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EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 |
Mobile/WhatsApp: +33607591197 | **Email:** info@eiu.ac

MGT560: Leading Organisation

Module Assignment: Leadership Critique

Title Page

Leadership Critique Report: Global Tech Solutions

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1. Introduction

Leadership stands today as one of the main forces that push a company toward strong results and long life. Management, with its focus on rules, tasks, and checks, keeps the gears turning.

Leadership, though, creates a vision of a future, energizes people, and pulls together collective action so goals can become real. The 21st century continues to throw wave after wave of change upon us: new technologies, changing buyers, uncertain economies, and expansive political borders. In this storm, leadership cannot sit still or cling to tall ladders of rank. It has to move, bend, link, and pulse, letting ideas flow fast, voices join in, and problems meet fresh answers.

GlobalTech Solutions, the firm studied in this report, sits right at a fork where risk meets promise. It is mid sized, works in tech and advice, and feels the squeeze from giant global brands on one side and quick footed start-ups on the other. This split arena means its leaders must guard daily efficiency yet also lift innovation, speed, and an open culture.

This report carries three aims. First, it lays out what GlobalTech now does in leading, from how it trains its leaders to how it picks them and how it grows their skill. Second, it weighs these moves, pointing to strong points and weak spots with tested yardsticks like support for bold acts, clear career routes, and fair reward systems. Third, it sets forth a wide leadership plan that can guide the firm toward a model fit for today. The plan explains the gap between leading styles and leading strategy, picks styles that match the firm's spirit, and lists modern tech tools that can tighten teamwork. It also shows how wide mix and inner networks can power the company toward its aims.

The report speaks in a sharp yet hands-on voice. It treats leadership not as theory floating in air but as a daily force inside GlobalTech Solutions. It looks at what leading means for staff, for bosses, and for the shared mood that fills the halls. By the close, the pages will offer steps that let GlobalTech shift from a half old style of command to one that is more joint, bold, and tuned to the digital beat.

2. Company Overview

2.1 Background of GlobalTech Solutions

GlobalTech Solutions had its start in 2005. The company's headquarters is located in London,

and work begins (or extends) across Europe, the Middle East, and Asia. Some 2,500 people are employed (or work) with the firm. They come from more than 30 nationalities. The firm's craft lies in digital change, big company software, cloud help, and IT advice. Its main buyers are mid to large firms that want to freshen their systems and bring in smart digital gear.

From its early days, the firm gained a name for solid results. Yet fresh years have seen the field grow crowded. Big global giants rule with size and money, while small start-ups dart in with speed and low cost. This push and pull puts leading right at the heart of how the firm can stay alive and grow. Leaders at GlobalTech must mix long view plans with quick moves today, and keep the team fired up.

2.2 Organisational Structure and Culture

GlobalTech runs on a matrix. Staff answer to functional heads like HR, IT, and Finance, and also to project heads who steer client work. This shape brings flex yet also weaves knots in talk and duty lines. Leaders have to make sure people do not drown in double chains of command and that joining forces beats inner rivalry.

The culture blends sharp skill, pro habit, and many cultures. Staff know their tech yet stand on varied roots and work ways. This range is a gift but can also fray unity if not guided well.

Leading must therefore build welcome, care, and wide open talk across all borders.

2.3 Current Challenges

Right now, GlobalTech meets several tests on the leading front:

1. Talent Retention – The firm pulls in bright minds yet loses some stars, mainly younger staff who want faster climbs and praise for fresh ideas.

2. Innovation Capacity – Even in tech, leaders often play safe, which slows new moves.
3. Cross-Departmental Communication – The matrix can form walls, with teams chasing local tasks while the wider goal fades.
4. Leadership Pipeline – Current grow-a-leader schemes are narrow and do not feed a steady stream of next leaders.

These issues make it clear that GlobalTech must rethink how it leads, turning from rank heavy, age based models toward lively network based ways.

3. Review of Current Leadership Practices

Leadership methods at GlobalTech Solutions blend organised programmes with spur of the moment actions that answer fresh demands. Although the firm recognises that solid leadership underpins ongoing competitiveness, its formal systems for building and judging leaders are still youthful when set beside industry benchmarks. This segment explores GlobalTech's leadership work in three broad areas: development schemes, leader selection routes, and the present style of leadership evolution.

3.1 Leadership Development Programs

GlobalTech set up a Leadership Academy that grooms middle managers for upper level posts. The scheme lasts half a year and joins classroom workshops, mentoring dialogues, and project

based study. Nominees are put forward by direct supervisors and must log at least three years of service with the company.

