

# National Educational Policy 2020 and Business Leadership Skill

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**Abstract:** *The ability of individuals inside an organization to motivate, sway, and direct groups and other stakeholders toward accomplishing organizational objectives is known as business leadership (Northouse, 2018). The process by which people acquire the abilities and competences required for successful leadership is known as leadership development. (Day, 2001). It is impossible to exaggerate the significance of leadership in corporate organizations. Strong teams are formed, the vision is established, and organizations are guided through times of transition and uncertainty by effective leaders. Organizational leadership has a direct impact on a company's productivity, morale, and overall performance. (Bass & Riggio, 2006). Leadership is also a critical factor in promoting innovation, corporate culture, and sustainable growth in a company environment that is changing quickly. (Kotter, 1996) Therefore, sustaining a strong leadership pipeline while ensuring that firms remain competitive and adapt to change requires leadership development. Businesses must adapt their leadership to suit the ever-changing needs of the market, customer expectations, and technology.*

**Keywords:** Policy Implementation

## I. INTRODUCTION

The ability of individuals inside an organization to motivate, sway, and direct groups and other stakeholders toward accomplishing organizational objectives is known as business leadership (Northouse, 2018). The process by which people acquire the abilities and competences required for successful leadership is known as leadership development. (Day, 2001). It is impossible to exaggerate the significance of leadership in corporate organizations. Strong teams are formed, the vision is established, and organizations are guided through times of transition and uncertainty by effective leaders. Organizational leadership has a direct impact on a company's productivity, morale, and overall performance. (Bass & Riggio, 2006). Leadership is also a critical factor in promoting innovation, corporate culture, and sustainable growth in a company environment that is changing quickly. (Kotter, 1996) Therefore, sustaining a strong leadership pipeline while ensuring that firms remain competitive and adapt to change requires leadership development. Businesses must adapt their leadership to suit the ever-changing needs of the market, customer expectations, and technology.

Organizations are under more pressure than ever before to develop leaders who can think strategically, communicate clearly, and create inclusive and creative cultures in the modern business climate.(Yukl, 2010). Today's organizations need leaders who can negotiate complicated, multicultural, and fast-paced settings with emotional intelligence and interpersonal abilities in addition to technical competence. Additionally, including leadership development programs has become a crucial tactic to meet the increasing demand for competent leaders who can guide companies through this complicated, confusing, volatile, and uncertain (VUCA) world (Bennis, 2009). Therefore, developing leaders is not just a need but also a calculated investment in the long-term prosperity of the company. There is still a great deal of variance in the ways that different industries and businesses handle leadership development, despite the obvious importance of leadership in corporate organizations. The success of these programs raises a number of problems. First of all, which leadership development techniques work best? There are many different types, from executive coaching and experiential learning to formal training programs and mentorship. However, their effectiveness and influence



frequently differ based on the leadership abilities being cultivated as well as the organizational setting.(Avolio & Hannah, 2008). For instance, organizations that focus on transformational leadership may prioritize emotional intelligence and visioning skills, while those in more hierarchical environments may emphasize technical and managerial skills. Exploring which strategies best align with organizational needs and lead to measurable improvements in leadership effectiveness is critical. Another significant question to explore is how do businesses measure the impact of leadership development programs? Traditionally, businesses have relied on qualitative measures, such as participant feedback and leadership assessments. However, there is growing demand for quantitative measures that demonstrate the return on investment in leadership development. How leadership development translates to improved organizational performance—whether in terms of financial success, employee engagement, or customer satisfaction—is a vital area of research (Kirkpatrick & Kirkpatrick, 2006). Identifying effective metrics for evaluating leadership development outcomes can enable organizations to refine their programs and ensure they are meeting their objectives. The third key question addresses the challenges businesses face in developing future

