary needs through mindfulness, which will help them determine a proper approach in the ever-changing leadership landscape (Marques, 2006; The Frederick P. Lenz Foundation for American Buddhism). They address topics that have high appeal in today's educated workforce, such as mutual growth (Ryan, 2012), and a deviation from narrow-minded, rigid approaches (Marques, 2008). All of these factors resonate well in our current performance climate, where nothing is predictable, and everything relies on sensitivity, connectivity, and creativity.

Resonant leadership

This leadership style has a number of common elements with authentic, empathetic and AL: it is highly intuition driven, and relies on the leader's emotional intelligence. Resonant leaders are making it their mission to inspire the people in their organizations. They convert challenges into opportunities, and find a glimmer of hope when there is despair all around. They are passionate, have a high sense of purpose, and understand the sacrifices that come along with being a leader. They care deeply for others, but also ensure taking care of themselves and engaging in renewal. There is also a transformational element in resonant leadership, because these leaders inspire their people to achieve goals that were considered unachievable before (Goleman *et al.*, 2002).

The resonant leadership style is useful in today's leadership landscape because, just like situational, authentic, and AL, it does not adhere to one rigid style. Congruent with

today's ever-changing demands, resonant leadership promotes a blend of approaches, depending on the situation at hand. "Resonant leadership styles include visionary, coaching, affirmative, and democratic approaches" (Laschinger *et al.*, 2014, p. 7). The resonant leadership approach is very relational oriented, because it focusses strongly on emotions. Resonant leaders keep themselves immersed in their surroundings, and this deep engagement results in great appreciation from those who work with them (Laschinger *et al.*, 2014).

Coherence and common threads between the leadership styles

As explained in the closing paragraph of each of the nine reviewed styles, these styles resonate with the demands of today's work environments. Each of the styles harbors elements of motivation and collective excellence, even though not all styles correspond fully with one another. For instance, the transactional style, with its primary focus on task achievement, may coincide in some instances with the transformational, situational, and team leadership styles, but may come across as calculative when compared to the servant, authentic, awakened, and resonant leadership styles.

Some critical common factors within the more recent styles (authentic, empathetic, awakened, and resonant leadership) are reflectiveness and relationship orientation. In these contemporary styles, leaders do not perceive themselves as entities that stand far above the common workers, but are open and collaborative in their performance. Leaders practicing these styles maintain open lines of communication with their employees, and are not disturbed by the stigma of being considered "weak," only because they listen to and share information with employees. On the contrary, these leaders realize the increased influence they have on their co-workers by reflecting, connecting, relating, and communicating.

Figure 1a and b depict the discussed leadership styles, some of their main characteristics, and their contemporary usefulness.

Conclusion

This paper provided a concise overview of nine leadership styles, of which five were more seasoned in nature, and four developed in more recent times. The underlying message in this paper was that leadership is a dynamic phenomenon, which is strongly dependent on the needs and structures of societies at any given time. The leadership styles discussed in this paper are not the only useful ones in existence, and should therefore not be considered exhaustive. They do, however, provide a useful starting point for researchers interested in exploring more about leadership approaches that matter in today's world. This paper presented some of the main characteristics of the nine selected leadership styles, thus highlighting their meaning for a contemporary workforce. Similarly, an overview of the contemporary usefulness was presented for each leadership style. Not surprisingly, all the leadership styles ultimately focussed on performance, even though their strategies toward attaining this target were divergent. Eight of the styles operated from a predominantly relationship focus, while two (situational approach overlapped in both categories) had a strong task orientation. Some of the critical behaviors for leaders to consider were, flexibility, care, a sense of community, creativity, inspiration, facilitation, and honesty. From this list, it can be delineated that the behavioral trends that matter today are those in which employees can maintain communication lines with their leaders, feel comfortable approaching them and exchanging ideas, and feel empowered to grow and take ownership where needed.

(a)

Seasoned Styles	Transactional	Main Characteristics Exchanged based. Task oriented. Directive.	Contemporary Usefulness Performance. Effectiveness.
	Transformational	Relationship based. Influence. Support.	Performance. Empowerment.
	Team	Relationship based. Facilitative. Trust-based.	Performance. Effectiveness. Flexibility.
	Servant	Relationship based. Facilitative. Inspiring.	Performance. Community. Caring.
	Situational	Relationship based. Task oriented. Facilitative. Flexible.	Performance. Effectiveness. Flexibility.
Recent Styles	Authentic	Relationship based. Inspiring. Truthful.	Performance. Moralistic. Trust.
	Empathetic	Relationship based. Caring. Values Centered.	Performance. Community. Caring.
	Awakened	Relationship based. Reflective. Values Centered.	Performance. Creativity. Flexibility.
	Resonant	Relationship based. Influence. Inspiring.	Performance. Empowerment. Flexibility.