The syllabus includes subjects such as:

- Strategic thinking and sound decisions.
- Change management.
- Cross cultural leadership.
- Communication plus conflict handling.
- Leading digital transformation projects.

The initiative is a welcome move, yet its reach stays narrow. Roughly 30 team members join annually, amounting to under 2% of the payroll. Therefore leadership growth feels elite, and many talented staff miss out on formal coaching. On top of that, the course leans on managerial craft like planning, budgeting, and task assignment instead of the wider vision, inspiration, and agility required from leaders in the 21st century.

Graduates who have passed through the Academy often say it deepened their grasp of company strategy. Still, reviews also show the course falls short in readying leaders for rising matters like tech disruption, virtual team oversight, or sparking innovation inside squads.

Beyond the Leadership Academy, GlobalTech sometimes sends workers to outside leadership forums and executive classes. Yet these chances are scarce and chiefly reserved for senior managers. Hence younger cohorts, notably millennials and Gen Z, sense that leadership learning is neither open nor inclusive.

3.2 Leadership Selection Mechanisms

GlobalTech for now counts on a performance appraisal model as its prime tool for spotting and advancing leaders. Each year line supervisors run reviews that score staff on key performance indicators (KPIs) like project completion, client approval, and teamwork. Top performers then move into the pool for leadership promotion.

This pathway offers some obvious gains. It rewards people who reliably hit targets and show technical skill, letting them climb the ladder. It also affirms a merit driven culture where effort is noticed. Even so, the setup carries clear flaws:

- Overemphasis on technical competence, many employees elevated to leadership excel as specialists but fall short in people or visionary talent.
- Limited review of leadership promise, the process lacks formal checks for emotional intelligence, adaptability, or the power to inspire.
- Bias favouring seniority, in reality promotions often tilt toward long serving staff rather than those bringing fresh ideas or creative methods.

Consequently, certain leaders find it hard to energise their teams or ignite innovation. There are occasions when youthful high potential staff exit the business because they feel ignored by a system that prizes tenure over creativity and leadership flair.

3.3 Current Practices of Leadership Evolution

Leadership inside GlobalTech tends to grow as a reactionary tool instead of a steady and forward looking stream. Put simply, development kicks in when urgent organisational needs arise, for example a major client launch or the loss of a senior executive. Rather than keep a long horizon pipeline of future leaders, the business generally identifies them only when vacancies appear.

This reactive stance creates several issues:

- Leadership vacuums often surface during transitions, stirring instability and doubt among staff.
- Newly installed leaders may arrive underprepared because selection hinges on availability or haste instead of readiness.
- The lack of succession planning puts corporate know how at risk when seasoned leaders retire or quit.

In addition, leadership evolution is not firmly woven into the company culture. Some departments promote mentoring links between senior and junior personnel, yet this is not a universal norm. Leadership efforts change widely according to an individual manager's passion, causing uneven practice across units.

Dependence on traditional hierarchies also drags the evolution process. Decision making power clusters at the upper layers of management, leaving scant space for distributed leadership.

Employees lower down seldom get to spearhead initiatives or join strategic choices. That differs from modern leadership models that stress empowerment, collaboration, and network based sharing of authority.

3.4 Summary of Current Practices

To conclude, GlobalTech Solutions has taken worthy steps by launching leadership schemes and applauding high achievers. Still, the organisation's leadership methods are limited by:

- Slim access to leadership growth opportunities.
- Promotion routines slanted toward seniority and technical prowess rather than rounded leadership traits.
- A reactive style of leadership evolution with minimal emphasis on succession or proactive pipeline building.
- Uneven departmental approaches, resulting in patchy leadership capability across the company.

These challenges bring both threats and openings. If GlobalTech stays on its present path it may lose bright employees, face leadership shortfalls, and trail more nimble rivals. Yet, by tackling these gaps the firm could craft a strong, future ready leadership strategy that fits the modern business world.

4. Critique of Leadership Practices

GlobalTech Solutions has unquestionably advanced in crafting leadership frameworks, yet these moves reveal a blend of strengths and weaknesses. Providing a balanced critique is crucial to expose voids and propose paths for refinement. The section that follows scans the upside and

downside of the current leadership scheme and weighs both through three defined lenses: recognition for initiative, recognition for leaders, and career path planning.

4.1 Advantages of Current Leadership Practices

Although there are limits, the firm's leadership setup still shows many benefits that add to organisational stability and steady continuity.