leaders. There are various obstacles that organizations encounter when trying to develop leadership talent, including inadequate resources, unclear succession planning, and resistance to leadership change. Additionally, businesses must navigate challenges related to diversity and inclusion, as traditional leadership development practices may not account for the different needs of underrepresented groups.(Ely et al., 2011). Finding solutions that promote inclusivity and diversity in leadership requires an understanding of the obstacles that prevent leadership development programs from succeeding. The goal of this study is to present a thorough analysis of the role that leadership plays in the success of a business. It will examine the various functions that good leadership performs in businesses, ranging from establishing strategic direction and cultivating a healthy workplace culture to boosting operational efficiency. This study will show how leadership development directly affects corporate outcomes including profitability, employee satisfaction, and retention by examining the body of existing literature and examining empirical evidence. (Hannah et al., 2008). In order to assess their effects on organizational performance and the particular situations in which they work best, the study will also examine contemporary leadership models, including transformational leadership, servant leadership, and situational leadership. The study intends to examine contemporary leadership development models and methods in addition to comprehending the influence of leadership. Through the examination of well-known development programs, such the 70:20:10 model, and their effectiveness in various organizational settings, this study will identify best practices for producing successful leaders. By doing this, it will determine the most effective strategies for developing leadership skills and look at how these models may be modified to satisfy the changing demands of contemporary companies.(Herman, 2016). The use of digital tools and technology in leadership development will be a major area of emphasis, particularly given the recent move to virtual environments and the growing dependence on artificial intelligence and data analytics for leadership evaluations. Lastly, the study seeks to pinpoint leadership development obstacles and optimal practices. This study will offer practical insights into what works and what doesn't in leadership development programs by carefully examining organizational case studies, speaking with experts in the field, and reviewing current studies. It will address the obstacles that organizations encounter, including the difficulty in developing diverse leadership pipelines, the lack of congruence between organizational strategy and leadership development, and the scarcity of mentorship opportunities. By recognizing these issues, the study will make recommendations for ways to assist companies in resolving them and creating long-lasting leadership practices that promote success.

## **II. LITERATURE REVIEW**

Over time, theories of leadership have developed, providing diverse viewpoints on what makes for effective leadership in various organizational settings. The philosophy of transformational leadership, put out by Burns (1978) and later expanded by Bass (1985), highlights how important it is for leaders to inspire and encourage their followers to reach greater performance and personal growth goals. Transformational leaders cultivate an atmosphere of trust and creativity by concentrating on vision, transformation, and interpersonal relationships. As opposed to this, Transactional Leadership, as described by Bass (1985), highlights interactions between leaders and followers, including performance-based awards. Transformational leadership fosters innovation and organizational development, whereas transactional



leadership is task-oriented and prioritizes efficiency. Servant Leadership is another well-known philosophy that was first presented by Greenleaf (1970), that asserts leaders should put their followers' growth and welfare first in order to serve them. By inverting the power dynamic and positioning leaders as stewards of their teams' development and success, this theory challenges conventional leadership approaches. The concept of situational leadership was created by Hersey and Blanchard (1969) implies that there isn't a one leadership approach that works for everyone. Rather, leaders ought to modify their strategy according to the circumstances and the followers' stage of development.

Because it encourages adaptability and responsiveness to changing organizational needs, this paradigm has impacted leadership development. The philosophy of authentic leadership also highlights the significance of ethical behavior, openness, and self-awareness in leadership.

Walumbwa et al. (2008) contend that by staying loyal to their principles, real leaders encourage followers' trust and dedication. In order to handle the various obstacles in contemporary companies, effective leaders must strike a balance between vision, ethics, flexibility, and interpersonal skills, according to the development of leadership theories, which represents a rising awareness of the complexity of leadership. The theoretical underpinnings of leadership development are derived from a variety of educational and psychological concepts, especially those pertaining to competency-building, self-awareness, and learning by experience. The 70:20:10 Model is one popular model that was created. Lombardo and Eichinger (1996), It asserts that formal education accounts for 10% of learning, social contacts for 20%, and work-related experiences for 70%. The significance of experiential learning is emphasized under this model, which includes taking on difficult projects and getting input from mentors and peers. The Leadership Pipeline Model is another popular paradigm that was created by Charan, Drotter, and Noel (2001) This focuses on how leaders change at various organizational levels. The model emphasizes the necessity of ongoing skill development at every level of leadership and offers a framework for comprehending how leaders move from managing themselves to leading others and ultimately leading entire organizations. By emphasizing the value of ongoing, experiential learning, leadership transitions, and competency development, these models have impacted organizational practices. In addition to these models, 360-Degree Feedback has become a popular tool for leadership development, giving leaders input from peers, superiors, and subordinates to assist them identify their areas of strength and growth. (London & Smither, 1995). This method assists people in addressing blind spots in their leadership behaviors and promotes a comprehensive understanding of effective leadership.