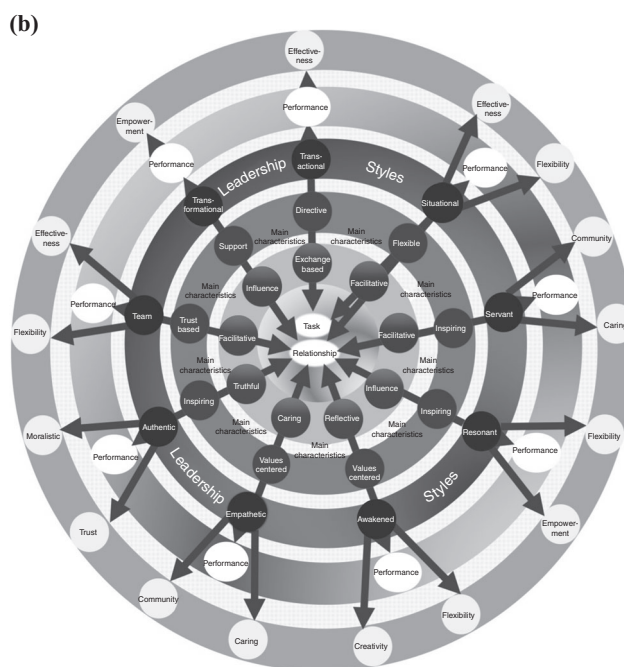


Figure 1.
Discussed leadership styles and their key points

Notes: (a) Table format; (b) chart format

Future researchers are encouraged to contemplate on alternative leadership styles that may be equally or more viable in today's world of work, and present those as well, so that current and upcoming generations of leaders may consider them for further study and possible implementation.

References

- Aronson, Z.H., Dominick, P.G. and Mo, W. (2014), "Exhibiting leadership and facilitation behaviors in NPD project-based work: does team personal style composition matter?", *Engineering Management Journal*, Vol. 26 No. 3, pp. 25-35.
- Avery, G.C. and Ryan, J. (2002), "Applying situational leadership in Australia", *The Journal of Management Development*, Vol. 21 No. 3, pp. 242-262.
- Avolio, B.J., Zhu, W., Koh, W. and Bhatia, P. (2004), "Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance", *Journal of Organizational Behavior*, Vol. 25 No. 8, pp. 951-968.
- Blanchard, K. (2008), "Situational leadership", *Leadership Excellence*, Vol. 25 No. 5, p. 19.
- Bottomley, K., Burgess, S. and Fox, M. (2014), "Are the behaviors of transformational leaders impacting organizations? A study of transformational leadership", *International Management Review*, Vol. 10 No. 1, pp. 5-9, 66.
- Cottrill, K., Lopez, P.D. and Hoffman, C.C. (2014), "How authentic leadership and inclusion benefit organizations", *Equality, Diversity & Inclusion*, Vol. 33 No. 3, pp. 275-292.
- Developing Agile Leaders for the 21st Century (2010), *People and Strategy*, Vol. 33 No. 4, pp. 12-13.
- George, B., Sims, P., McLean, A.N. and Mayer, D. (2007), "Discovering Your Authentic Leadership", *Harvard Business Review*, Vol. 85 No. 2, pp. 129-138.
- Goleman, D., Boyatzis, R.E. and McKee, A. (2002), *Primal Leadership: Realizing the Power of Emotional Intelligence*, Harvard Business School Press, Boston, MA.
- Greenleaf, R.K. (1991), *The Servant as Leader*, The Robert K. Greenleaf Center, Westfield, IN.
- Higgs, M. (2003), "How can we make sense of leadership in the 21st century?", *Leadership & Organization Development Journal*, Vol. 24 No. 5, pp. 273-284.
- Holt, S. and Marques, J. (2012), "Empathy in leadership: appropriate or misplaced? An empirical study on a topic that is asking for attention", *Journal of Business Ethics*, Vol. 105 No. 1, pp. 95-105.
- InspiredHR.CA (2014), "Empathetic Leadership Won't Make You A Pushover – It'll Give You More Power", available at: <http://inspiredhr.ca/empathetic-leadership-wont-make-you-a-pushover-itll-give-you-more-power/> (accessed June 4, 2015).
- Jennings, M.M. (2005), "Ethics and investment management: true reform", *Financial Analysts Journal*, Vol. 61 No. 3, pp. 45-58.
- Johnson, K.A., Grazulis, J. and White, J.K. (2014), "Sleep out on the quad: an opportunity for experiential education and servant based leadership", *Critical Questions in Education*, Vol. 5 No. 3, pp. 232-241.
- Joo, B. and Nimon, K. (2014), "Two of a kind? A canonical correlational study of transformational leadership and authentic leadership", *European Journal of Training & Development*, Vol. 38 No. 6, pp. 570-587.
- Kanungo, R.N. (2001), "Ethical values of transactional and transformational leaders", *Canadian Journal of Administrative Sciences*, Vol. 18 No. 4, pp. 257-265.
- Kelly, L. and Finkelman, J.M. (2011), "The psychologist manager: uniquely qualified to address 21st-century leadership challenges?", *The Psychologist Manager Journal*, Vol. 14 No. 3, pp. 196-210.
- Kennedy, J.W. (2010), "Empowering future organizational leaders for the 21st century", *The International Business & Economics Research Journal*, Vol. 9 No. 4, pp. 145-148.
- Kim, S. and Yoon, G. (2015), "An innovation-driven culture in local government: do senior manager's transformational leadership and the climate for creativity matter?", *Public Personnel Management*, Vol. 44 No. 2, pp. 147-168.