- **Structured Leadership Development Stands**

The Leadership Academy, while modest in scale, provides a structured program that prepares selected staff for leadership roles. This action shows the firm recognises that leadership cannot depend purely on chance or informal mentoring. For participants, the program offers drills in strategic thinking, managing conflict, and steering projects.

- **Promotion from Within Bolsters Loyalty**

By choosing most leaders from inside the company, GlobalTech deepens staff loyalty. Many employees trust that constant dedication can yield future promotion. This inner track also shields institutional memory, as newly elevated leaders already understand the firm's culture, workflows, and client ties.

- **Meritocracy Rooted in Results**

Relying on performance reviews means leaders are typically those who deliver consistent outcomes on projects, client satisfaction, and collaboration. In arenas like tech and consulting, where outputs and deadlines dominate, applauding high achievers fuels a mindset of accountability and success.

- **Stability in Organisational Culture**

GlobalTech's somewhat traditional leadership style still provides a sense of stability. Staff avoid constant turnover at the top, and the weight given to seniority supplies a visible path of growth. This consistency is highly valued by employees who hail from cultures that esteem hierarchy and tenure.

4.2 Disadvantages of Current Leadership Practices

Yet, despite these strengths, GlobalTech's leadership model reveals serious weak points that constrict the firm's ability to adapt, innovate, and stay ahead in rapidly shifting markets.

- **Exclusivity in Leadership Development**

The Leadership Academy reaches only a slim portion of the workforce, leaving most staff without formal leadership schooling. Capable individuals who are passed over may feel sidelined, breeding frustration and spiking exit rates among younger professionals who seek clear growth opportunities.

- **Bias Toward Technical Expertise Instead of Leadership Potential**

Promotions tend to reward top technical performers instead of individuals who exhibit core leadership traits such as emotional intelligence, adaptability, or vision. Owing to this tilt, some managers stumble at guiding people, settling disputes, and inspiring their teams.

- **Reactive and Short Term Leadership Development**

Leadership growth and succession plans emerge only when crises hit or urgent needs arise. This reactive posture leaves gaps during transitions and sows doubt within teams.

For instance, when a senior project manager departs, the firm scrambles for a fill in rather than pulling from a ready list of successors.

- **Lack of Recognition for Initiative**

Staff who step up, pitch fresh ideas, or lead informally rarely receive consistent praise.

This chill on recognition discourages employees from stretching beyond listed duties and stifles innovation. Younger team members seeking empowerment and credit may drift to firms with more forward looking reward systems.

- **Weak Career Path Planning**

The road toward leadership seats is hazy. Workers remain unsure about the skills or wins they must display to move up. Such obscurity can sap motivation as some feel promotions hinge on preference or tenure instead of clear merit based steps.

- **Inconsistent Practices Across Departments**

Since leadership efforts lack firm standards across the organisation, certain units offer mentoring and coaching while others offer none. This patchwork leaves employees with uneven chances for leadership growth based purely on where they sit.

4.3 Evaluation Based on Leadership Practice Criteria

For a sharper appraisal, GlobalTech's leadership habits can be rated with three precise yardsticks: recognition for initiative, recognition for leaders, and career path planning.

- **Recognition for Initiative**

- *Current State:* Recognition for initiative remains sparse. Staff who stray outside their roles or float new ideas seldom gain formal notice unless the act links directly to profit.
- *Impact:* This lack of praise chills risk taking and erodes the innovative spirit vital in the tech arena.
- *Evaluation:* **Poor. Requires swift improvement.**
- **Recognition for Leaders**
 - *Current State:* Recognition for leaders is fairly strong. Those who post steady results secure promotions, cash bonuses, and public applause within the company.
 - *Impact:* These rewards press leaders to chase numbers, yet they can foster a deal driven mindset that prizes output over broader traits like vision, inspiration, or guiding teammates.
 - *Evaluation:* **Moderate. Effective at rewarding results but weak in elevating broader leadership qualities.**
- **Career Path Planning**
 - *Current State:* No clear or visible career route leads to leadership posts. Staff commonly rely on ad hoc advice from managers or their own guesses about advancement.
 - *Impact:* This fog sparks frustration, especially among younger employees who seek mapped out growth paths. It also risks draining high potential talent to rivals.