Additionally, research shows that individualized, one-on-one coaching and mentoring can greatly increase leadership effectiveness, making them essential tactics in leadership development programs. (Garvey, 2011) . In order to produce well-rounded leaders who can handle challenging situations, businesses should use a multipronged approach to leadership development, integrating formal education, hands-on learning, feedback, and mentorship, according to the various leadership development frameworks. Numerous studies have demonstrated the clear connection between leadership and organizational performance, including corporate culture, personnel performance, and total financial results. By establishing the standards for beliefs, customs, and conduct inside the company, leaders have an impact on its culture. (Schein, 2010) For instance, although transactional leaders could promote a more regimented and process-oriented culture, transformational leaders frequently cultivate a culture of creativity, transparency, and cooperation. Employee performance is also impacted by effective leadership since it inspires and empowers people to achieve. Teams under the direction of leaders with strong emotional intelligence and a supportive work environment are typically more engaged and productive (Goleman, 1998). Additionally, studies by Kotter (1996) and others have demonstrated that organizational performance outcomes including profitability, market share, and staff retention are directly impacted by leadership. The relationship between organizational success and leadership development is also supported by empirical data. Research by Avolio and Bass (1995) discovered that transformational leadership behavior-focused leadership training programs greatly enhance organizational outcomes, such as corporate success and employee satisfaction. Furthermore, a meta-analysis conducted by Judge and Piccolo (2004) verified that improved organizational performance and employee motivation are favorably connected with transformative leadership. However, measuring the effect of leadership development presents certain difficulties. Although qualitative research indicates that leadership programs have a positive impact on the attitudes and behaviors of individual leaders, opinions differ on how to best gauge the long-term organizational results of leadership development programs, such as growth and profitability. One



of the continuous difficulties for companies looking to evaluate the return on investment in leadership development initiatives is this measurement gap.

Despite the significance of leadership development, a number of obstacles prevent it from being effective. (Ely et al., 2011). Individual obstacles, including a lack of drive or understanding of the importance of leadership development, can also be a problem for organizations, particularly in smaller businesses with fewer resources. (Avolio et al., 2009). Dealing with diversity and inclusion in leadership development programs is another significant obstacle. Biases based on gender, race, and ethnicity can impede the advancement of marginalized groups and keep organizations from developing diverse leadership pipelines. (Catalyst, 2004). In order to provide equitable possibilities for every employee, inclusive leadership development programs are therefore becoming more and more important

.Leadership development is also changing as a result of technological improvements. The delivery of leadership development programs is being completely transformed by the emergence of digital tools and artificial intelligence (AI). Leadership development is becoming more accessible and individualized thanks to AI-driven leadership evaluations, virtual seminars, and online learning platforms. (Westerman et al., 2014). Furthermore, research on virtual leadership has gained popularity, especially as more businesses use remote work arrangements. Today's leaders must oversee distributed teams, which calls for new communication techniques and the capacity to encourage participation without in-person interactions. (Bailyn, 2020). Because it calls for the inclusion of digital technologies in leadership programs and a reconsideration of the definition of leadership in virtual contexts, this change offers both opportunities and problems for leadership development.

### **III. METHODOLOGY**

How data is gathered and examined depends greatly on the study approach selected. Both qualitative and quantitative approaches have unique benefits in leadership development research. When the objective is to comprehend participants' deeper meanings, experiences, and perspectives, qualitative methods are usually employed. (Creswell, 2014). While qualitative research frequently uses techniques like focus groups, interviews, and case studies to capture the subjective experiences and perspectives of participants, quantitative methods are used when the goal is to measure variables, test hypotheses, and generalize findings to a larger population. This approach is perfect for investigating complex topics like leadership development, which entails understanding individuals' personal experiences, organizational culture, and behavioral changes. (Babbie, 2010) Experiments, statistical studies, and surveys with closed-ended questions enable the collection of numerical data that may be examined to find trends and connections.

