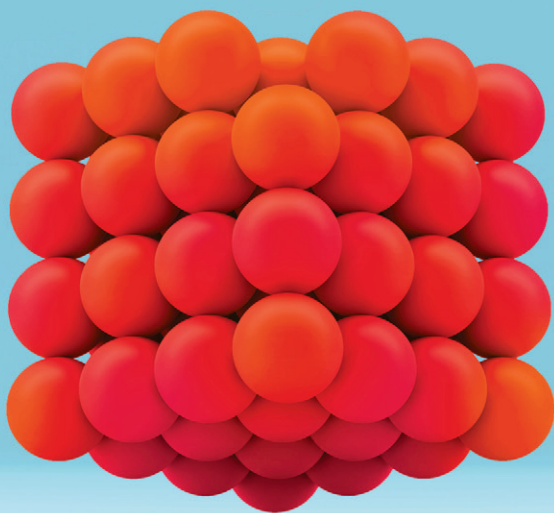


ELEVATING LEADERSHIP



Innovative Teaching Methods
for Developing Future Leaders

PELIN KOHN

Elevating Leadership

Whether you are teaching leadership skills or looking for ways to expand your own leadership abilities, Kohn has crafted a cross-disciplinary, practical, and inspirational guide for leadership growth.

—*Anne Watson, Vermont State Senate*

Dr Pelin Kohn is a Leadership Educator and Practitioner, specializing in contemporary, culturally relevant development for the changing workplace in multiple industries around the world. Educators, students, trainers, and mentors can cultivate leadership in themselves and others through her lessons on experiential learning, technological innovations, and skills development. These practical applications, like simulations for decision-making and problem-solving, have measurable results. This important book encourages us to rethink leadership development holistically, critically, creatively, and ethically as we transform the world in which we learn and work.

—*Dr Chrys Egan, Associate Dean of Liberal Arts and Professor of Communication, Salisbury University*

In *Elevating Leadership*, Dr Pelin Kohn draws on years of experience in the corporate world and in college classrooms to create a guide for best principles and practices of leaders and leading. Students and instructors alike will gain insights into contemporary factors like diversity, equity, and inclusion, as well as emerging pedagogies like storytelling, role-playing, and self-evaluating, that in turn enhance student learning. Dr Kohn's book thus fills a void in the leadership studies textbook market.

—*David Ulbrich, PhD, author of Preparing for Victory: Thomas Holcomb and the Making of the Modern Marine Corps, 1936–1943*

In *Elevating Leadership: Innovative Teaching Methods for Developing Future Leaders* by Pelin Kohn, readers are invited to explore the dynamic landscape of leadership education. The book artfully navigates the complexities of modern leadership challenges, offering practical insights and innovative pedagogical practices to develop the next generation of leaders. By emphasizing ethical leadership, collaborative models, and experiential learning, Kohn

provides a comprehensive guide for educators, HR professionals, and corporate trainers to nurture authentic and agile leaders. If you're looking to understand and put into practice effective leadership strategies in today's fast-paced world, this book is a must-read.

—*Natalia Blank*, PhD, Bay Path University

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Elevating Leadership: Innovative Teaching Methods for Developing Future Leaders

BY

PELIN KOHN

Norwich University, USA



United Kingdom – North America – Japan – India – Malaysia – China

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INVESTOR IN PEOPLE

To my husband.

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About the Author

Dr Pelin Kohn is an elected City Councilor in Montpelier, Vermont and a leadership educator at Norwich University. She intertwines 20+ years of executive coaching with competence-based leadership skills to make an impact on the community. Pelin Kohn orchestrates multidisciplinary partnerships as the Leadership Program Chair and Founding Director of the Center for Leadership. She developed the Norwich Leadership Program, a nationally accredited Bachelor of Science in Leadership major with 12 new university courses where students gain a global leadership perspective. She's an inspiration for immigrant women in higher education. Pelin's a distinguished fellow at the HERS Leadership Institute and a member of Vermont Women in Higher Education's executive board. She was selected as a fellow at the Snelling Center for Government's Vermont Leadership Institute to develop skills toward transformative change through collaborative leadership across sectors. She's always building a stronger tool kit to support her community.