Evaluation: **Weak. Requires a structured framework with clear competencies, milestones, and transparent selection processes.**

Criteria	Current Evaluation	Proposed Improvement
Recognition for Initiative	Poor	Introduce awards, innovation challenges, peer recognition
Recognition for Leaders	Moderate	Reward both results and people-oriented leadership
Career Path Planning	Weak	Define clear pathways, competencies, and progression maps

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4.4 Overall Critique

GlobalTech's leadership methods portray a company that prizes stability and output yet struggles with inclusivity, creativity, and long term planning. The company has poured a base through its Leadership Academy and its internal promotion track, but these moves are undercut by exclusivity, bias, and reactive habits.

To flourish in the modern environment, GlobalTech must:

- Expand access to leadership development opportunities for staff at every level.
- Redefine leadership selection to embrace skills such as emotional intelligence, adaptability, and vision.
- Establish transparent career path planning that inspires employees to aim for leadership.
- Create formal systems of recognition for initiative, ensuring that innovation and creativity earn praise.
- Transition from a reactive leadership development process to a proactive and strategic pipeline approach.

In summary, while GlobalTech's leadership practices lay a solid base, they fall short of what a global, digital first, and fiercely competitive market now demands. The organisation must adopt a more progressive, inclusive, and future facing leadership agenda.

5. Proposed Leadership Strategy Plan

Responding to the critique's highlighted gaps, this section introduces a refreshed leadership plan for GlobalTech Solutions. The goal is to switch leadership from a reactive, hierarchical setup to a fluid, inclusive, network centered model tuned to modern organisational realities. The plan unfolds in four parts: distinguishing style from strategy, suggesting specific styles and showing their cultural effects, listing communication tools for sharper leadership, and turning diversity and networks into engines of success.

5.1 Difference Between Leadership Style and Leadership Strategy

A persistent confusion at GlobalTech mixes “leadership style” with “leadership strategy”. They connect yet serve different ends.

- **Leadership Style** covers the daily behaviours leaders display with teams. Think transformational leadership that sparks vision, transactional leadership that ties rewards to output, servant leadership that elevates employee needs, and autocratic leadership that centralises decisions. Style reflects everyday conduct.
- **Leadership Strategy** instead forms the broad organisational scaffold that guides how leaders are spotted, grown, assigned, and judged. Strategy concerns systems rather than individual behaviour.

GlobalTech has long fixated on style, especially the transactional habit of rewarding results, without an integrated strategy. Practices differ from unit to unit. Progress now hinges on making strategy a deliberate firm wide priority that steers behaviour, development, selection, recognition, and succession.

Criteria	Current Practice	Proposed Practice
Leadership Selection	Based on seniority & technical expertise	Competency-based & inclusive selection

Criteria	Current Practice	Proposed Practice
Development Programs	Exclusive Leadership Academy for few employees	Open leadership development for all staff levels
Recognition for Initiative	Rarely recognized unless linked to financial outcomes	Regular recognition & rewards for initiative and innovation
Career Path Planning	Unclear & inconsistent	Structured, transparent, and milestone-based progression
Communication Tools	Mostly email & in-person meetings	MS Teams, Zoom, Slack, and company portals
Culture Orientation	Transactional, focused on stability	Transformational & servant leadership, focused on empowerment

5.2 Recommended Leadership Styles & Cultural Influence

Analysis calls for combining **Transformational Leadership** with **Servant Leadership**.

1. Transformational Leadership

- *Rationale:* A tech driven arena needs nonstop innovation and agility.

Transformational leaders craft a compelling vision, invite creative solutions, and empower bold action.

- *Cultural Influence:* Culture moves from results only thinking toward future focused vision. Staff feel inspired to exceed routine tasks, and innovation spreads.

2. **Servant Leadership**

- *Rationale:* A multicultural workforce demands empathetic, inclusive guidance. Servant leaders place employee needs first, building trust and belonging.
- *Cultural Influence:* Engagement rises, turnover drops, and collaboration deepens. People feel heard and valued, matching younger employees' desire for purpose and inclusion.

Together these styles fuse inspiration with empathy, shaping a culture of empowerment, teamwork, and resilience aligned with personal and organisational goals.

5.3 Communication Tools for 21st Century Leadership

In the digital era, leadership rides on open, inclusive, immediate communication. GlobalTech must harness tools that knit teams across borders and functions.

1. **Microsoft Teams**

- *Use:* Project oversight, department meetings, document sharing.
- *Benefit:* Gives all staff instant access to resources and chats.

2. **Zoom**

- *Use:* Company wide briefings, executive town halls, client calls.
- *Benefit:* Lets senior leaders speak directly with employees, trimming hierarchy.