In order to capitalize on the advantages of both qualitative and quantitative approaches, a mixed-methods strategy is suggested in this study. While the quantitative component will enable statistical study of the programs' efficacy across a larger sample, the qualitative component will offer deep, in-depth insights into participants' experiences with leadership development programs. This strategy aligns with the research of Tashakkori and Teddlie (2003). who contend that by combining several data kinds, mixed methods offer a thorough knowledge of complicated events. The study can better answer the research questions and offer a fair assessment of how leadership development affects organizational performance by integrating qualitative and quantitative methodologies. To have a comprehensive understanding of the topic, data collection in leadership development research entails compiling information from a variety of sources. Surveys and interviews will be used to gather primary data, and case studies will be used to offer context. A crucial instrument in quantitative research, surveys provide an organized way to collect information from a sizable sample. Both closed-ended and open-ended questions will be included in the survey to enable the gathering of both qualitative and quantitative data. Employees and executives in companies that have put leadership development programs in place will receive the surveys. This enables a wide range of experiences with leadership development programs to be represented. Through in-depth insights into participants' individual experiences, the interviews will supplement the survey data. A chosen group of people, including HR managers, senior leaders, and participants in leadership development programs, will be interviewed in a semi-structured manner. These interviews will investigate how they assess these programs' efficacy, difficulties, and results. A thorough analysis of certain organizations that have effectively implemented leadership development programs will be provided through case studies. This research will uncover optimal practices and obstacles that businesses encounter while training leaders by examining a range of





examples. The size of the leadership development program, the seniority of the participants, and the sector in which the organization works are some of the variables that will determine the selection criteria for both individuals and companies. The research findings will be applicable across many situations and organizational sizes thanks to a diverse sample of firms, which includes both small startups and huge international corporations. Furthermore, those chosen for interviews will comprise leaders who have created or carried out leadership development initiatives, as well as those who have taken part in them. This selecting procedure will guarantee a thorough comprehension of the leadership development process from a variety of angles. Following data collection, analysis must be done in a way that supports the goals and research questions. To find trends and correlations, statistical analysis methods will be applied to the quantitative survey data. The replies will be summarized using descriptive statistics like means, frequencies, and percentages, and the correlations between leadership development programs and organizational performance outcomes will be evaluated using inferential statistics like regression analysis. Programs such as SPSS The statistical analysis will be carried out using the Statistical Package for the Social Sciences. Research in the social sciences frequently uses SPSS because it offers powerful tools for managing sizable datasets and carrying out sophisticated statistical procedures (Field, 2013). This will enable the researcher to ascertain whether leadership development initiatives have a major effect on organizational culture, worker performance, and overall company success. On the qualitative side, theme analysis will be used to examine the information gathered from case studies and interviews. Finding, examining, and summarizing patterns (themes) in the data is the goal of thematic analysis. (Braun & Clarke, 2006) With this strategy, the researcher will be able to investigate the main topics of leadership development, including the particular abilities acquired, the perceived efficacy of various development techniques, and the difficulties encountered by participants and organizations. To help with the coding and analysis of qualitative data, NVivo software will be utilized. With its ability to efficiently code vast amounts of textual data and identify patterns and themes across several interviews and case studies, NVivo is a potent tool for qualitative data analysis (Bazeley & Jackson, 2013). This software offers a methodical approach to qualitative data analysis and is ideal for handling and examining the intricate datasets seen in leadership development studies. A thorough grasp of the efficacy of leadership development programs will be possible through the combination of statistical analysis and theme analysis. While thematic analysis will offer a deeper understanding of participants' lived experiences and insights into the elements that contribute to effective leadership development programs, statistical analysis will provide objective, quantitative data. When combined, these techniques will aid in addressing important research issues about the success of programs for developing leaders, the difficulties that organizations encounter, and the influence of leadership on organizational results.

#### **IV. FINDING**

##### **Pros**

**Improved Organizational Performance:** By strengthening decision-making, strategic thinking, and change management skills, effective leadership development programs have a direct impact on organizational performance. Effective leaders typically build more cohesive and productive teams, which raises performance levels overall. (Avolio & Bass, 1995). **Talent Retention and Succession Planning:** A strong succession plan is ensured by leadership development. Organizations can retain top talent and avoid the expenses and uncertainty of external recruitment by training leaders internally (Charan, Drotter, & Noel, 2001). **Increased Employee Engagement and Morale:** Workers are more likely to remain motivated and engaged if they perceive prospects for professional advancement. Programs for developing leaders foster an environment of empowerment and progress, which improves job satisfaction and reduces attrition. (Goleman, 1998). **Promoting Adaptability and Innovation:** Leadership development pushes leaders to be creative and think critically. Leaders with strong leadership abilities can promote change and create an atmosphere that welcomes innovation and adaptation. (Bass, 1985). **Organizational Culture Transformation:** Values like cooperation, responsibility, and inclusivity can be fostered by strong leadership, which has a major impact on organizational culture. Organizations can change their culture to conform to strategic objectives and contemporary business practices by investing in leadership development. (Schein, 2010). **Competitive advantage:** Businesses with capable leadership teams are better able to handle obstacles, adjust to shifting market conditions, and maintain steady growth over the long run. Having the capacity to develop competent leaders gives one a competitive advantage in the market. (Kotter, 1996).