Pelin has a significant impact on civic issues. As an elected City Councilor, she works with fellow decision-makers to make a more diverse, sustainable, and efficient future for Montpelier, Vermont. Pelin makes her constituents' voices heard more through public engagement projects such as community meetings. A strength of hers is solving local problems with a global mindset, a skill she developed through the Global Leadership Program for the Vermont Council on World Affairs. As an advocate for organizations such as the League of Women Voters of Vermont and nonprofit ORCA Media, she shows her commitment to unity and diversity. Her new video program for ORCA, *Leading with Purpose*, explores the lives and leadership styles of Vermont's most impactful people. Through Pelin's *EmergeVT* fellowship, a program that fosters political leadership in women, she demonstrates her commitment to achieving a more inclusive political landscape.

Before moving to the United States, executive coach Pelin Kohn shaped leaders at global brands such as Bosch, British Petroleum, Ford, Hyundai, and Turkish Airlines. Her leadership coaching transcends roles, resonating with the inner motivations of emerging and established leaders at all levels and backgrounds.

Dr Pelin Kohn is a sought-after keynote speaker who connects with people through storytelling. Her new talk, *How to Murder Your Team Psychology*, is light and fun for a general audience encouraging people to stop following their

past leadership experiences and try new things. In her talk, *Cultivating Courage: A Resilient Leader's Odyssey*, she explores practical strategies for becoming a more resilient leader in today's uncertain business climate. Pelin offers a variety of leadership advancement programs that leave audiences inspired and better equipped to handle leadership challenges.

Pelin Kohn has a PhD in Educational Sciences, Administration, and Planning from Middle East Technical University in Turkey. She has a Master of Arts in Educational Sciences and History Teaching and a Bachelor of Arts in International Relations from Bilkent University. She holds a Certificate in Strategic Foresight from the University of Houston, a Diversity, Equity, and Inclusion Certificate from Cornell University, and a Certification in Creative Drama from American Catholic University. Pelin is currently completing her MBA at Norwich University.

Embark on a journey of leadership, inspiration, and boundless possibilities with Dr Pelin Kohn. Follow her [@PelinKohn](#) and discover more at www.pelinkohn.com.

Preface

It has never been more urgent to develop effective leadership skills in today's world of rapid change. With the changing nature of work, our approaches to leadership education must also evolve. As the world becomes increasingly complex and dynamic, innovative pedagogical practices are vital to preparing the next generation of leaders to excel. *Elevating Leadership: Innovative Teaching Methods for Developing Future Leaders* explores the challenges facing the next generation of leaders and how they can prepare them to succeed.

This book addresses the urgent need for leadership education that goes beyond traditional methods. It explores how experiential learning, technology-enabled tools, storytelling, and reflection can help shape tomorrow's leaders. As educators, HR professionals, and leadership trainers, we can equip future leaders with the skills and competencies they need to thrive in today's multifaceted leadership environment by embracing these innovative approaches.

Within the pages of this book, audiences will discover how experiential learning immerses learners in real-world situations, simulations, and role-plays to enhance decision-making skills, and how collaborative learning fosters effective teamwork. As they examine the potential of technology-enabled learning to create immersive and interactive environments and the importance of reflection and self-development, they will cultivate self-awareness and personal growth.

The book also emphasizes storytelling and dramatization as powerful ways to convey leadership principles and motivate visionary leadership. Also addressed is the significance of continuous improvement in interactive leadership education teaching methods, which emphasizes the crucial aspect of evaluation and assessment.

With its interdisciplinary approach, "Elevating Leadership" bridges the gap between education, leadership, and business disciplines. This book provides valuable resources for leadership educators, HR professionals, corporate trainers, and anyone dedicated to developing authentic, growth-oriented leaders.

To shape a brighter future for leadership excellence, let us embrace innovation, creativity, and collaboration as we elevate leadership education. Let's empower the leaders of tomorrow so that they can overcome challenges, inspire change, and make a lasting difference in their organizations and communities.