-
- Laschinger, H.S., Wong, C.A., Cummings, G.G. and Grau, A.L. (2014), "Resonant leadership and workplace empowerment: the value of positive organizational cultures in reducing workplace incivility", *Nursing Economics*, Vol. 32 No. 1, pp. 5-44.
- Luo, H. and Liu, S. (2014), "Effect of situational leadership and employee readiness match on organizational citizenship behavior in China", *Social Behavior and Personality*, Vol. 42 No. 10, pp. 1725-1732.
- McCleskey, J.A. (2014), "Situational, transformational, and transactional leadership and leadership development", *Journal of Business Studies Quarterly*, Vol. 5 No. 4, pp. 117-130.
- McHale, N. (2012), "Great leaders lead great teams", *Human Resource Management International Digest*, Vol. 20 No. 4, pp. 3-5.
- Marques, J. (2006), "Issues and observations: awakened leadership in today's organizations", *Leadership in Action*, Vol. 26 No. 2, pp. 23-24.
- Marques, J. (2008), "Awakened leadership in action: a comparison of three exceptional business leaders", *The Journal of Management Development*, Vol. 27 No. 8, pp. 812-823.
- Marques, J. (2010), "Inside-out insight: considerations for 21st century leaders", *Journal of Global Business Issues*, Vol. 4 No. 1, pp. 73-81.
- Marques, J.F. (2010), "Awakened leaders: born or made?", *Leadership & Organization Development Journal*, Vol. 31 No. 4, pp. 307-323.
- Murari, K. and Kripa, S.G. (2012), "Impact of servant leadership on employee empowerment", *Journal of Strategic Human Resource Management*, Vol. 1 No. 1, pp. 28-37.
- Nichols, T.W. and Erakovich, R. (2013), "Authentic leadership and implicit theory: a normative form of leadership?", *Leadership & Organization Development Journal*, Vol. 34 No. 2, pp. 182-195.
- Novelli, L.J. and Taylor, S. (1993), "The context for leadership in 21st-century organizations: a role for critical thinking", *The American Behavioral Scientist (1986-1994)*, Vol. 37 No. 1, pp. 139-147.
- Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H. and Fetter, R. (1990), "Transformational leader behaviors and their effects on followers' trust in leader, satisfaction and organizational citizenship behaviors", *Leadership Quarterly*, Vol. 1 No. 2, pp. 107-142.
- Resnick, J.T. (2004), "Corporate reputation: managing corporate reputation – applying rigorous measures to a key asset", *The Journal of Business Strategy*, Vol. 25 No. 6, pp. 30-38.
- Russ, T.L. (2011), "Theory X/Y assumptions as predictors of managers' propensity for participative decision making", *Management Decision*, Vol. 49 No. 5, pp. 823-836.
- Ryan, P. (2012), "Awakened leadership. Awakened Wisdom Experiences", available at: <http://awakenedwisdom.com/awakened-leadership/> (accessed June 4, 2015).
- Senjaya, S. and Pekerti, A. (2010), "Servant leadership as antecedent of trust in organizations", *Leadership & Organization Development Journal*, Vol. 31 No. 7, pp. 643-663.
- The Frederick P. Lenz Foundation for American Buddhism, *Awakened Leadership: Mindfulness in Business Conference 2016, June 1-3*, Loyola Marymount Campus, Los Angeles, CA, available at: <http://fredericklenzfoundation.org/awakened-leadership-mindfulness-business-conference-2016> (accessed June 4, 2015).
- Vardy, L. (2011), "Creating a healthy workplace: leading in the twenty-first century symposium summary", *The Canadian Manager*, Vol. 36 No. 3, pp. 12-13.
- Waldman, D.A., Ramirez, G.G., House, R.J. and Puranam, P. (2001), "Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty", *Academy of Management Journal*, Vol. 44 No. 1, pp. 134-143.

- Williams, J.C. (1986), "Managerial leadership for the 21st century", *Baylor Business Review*, Vol. 4 No. 3, pp. 22-25.
- Wu, C., Wang, P. and Tsai, L. (2010), "The effect of organizational culture on team interaction and team effectiveness: team leadership as a medium", *Journal of International Management Studies*, Vol. 5 No. 2, pp. 190-198.
- Zagorsek, H., Dimovski, V. and Skerlavaj, M. (2009), "Transactional and transformational leadership impacts on organizational learning", *Journal for East European Management Studies*, Vol. 14 No. 2, pp. 144-165.

Further reading

- Boyatzis, R. and McKee, A. (2006), "Inspiring others through resonant leadership", *Business Strategy Review*, Vol. 17 No. 2, pp. 15-19.

Corresponding author

Dr Joan Marques can be contacted at: jmarques01@earthlink.net

Reproduced with permission of the copyright owner. Further reproduction prohibited without permission.