### Cons

High Costs and Resource-Intensive: Programs for developing leaders can be costly, particularly if they involve coaching, official training, and assessment facilities. Budgetary restrictions may make it difficult for small and medium-sized businesses (SMEs) to defend the investment.

(Lombardo & Eichinger, 1996). Program Ineffectiveness Risk: Not all efforts to train leaders are successful. Programs may not have much of an effect on leaders' growth if they are badly planned, do not support organizational objectives, or are not carried out correctly.

Furthermore, programs that place an excessive amount of emphasis on theory and little on practical skills could not yield noticeable results. (McCall, 2010) Inconsistent Results: Depending on the participant's degree of dedication, past experiences, and the assistance offered, leadership development programs may yield a range of outcomes. Some executives could find it difficult to successfully apply newly acquired skills, which could result in uneven results throughout the company. (Avolio et al., 2009). Overemphasis on Formal Leadership Traits: A lot of leadership development programs emphasize qualities like charisma, decisiveness, and assertiveness, which can obscure other crucial elements like empathy and emotional intelligence. This can result in the creation of leaders who manage tasks well but are unable to establish a more meaningful, human connection with their staff. (Goleman, 1998) Opposition to Change: Senior managers or staff members may object to leadership development initiatives, particularly in companies with well ingrained hierarchical structures. Some people could be wary of new leadership techniques, favoring more conventional tactics or worrying that leadership initiatives will weaken their position of power. (Ely, Ibarra, & Kolb, 2011). Lack of Long-Term Impact: Despite investing in leadership development, some firms do not give their leaders opportunity to exercise and improve their skills or continuous assistance. Without ongoing evaluation and real-world implementation, leadership development programs' long-term effects could wane. (London & Smither, 1995).

### V. CONCLUSION

The development of business leaders is essential to an organization's success and long-term viability. It makes it possible for companies to develop leaders who can lead groups, promote change, and adjust to a changing and more competitive environment. The literature has extensively documented the main advantages of leadership development, which include increased organizational performance, better employee engagement, and the establishment of a sustainable talent pipeline. (Avolio & Bass, 1995; Charan, Drotter, & Noel, 2001). Successful leadership development initiatives help build a strong corporate culture and give businesses a competitive edge that keeps them flexible and adaptable in the face of changing market conditions (Goleman, 1998; Kotter, 1996). But there are drawbacks to leadership development as well. For businesses looking to create future leaders, high expenses, resource allocation, opposition to change, and variable results are major challenges. (Lombardo & Eichinger, 1996; McCall, 2010). Furthermore, not all leadership programs are created equal, and some organizations limit the success of their initiatives by failing to track or assess their effects. (Avolio et al., 2009). Programs for leadership development must be tailored to the specific requirements of the leaders and the business as a whole, and they must be in line with the strategic goals of the company. (Schein, 2010). Additionally, it is crucial that these programs emphasize emotional intelligence, inclusion, and adaptability in addition to the conventional leadership qualities of decisiveness and charm. (Goleman, 1998). The significance of adaptability and flexibility in leadership growth has been emphasized by the development of leadership theories, which range from transformational leadership to servant leadership and situational leadership. (Bass, 1985). As a result, contemporary leadership programs must incorporate these theories while embracing digital tools and technology breakthroughs that make virtual learning environments possible. (Ely, Ibarra, & Kolb, 2011). Online platforms, virtual reality, and artificial intelligence (AI) are becoming essential technologies for providing leadership development programs that are scalable and accessible to satisfy the demands of multinational corporations. (Bass, 1985). Leadership development is a continual process that necessitates constant encouragement, constructive criticism, and the application of acquired abilities in practical contexts. (London & Smither, 1995). Organizations can make sure they are producing leaders who are not only capable of carrying out their jobs well but are also prepared to manage their teams in the future by taking a more comprehensive and long-term approach to leadership development. In



conclusion, companies that invest in business leadership development have a greater chance of succeeding in a cutthroat global marketplace since the advantages greatly exceed the disadvantages.

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