3. Slack or Workplace by Meta

- *Use:* Quick, informal exchanges within and across groups.
- *Benefit:* Sparks spontaneous teamwork and community feeling, shrinking silos.

4. Internal Company Portal

- *Use:* Central site for news, dashboards, training, recognition programs.
- *Benefit:* Boosts transparency, tracks careers, and offers a shared feedback space.

5. Mobile Apps for Performance and Feedback

- *Use:* View reviews, give feedback, and monitor leadership goals anywhere.
- *Benefit:* Delivers feedback fast so praise and development remain constant.

Integrating these tools fosters cross unit talk, swift decisions, and inclusive engagement, building a communication ecosystem fit for modern leadership.

5.4 Diversity, Networks, and Organisational Synergy

GlobalTech's diversity spans more than 30 nationalities yet remains underused. Structured networks can unlock this resource.

1. Cross Functional Teams

- Leaders should form groups that span departments and regions, letting technicians, consultants, and project heads exchange knowledge and spark innovation.

2. Communities of Practice (CoPs)

- Spaces where employees passionate about cloud, AI, or project management share lessons deepen networks. Leader sponsorship secures alignment while granting ownership.

3. Mentoring Circles

- Formal mentorship should bridge cultures and levels. Veterans guide juniors, and reverse mentoring lets younger staff teach digital savvy and fresh outlooks.

4. Diversity Councils

- A leadership backed council can review policies, processes, and pipelines. Membership must cross gender, culture, and rank.

5. Network Leadership

- Decision power must not sit only at the top. Insights from councils or cross functional teams should feed directly into product design or client tactics.

Cultivating these links moves GlobalTech from command and control toward distributed leadership, making the firm nimble, robust, and collectively led.

5.5 Summary of Proposed Strategy

- Clarify the split between leadership style and leadership strategy and weave both into systems.

- Embrace a dual style of Transformational and Servant Leadership to pair vision with inclusion.
- Deploy modern communication tools (Teams, Zoom, Slack, portals, apps) for transparent, instant collaboration.
- Harness diversity and networks (cross functional teams, CoPs, mentoring circles, diversity councils) to spark synergy and innovation.
- Make leadership a proactive strategic capability, not a reactive fix.

Following this roadmap, GlobalTech can forge a leadership culture that is inclusive, inventive, and ready for the digital era.

6. Conclusion

Leadership within the contemporary corporate arena is no longer bound to one person's capacity to decide or to deliver. For organisations such as GlobalTech Solutions, leadership must be grasped as a strategic capability, one that is shaped, nourished, and upheld at every rung of the workforce. Examination of the company's ongoing practices uncovered both advantages and flaws. Though initiative is acknowledged and results receive a transactional spotlight, the lack of a formal leadership development program, uneven selection methods, and modest recognition systems have led to fragmentation and noticeable gaps in overall leadership power.

The contrast between leadership style and leadership strategy emerged as the core of this critique. Leadership style concerns the conduct of single leaders, whereas leadership strategy represents the broader system through which organisations foster, measure, and preserve

leadership across time. Absent a clear strategy, GlobalTech's dependence on the personal styles of its leaders produced uneven outcomes. Looking ahead, applauding high performers alone will not suffice, there must be a deliberate framework that weaves together leadership development, recognition, succession planning, and diversity.

The suggested leadership blueprint points to a practical route toward transformation. Through the adoption of both transformational leadership and servant leadership, the organisation can steady vision, spark innovation, and foster inclusion. Transformational leadership will rouse employees to welcome change and chase excellence, while servant leadership will guarantee that the diverse workforce feels seen, engaged, and backed. Taken together, these two styles can move culture from purely transactional and isolated toward collaborative and future ready.

Just as vital is the smart use of modern communication tools. Platforms such as Microsoft Teams, Zoom, Slack, and internal portals can secure transparency, smooth collaboration across borders, and let leaders link authentically with employees. By weaving recognition, mentoring, and feedback features into these spaces, leadership can grow more dynamic and quick to respond.

Finally, welcoming diversity and strong networks will become a decisive factor in GlobalTech's long term success. Using cross functional teams, communities of practice, mentoring circles, and diversity councils will keep innovation moving throughout the organisation while also making leadership more shared and inclusive.

In summary, leadership at GlobalTech has to shift from being personality driven toward becoming a fully strategic organisational capability. By sharpening the line between style and strategy, adopting visionary and inclusive leadership models, employing communication tools, and encouraging varied networks, the company can embed a leadership culture that not only

sparks performance but also sustains growth, resilience, and innovation when global challenges arise.

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