

CHARISMATIC LEADERS OF THE FUTURE: THE GLOBAL CHALLENGE

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Introduction

This paper attempts to discuss global leadership qualities of future leaders. Although leaders need to acquire specific skills, perform several functions and take on numerous roles, the focus of this paper will be on the qualities of good leaders.

Peter Drucker, the guru of American management defines a "leader" as "some who has followers" and that an "effective leader is not someone who is loved and admired but someone whose followers do the right things. Popularity is not leadership. Results are".

In the world of today, where society is constantly pelted with technological jargon like telemedicine, genetic engineering, virtual education, cyber technology, high-tech, cloning; and a myriad of other pompous words like global economy, World class education, knowledge explosion, k-economy, E-commerce, borderless world, E-Q, outsourcing and the like; it is highly essential that leaders of today and the future equip themselves with the necessary knowledge, information and skills pertaining to the requirements and demands of the technology-savvy society.

The age-old traditional concept of "getting-by" is no longer applicable. World class leaders have to keep abreast with the demands of changing times. This is clearly evident is the following quote:

"In times of great change, Learners inherit the earth, while the learned find themselves beautifully-equipped to face a world that no longer exists"

Eric Hoffer

The learned, who thinks the world of himself refuses to change, hence he will be left behind. He will suffer as the world changes. Therefore, leaders cannot be "inward-looking", anymore. They must be "outward-looking, crossing borders by creating win-win strategic partnerships for the betterment of those in their organization.

Global Leadership Qualities

(A) "The new leaders to tomorrow are visionary. They are both learners and teachers. Not only do they foresee paradigm changes in society, but they also have a strong sense of ethics and work to build integrity in their organizations".

Key traits of Successful leaders

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[http//www.online.wbc.gov/docs/manage/traits/html](http://www.online.wbc.gov/docs/manage/traits/html).

Leaders have to be forward looking, with clear visions and missions for their organizations. They have to set targets and deadlines, and strive, with their teams, to achieve maximum outcomes or productivity.

In the context education, leaders of schools, colleges and institutions need to train and develop their staff through staff-development programmes, benchmarking, adoption of best practices in order to excel. Besides dispensing knowledge, they are in a constant state of continuous learning, be it through experience or knowledge acquisition. Leaders of the future have to set the pace and tone of learning in their organizations. They need to prepare their staff to face and make adjustments to continuous change and paradigm shifts. Over and above all this, they need to maintain strong ethical and universal values to ensure the integrity of their organizations, hence their leadership. In trying to achieve all this, they need to possess the following qualities.

1. **Emotional stability** - good leaders are able to tolerate frustration and stress. They are well-adjusted and display psychological maturity in the face of adversity.
2. **Dominance** - Leaders are oftentimes competitive and decisive and usually enjoy overcoming obstacles. On the whole, they are assertive in their thinking style as well as their attitude in dealing with people.
3. **Enthusiasm** - Leaders are seen as active, expressive and energetic. They are optimistic and open to change. They are generally quick and alert and have a tendency to be uninhibited.
4. **Conscientiousness** - Leaders are often dominated by a sense of duty and tend to be exacting in character. They set a very high standard of exacting in character. They set a very high standard of excellence with a desire to do one's best. They are also very self-disciplined and have a strong desire for order.
5. **Social boldness** - Leaders tend to be spontaneous risk-takers. They are often socially aggressive and generally thick-skinned, being strong opportunists for the good of their organizations. They respond well to people and display a high level of emotional stamina, and are never discouraged by failure.

In being high risk-takers, Wong & Wong has this to say :

"To TRY is to risk failure. But risks must be taken, because the greatest hazard in life is to risk nothing. Persons who risk nothing do nothing, have nothing, and are nothing."

You never fail till you try and you never learn till you fail.