The journey to creating future leaders begins here with "Elevating Leadership: Innovative Teaching Methods for Developing Future Leaders."

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Acknowledgment

This book has been a rewarding journey for me, and I am grateful to my family, my friends, and all the current and future leaders I have worked with to gather ideas and insights.

I am grateful to the students who participated in the learning experiences discussed in this book. Your enthusiasm, curiosity, and commitment to personal and professional growth have been the driving force behind the development of these pedagogical approaches.

I would like to express my appreciation to Emerald and my editor Fiona Allison for believing in the value of this project and providing the necessary resources. It has been a team effort to turn ideas into a polished manuscript with the help of the editorial and production teams.

To my family and friends, thank you for your unwavering support and understanding during the writing process. The encouragement you provided sustained me throughout the challenges.

Finally, I extend my gratitude to the many educators and leaders whose contributions have contributed to the exploration of leadership pedagogy. This book was inspired by your dedication to empowering others through education. It is my sincere hope that this book will contribute meaningfully to the ongoing debate about leadership education.

With sincere gratitude
Pelín Kohn, PhD

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Chapter 1

Introduction: The Need for Interactive Leadership Teaching Methods

In the ever changing landscape of work and leadership, it's not enough to merely understand leadership theories. True leadership is honed through experience, tested in the crucible of real-world challenges. As leaders, we must immerse ourselves in the complexities of the modern workplace, learn from every encounter, and continuously adapt. The future of leadership is experiential, empathetic, and inclusive.

– Satya Nadella, CEO of Microsoft

Introduction

In this ever-evolving world, the landscape of work and leadership is undergoing a profound transformation. The demands placed on leaders today vastly differ from those of the past. As organizations strive to adapt to technological advancements, globalization, and societal shifts, the traditional hierarchical leadership model gives way to more agile, collaborative, and inclusive approaches. To cultivate the leaders of tomorrow who can navigate these complexities with confidence, it is essential to embrace innovative pedagogical practices in leadership education.

According to Zavvy's competency model, the pyramid of leadership encapsulates the essential qualities and skills necessary for effective leadership: Core competencies are communicating, teamwork, creative problem-solving, managing client-relationship, and business acumen; leadership competencies are leadership abilities, visioning process, creating and leading teams, resolving conflict, and implementing employee involvement strategies; professional competencies are adult learning, determining stakeholder's needs, providing clarification and feedback, and designing for maximum performance (*What is a leadership competency model, and how to create one? (+template) | Zavvy.* (n.d.). <https://www.zavvy.io/blog/leadership-competency-model>). It starts with self-awareness, the cornerstone upon which all other competencies are built. As a result of this

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self-awareness, leaders can understand their strengths, weaknesses, values, and motivations, fostering authenticity and clarity in their leadership style. A critical layer of interpersonal skills is the ability to communicate effectively, build relationships, and foster collaboration. As the pyramid progresses, leaders are tasked with devising plans to navigate complexity and uncertainty and envision the future. Adaptability, perseverance, and leadership during times of adversity are the competencies at its core. As a result, these interconnected competencies provide leaders with a strong foundation for inspiring, empowering, and driving meaningful change within and beyond their organizations. Pyramid of leadership depicts the evolving nature of leadership. This pyramid illustrates the shift from traditional hierarchical structures to more dynamic and inclusive ones. Innovative pedagogical practices, such as those explored in this discourse, become crucial in preparing leaders to thrive in this evolving environment. A holistic approach to leadership education emphasizes emotional intelligence, adaptability, and effective communication, all integral components.

Future of Work: Unraveling the Change

The future of work is a multifaceted landscape that holds both immense promise and unprecedented challenges. Advancements in technology are driving the transformation, particularly in automation and artificial intelligence (AI), which are reshaping industries, redefining job roles, and creating new avenues for efficiency and productivity.

According to a report by the World Economic Forum, it is projected that by 2027, automation and AI technologies could displace up to 83 million jobs while creating around 69 million new jobs in various industries, representing a significant shift in the global workforce.¹

One of the primary implications of the increasing integration of machines and AI in the workforce is reevaluating the skills that will be in demand. Routine and repetitive tasks are more likely to be automated, leading to a higher demand for uniquely human skills.

Skills such as creativity, emotional intelligence, critical thinking, and adaptability are becoming increasingly essential for the future workforce. These skills allow employees to excel in problem-solving, collaboration, and innovative thinking, where machines may struggle to match human capabilities.

As a result, businesses are focusing on upskilling and reskilling their employees to thrive in this new era of work. A study by McKinsey found that 87% of executives believe there will be a need for more employees with these human skills in the coming years.²

¹World Economic Forum. *The Future of Jobs Report 2023*. <https://www.weforum.org/reports/the-future-of-jobs-report-2023/>

²McKinsey & Company. *Skill shift: Automation and the future of the workforce*. <https://www.mckinsey.com/featured-insights/future-of-work/skill-shift-automation-and-the-future-of-the-workforce>

Furthermore, the rise of remote work and virtual teams has accelerated in recent times, particularly during the COVID-19 pandemic. The concept of a traditional office-based work environment is evolving as technology enables people to work seamlessly from anywhere in the world. This trend has several implications, including access to a global talent pool, enhanced work–life balance, and reduced company infrastructure costs.

Organizations are now embracing a hybrid work model that combines in-person and remote work to maximize the benefits of both approaches. Research by FlexJobs and Global Workplace Analytics indicates that remote work has increased by 159% over the last 12 years, and 74% of respondents in a PwC survey said that remote work has become the “new normal.”^{3,4}

The gig economy is also significantly shaping the future of work. More workers are embracing the flexibility and autonomy that comes with gig work, while companies find it more cost-effective to hire independent contractors for specific projects and tasks.

A study by Intuit predicts that gig workers will represent 40% of the US workforce by 2023.⁵ While gig work offers advantages in terms of flexibility, it also raises concerns about worker rights, benefits, and job security, making it an area of intense debate and regulation.

Effective leadership is paramount for organizations to thrive in this rapidly evolving work landscape. Leaders must be equipped to navigate uncertainty, embrace ambiguity, and foster resilience among their teams. The traditional command-and-control leadership style is gradually giving way to a more empathetic, collaborative, and inclusive approach.

Studies have shown that emotional intelligence is a crucial trait for leaders in the digital age, enabling them to build strong relationships, enhance team cohesion, and adapt to changing circumstances effectively.⁶ Moreover, leaders must balance leveraging technology to enhance efficiency and productivity while keeping the human element at the forefront of their interactions.

To nurture these essential leadership competencies in aspiring leaders, leadership education is undergoing a transformation. Academic institutions, professional development programs, and corporate training initiatives are integrating emotional intelligence, adaptability, and innovative thinking into their curricula to prepare leaders for future workplace challenges.

³Cucullu, F. (2023). *Rise of remote work: Exploring the global trend and its benefits*. <https://www.linkedin.com/pulse/rise-remote-work-exploring-global-trend-its-benefits-cucullu/>

⁴PwC. *PwC's US Remote Work Survey*. <https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html>

⁵Intuit. *Intuit 2020 Report: Twenty trends that will shape the next decade*. https://http-download.intuit.com/http.intuit/CMO/intuit/futureofsmallbusiness/intuit_2020_report.pdf

⁶Harvard Business Review. *The most important leadership competencies, according to leaders around the world*. <https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world>

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Leadership development programs also emphasize cross-functional collaboration, diversity and inclusion, and ethical decision-making to build well-rounded and socially responsible leaders.

The future of work holds immense potential, driven by technological advancements, remote work trends, and the growth of the gig economy. To thrive in this dynamic landscape, businesses must focus on nurturing uniquely human skills while leveraging technology, and leaders must possess emotional intelligence and adaptability to lead their teams effectively. As we continue to unravel the tapestry of change, individuals and organizations must embrace continuous learning and adaptability to stay relevant and succeed in the future of work.