6. **Toughmindedness** - Good leaders are practical, logical and precise. They are comfortable with criticism because of their "open" minds and positive outlooks. Criticism is well-taken for the benefit of future improvement. They are not deterred by hardship and remain poised through the most uncomfortable turn of events.
7. **Self-assurance** - Common traits of good leaders include self-confidence and resilience. They are generally secure and free from guilt, and usually remain unaffected by prior mistakes or failures. They take in their stride and try again. They learn from their mistakes.
8. **Compulsiveness** - Leaders are controlled and very precise in their social interactions. Being protective of their integrity and reputation, they tend to be socially aware and careful, abundant in **foresight** and extremely careful when making decision or determining specific actions. In talking about **foresight**, Confucius has this to say about clear vision:

"If you know where you are going, you stand a chance of getting there"

- (B) "Leaders of today must also possess traits which will help them **motivate others** and **lead them in new directions**. Leaders of the future must be able to **envision the future** and **convince others** that their vision is worth following."

Key Traits of Successful Leaders

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<http://www.Onlinewbc.Gov/Docs/Manage/traits.html>.

In being able to do the above, good leaders must have the following personality traits:

1. **High energy** - Long hours and some travel are prerequisites for leadership positions. Hence, remaining alert and staying focused are two major challenges faced by leaders. They need high energy levels to sustain them.
2. **Intuitiveness** - Rapid changes and information overload result in an inability to "know" everything. Reasoning and logic cannot provide answers to all situations. Hence leaders tend to fall back on intuition and "gut-feeling" when making decisions. This is not uncommon in the challenging scenarios of today.
3. **Maturity** - Personal power and recognition comes secondary to employee development and welfare. Good leaders believe that "empowering others" rather than "ruling others" yields better results. This is a sign of maturity.
4. **Team orientation** - Teamwork and creating adult/adult relationships lead to greater team cohesiveness. Collective responsibility and collective ownership lead to collective sense of achievement. The T.E.A.M. (Together everyone achieves more) concept contributes to greater organizational success.
5. **Empathy** - This is the ability to "put oneself in the other person's shoes." In so doing, leaders build trust and are able to harness the best efforts from their employees.

6. **Charisma** - Leaders who have charisma are able to arouse strong emotions in employees. They have vision that is able to unite and captivate towards future organizational success. Rosemary Kanter (1983) has this to say about such leadership:

"Leadership is thus a subtle process of mutual influence fusing thought, feeling and action to produce cooperative effort in the service of purposes and values of both the leader and the led"

In this way leader motivate employees to reach toward a future goal by tying to goal to substantial personal rewards and values.

- (C) "If your goal is to become a leader, work on developing those areas of your personality that you feel are not "up to par"

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Hence the necessity to continue to LEARN ...

"Organizations cannot learn unless leaders are learners. The development of a learning organization must begin with the development of individual learners who institutionalize learning processes in organizations which, in turn, promote learning communities and the learning society. This seemingly grand, even grandiose scheme has implications for each of us. Each of us can act to learn, and is so doing, lead the learning of others, whatever our sphere of activity"

Mcgill & Slocum (1996)

In line with the above, it is crucial that leaders adhere to the concept of life-long learning.

Life is not a destination

Life is a journey

As long as you continue your journey

You will always be a success.

Albert Camus in Wong & Wong

"Onward Effective Teachers" -

Compilation by PKG & PKPSM P. Pinang

Conclusion

In relation to this topic on global leadership qualities, Dr. Ibrahim Ahmad Bajunid (1999) has this to say about educational leaders of the future.

"They are also managers knowledgeable in economics, finance and the law, with deep pragmatic grasp of today's new realities, technological competencies, research orientations, high moral and ethical principles, effective communications skills, competence as curriculum and instructional leaders and with the abilities to be management counselors. The new generation of managers must have the capacity to analyse and synthesize and recapture the sense of history while being able to anticipate future changes. They are also expected to be culturally refined, with the will, drive and passion for excellence.

References

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