Future of Leadership: Redefining the Essence of Influence

The concept of leadership is also undergoing a profound transformation in response to the rapidly changing global landscape. In the past, leadership was often associated with a top-down approach, where individuals in positions of authority wielded power and made decisions for their teams. However, in the modern era, the definition of leadership has evolved to encompass a more inclusive and empathetic approach, focusing on inspiring, empowering, and fostering collaboration among team members.

One of the significant shifts in leadership is the emphasis on purpose-driven leadership. Leaders are now expected to have a compelling vision and the ability to articulate a clear sense of purpose that motivates and aligns their team toward a common goal.

A purpose-driven approach to leadership has been linked to higher levels of employee engagement, loyalty, and productivity. Studies have shown that purpose-driven companies outperform their counterparts in terms of financial performance and overall success.^{7,8}

Moreover, there is a growing recognition of the importance of diversity, equity, and inclusion (DEI) in leadership. Diverse teams and inclusive leadership have been found to enhance creativity, problem-solving, and decision-making within organizations.

McKinsey & Company's research reveals that companies with diverse executive teams are 33% more likely to outperform their peers on profitability.⁹ As a result, organizations are increasingly seeking leaders who can foster an inclusive environment and leverage the diverse perspectives of their teams to drive innovation and business growth.

⁷Deloitte Insights. *Mind the purpose gap*. <https://www.deloitte.com/global/en/our-thinking/insights/topics/business-strategy-growth/mind-the-purpose-gap.html>

⁸Harvard Business Review. *Creating a purpose-driven organization*. <https://hbr.org/2018/07/creating-a-purpose-driven-organization>

⁹McKinsey & Company. *Delivering through diversity*. <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/delivering-through-diversity>

Ethical leadership is also gaining prominence in the future of leadership. With the rise of social awareness and corporate social responsibility, leaders are expected to make ethical decisions that consider the interests of all stakeholders, including employees, customers, communities, and the environment.

Unethical leadership can have severe consequences, damaging a company's reputation and eroding stakeholder trust. Ethical leaders demonstrate integrity, transparency, and accountability, and they create a culture of trust and ethical behavior within their organizations.¹⁰

In tandem with the changing nature of leadership, organizational structures are evolving to support more collaborative and distributed leadership models. Distributed leadership recognizes that leadership responsibilities can be shared across multiple individuals and teams rather than being concentrated at the top of the hierarchy.

This approach fosters a culture of shared decision-making, enabling organizations to adapt quickly to changing circumstances and seize opportunities. Research published in the *European Sport Management Quarterly* suggests that distributed leadership positively impacts organizational performance and employee satisfaction.¹¹

Leadership education is also transforming to prepare future leaders for these new challenges. Traditional teaching methods solely focusing on theoretical frameworks are giving way to more interactive and experiential learning approaches. Experiential leadership education immerses learners in real-world scenarios through simulations, role-plays, and group exercises, allowing them to develop critical thinking, problem-solving, and communication skills in a practical context.

Studies have demonstrated the effectiveness of experiential learning in leadership development, with learners reporting increased confidence and readiness to apply their skills in real-life situations.¹²

While traditional top-down leadership models were once prevalent, the contemporary era demands a more holistic, empathetic, and sustainable approach. This shift encompasses various dimensions of leadership, including sustainable leadership, nonprofit leadership/community leadership, resilient leadership, global mindset/global leadership, remote work, and challenges like proximity bias. Leaders are now seen as champions of purpose, driving change, and fostering collaboration within diverse and distributed teams.

Sustainable Leadership: Today's leaders are expected to embody purpose-driven leadership, wherein they articulate a compelling vision and align their teams around a shared sense of purpose. This purpose-driven approach is closely intertwined with

¹⁰Forbes. *The rise of ethical leadership in modern business enterprises*. <https://www.forbes.com/sites/forbescoachescouncil/2023/02/28/the-rise-of-ethical-leadership-in-modern-business-enterprises/?sh=28c6fa37dd13>

¹¹Nowy, T., Wicker, P., Feiler, S., & Breuer, C. (2015). Organizational performance of nonprofit and for-profit sport organizations. *European Sport Management Quarterly*, 15(2), 155–175. <https://doi.org/10.1080/16184742.2014.995,691>

¹²Chan, H. H.-K., Kwong, H. Y. C., Shu, G. L. F., Ting, C. Y., & Lai, F. H.-Y. (2021). Effects of experiential learning programmes on adolescent prosocial behavior, empathy, and subjective well-being: A systematic review and meta-analysis. *Frontiers in Psychology*, 12, 709699. <https://doi.org/10.3389/fpsyg.2021.709699>

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sustainable leadership, which emphasizes short-term gains and long-term societal and environmental impacts.

Sustainable leaders prioritize ethical decision-making, social responsibility, and environmental stewardship, ensuring that their leadership contributes to the well-being of present and future generations.¹³

Nonprofit and Community Leadership: A notable facet of contemporary leadership involves nonprofit and community leadership, where leaders engage with local communities and social causes. Such leaders collaborate with stakeholders, demonstrate empathy, and leverage resources to effect positive change. They navigate complex social issues, address systemic inequalities, and champion initiatives that enhance the community's overall welfare.¹⁴

Resilient Leadership in Times of Uncertainty: The dynamic and unpredictable nature of the global landscape necessitates resilient leadership. Resilient leaders are adept at navigating crises, adapting to change, and inspiring their teams to persevere in the face of adversity. Their ability to remain composed, make informed decisions, and provide steady guidance is essential for organizational success, particularly during times of uncertainty.¹⁵

Global Mindset and Remote Leadership: Leaders must possess a global mindset that transcends geographical boundaries in an interconnected world. Global leadership entails the capacity to work across cultures, languages, and time zones, fostering collaboration in diverse international contexts. The emergence of remote work further accentuates the importance of global leadership, as leaders manage teams dispersed across different locations while nurturing a sense of unity and purpose.¹⁶

Mitigating Proximity Bias: Proximity bias, the tendency to favor individuals or ideas in close physical proximity, is a challenge that modern leaders must address. As remote work becomes more prevalent, leaders must ensure that they are inclusive, provide equal opportunities, and make unbiased decisions regardless of an individual's location. Overcoming proximity bias is crucial for creating an equitable and inclusive work environment.^{17,18}

¹³Kempster, S., Jackson, B., & Conroy, M. (2011). Leadership as purpose: Exploring the role of purpose in leadership practice. *Leadership*, 7, 317–334. <https://doi.org/10.1177/1742715011407384>

¹⁴*The Jossey-Bass handbook of nonprofit leadership and management*. (2016). Wiley.

¹⁵Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review*, 5(1), 25–44.

¹⁶Gibson, C. B., & Gibbs, J. L. (2006). Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure, and national diversity on team innovation. *Administrative Science Quarterly*, 51(3), 451–495.

¹⁷Balland, P. (2009). Proximity and the evolution of collaboration networks: Evidence from R&D projects within the GNSS industry. *Regional Studies*, 1. <https://doi.org/10.1080/00343404.2010.529121>

¹⁸Zhang, S., & Fjermestad, J. (2006). Bridging the gap between traditional leadership theories and virtual team leadership. *International Journal of Technology, Policy and Management*, 6(3), 274–291.

In response to these multifaceted shifts, leadership education is undergoing a metamorphosis. Interactive and experiential learning methods are gaining prominence, allowing future leaders to immerse themselves in real-world scenarios. Experiential leadership education encompasses immersive simulations, role-plays, and group exercises, providing learners practical platforms to hone critical thinking, problem-solving, and communication skills.

These methods empower learners to develop a comprehensive skill set that extends beyond theory and equips them to excel in real-life leadership scenarios.¹⁹

As the future of leadership unfolds, it is characterized by purpose-driven, inclusive, and ethically responsible leadership that adapts to change and fosters collaboration. Leaders of tomorrow must be equipped with dynamic skill sets to navigate complexities.

Sustainable leadership, nonprofit/community leadership, resilient leadership, global mindset/global leadership, remote work challenges, and addressing proximity bias are all integral components of this evolving leadership landscape.

Competency-Based Leadership Model: A Framework for Skill Development

The competency-based leadership model has emerged as a dynamic and practical framework for leadership development in response to the ever-changing demands of the business world and the need for adaptable and effective leaders. This model goes beyond traditional leadership education, which often revolves around theoretical concepts, by emphasizing the acquisition and application of specific skills and behaviors crucial for leadership success.

In the competency-based leadership model, leadership skills are identified and defined as distinct competencies, each representing a critical aspect of effective leadership. These competencies encompass a wide range of dimensions, reflecting leadership's diverse and multifaceted nature. Examples of competencies include:

- *Communication Skills*: The ability to articulate ideas clearly, listen actively, and engage in effective two-way communication with team members, stakeholders, and other leaders.
- *Decision-Making*: The capacity to make well-informed and timely decisions, considering various perspectives, risks, and opportunities.
- *Emotional Intelligence*: The skill to recognize and manage one's emotions and empathize with the emotions of others, fostering better relationships and team dynamics.
- *Adaptability*: The capacity to navigate change and uncertainty and to proactively adjust strategies and approaches to meet evolving circumstances.

¹⁹Kolb, D. A. (2014). *Experiential learning: Experience as the source of learning and development*. FT press.

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- *Ethical Reasoning*: The ability to make principled and morally sound decisions, considering the impact on stakeholders and adhering to ethical standards.^{20,21}
- *Leading the Organization*: Leading the organization requires managing change, which is highly relevant due to the rapid pace of change in today's business world. It also includes setting a vision and strategy. This is critical for guiding organizations toward long-term success. Moreover, understanding and navigating the organization is essential for effective leadership in complex organizational structures. Also, it enhances business skills and knowledge which is continuously important in a dynamic business environment.
- *Leading the Self*: Leading the self demonstrates ethics and integrity. This is vital, especially in today's increased focus on corporate responsibility. It increases self-awareness, a cornerstone for personal growth and effective leadership. Moreover, it develops your adaptability, which is extremely relevant due to the fast-changing business and social environments. Also, it displays drive and purpose, which are critical for personal motivation and inspiring others.

By breaking down leadership into specific competencies, the competency-based model systematically enables learners to enhance their capabilities through targeted development initiatives. Organizations and educational institutions can design tailored leadership programs that address aspiring leaders' specific needs and goals, ensuring they acquire the skills most relevant to their roles.

Verlinden's (2023) leadership competencies outline a comprehensive blueprint for success in the dynamic landscape of 2023 and beyond. These competencies encompass a diverse array of skills and qualities essential for effective leadership in today's rapidly evolving world. The competencies of strategic thinking, decision-making, communication, and emotional intelligence play crucial roles in shaping leaders who can inspire, motivate, and drive results. It also underscores the importance of agility in navigating complexities and uncertainties in an era of adaptability, resilience, and innovation. These competencies will help leaders catalyze growth, foster innovation, and lead their teams to new heights as corporations face unprecedented challenges and opportunities. (Verlinden, N. 2023, September 12. *18 Key Leadership Competencies for 2023 Success*. AIHR. <https://www.aihr.com/blog/leadership-competencies/>) This model provides valuable insights into the essential competencies required for effective leadership in the contemporary landscape. A diverse range of skills and attributes are encompassed by 18 key competencies. The competency list for leading organizations are social intelligence, problem-solving, conflict management, setting and sharing a compelling vision, change management, innovation, and entrepreneurship. The competency list for leading others includes interpersonal skills, emotional intelligence, coaching ability and trustworthiness, inclusiveness, and people management. Lastly, the competency list for leading yourself highlights the

²⁰Wicker, C. (2021). Competency-based approach to developing leaders for crises. *New Horizons in Adult Education and Human Resource Development*, 33(2), 52–59. <https://doi.org/10.1002/nha3.20315>

²¹Harvard Business Review. *Understanding competence at work*. <https://hbr.org/2001/03/understanding-competence-at-work>