



ORIGINAL RESEARCH PAPER

Management

TRANSFORMATIVE LEADERSHIP: A STUDY OF EMERGING STYLES AND SKILLS RELATED TO MODERN LEADERSHIP

KEY WORDS: leadership style, leadership skills, agile leadership, transformational leadership & emotional intelligence.

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ABSTRACT Leadership patterns are changing to meet the current dynamic challenges. Traditional leadership has been changed totally and the concept of exemplary visions, exemplary guidance, innovations, prototype leadership styles, and emerging new styles that are most suitable for today's organizations. Instead of being the role of governing in the past, leaders become transformational leaders by being empathetic to all members. The emotional quotient, empowering others, developing excellent organizational growth, and democratic leadership are becoming important. As discussed above, the concept of change in generation within the organizational context refers to the current era, where millennials and Gen Z surpass the expectations of leaders by valuing mental well-being as a key element in the workplace, efficient transparency, and redefining purposeful actions, among others. In today's world, marked by digital transformation, remote work, and increased global connectivity, leaders need to be not only strategic thinkers but also possess technological skills, emotional intelligence, and cultural competence.

INTRODUCTION:

"Change is the only constant in life," and this rings especially true for leadership. In today's world, effective leadership is rooted in what we call "Resurgence Stewardship." This approach emphasizes flexibility, human connection, empathy, and a commitment to service—moving beyond mere authority and hierarchy. True leaders are those who are fearless enough to inspire and genuinely influence their teams.

At its core, leadership is about guiding people toward a shared goal through vision, motivation, and influence. Researchers Gary Yukl and Martin Chemers define leadership as an interactive social influence process that involves group dynamics. This requires crafting a collective vision, building trust, and fostering a sense of purpose within the team. Moreover, effective leaders empower others, cultivate an environment ripe for innovation and open dialogue, and demonstrate mutual respect.

As we navigate modern challenges, today's leaders must become strategic thinkers, tech-savvy individuals, and culturally aware decision-makers. They need to challenge the status quo to drive transformative changes by championing transparent communication, collaboration, and responsiveness within their organizations. "The motive of a leader is to engage other in accomplishing their full energies in creating values and success" (Jack J. Corcker).

Review of Literature:

Robert et al. (2025) this includes examining the role of power dynamics, developing profiles of a leader to know the role of followers in leadership. Researchers should critically analyse leader centred viewpoints. After that explore the leadership differentiation and recognize the leadership styles and contexts.

Khandelwal (2024) hybrid work introduce a flexible working hours. As these flexible work arrangements become important for many organizations. Leaders should adapt the changing work pattern with new methods. Leaders can prioritize their communication, trust, and productivity in digital environment. By implementing this shift, leaders can use the full potential of their work teams. It can be helpful in attaining goals and success.

Chandel (2024) as per the author by collaborating with leadership training organizations/Programmes, businesses can provide to the distinctive demands of the digital era. This partnership of company and training organizations allows companies to cultivate effective practices. This will equipping the leaders with the upgrading skills and expertise needed to survive in a changing business environment. Customized training programs can ensure that their leaders are well-prepared to drive innovation and adapt to new challenges, and lead their teams to success.

Dragan (2023) Proactive leaders fix the vision and achieve their goals with prior investigation. They demonstrate a strategic mind-set which is making informed decisions. They are helpful in organizations for growth and resilience

Yukl (2018) servant leaders constantly give priorities to the needs of their followers. They focus on empowering and supporting to followers. By doing so, they help their team members become wiser, healthier, and more autonomous, enabling them to take responsibility of their work.

Walumbwa et al. (2008) authentic leadership style has been emerged as a energetic approach in today's organizational system by prioritizing transparency, ethics, and true relationships among followers or employees. By fostering trust, credibility, and openness, authentic leaders drive positive outcomes, boost employee engagement, and nurture a culture of collaboration and innovation in organization.

Objectives of the study:

- To describe the Modern Leadership Skills
- To describe the Modern Leadership Styles
- To describe the impact of Digital Transformation on Leadership
- To describe the result of Millennials and Gen Z on Leadership Styles
- To describe the result of Globalization on Leadership

A. Modern Leadership Skills: Modern leadership focuses on empowering teams, fostering innovation, and adapting to rapid change. Key skills include emotional intelligence, adaptability, communication, and the ability to build strong relationships and inspire others. Effectively leading in today's world requires a blend of traditional leadership principles with a more collaborative and inclusive approach.

- Strategic thinking: Leaders need to be able to analyze situations, make sound judgments, and make informed decisions based on available data.
- Relationship Building: Strong working relationships are the foundation of a high-performing team. Leaders are investing in building trust, create a sense of belongingness and foster a positive and supportive culture.
- Empathic: Understanding and managing one's own emotions, as well as recognizing and responding to the emotions of others, is crucial for building trust and fostering a positive team environment.
- Adaptability: The ability to navigate rapid changes and unexpected challenges is inevitable. Being open to new ideas, learning from past mistakes, adapting strategies survival of the fittest approach etc.
- Innovative and Creativity: Encouraging creativity and innovation is crucial for staying ahead of the curve and developing innovative solutions to complex problems.
- Digital Literacy: utter need to technology savvy to survive in the competitive world. In the era of cut-throat competition, implication of AI, data analytics, and other advancements, not just their capabilities but also the survival mode in competeive world.
- Collaborative: In an interconnected world, leaders understand that collaboration and interdependence are vital for success.
- Conflict management: The ability to effectively address and resolve conflicts is essential for maintaining a healthy and productive work environment.
- Effective digital communication: Leaders must be adept at conveying messages, collaborating, and engaging with others through digital platforms and tools.
- Continuous learning: Staying ahead of the curve in technology and industry trends is essential for modern leaders

B. Modern Leadership Styles: Modern leadership styles emphasize collaboration, empowerment, adaptability, and purpose rather than command-and-control.

Key modern styles:

1. Transformational: by setting the vision viz truly innovstive they stimulate people by motivation and their involvement in various activities and encouraging them for their discreationay effort for productivity of co. and for them as well.
2. Servanthood: "Leaders eat last" leaders are there to serve the society. Leaders sacrifice and generosity ensures long term loyalty, irrevocable trust, morale building and imbibing a sense of belongings among others.
3. Agile: It is a mind-set driven approach adapting through organization culture, adaptability against all odd empowering team by psychological safety along with continuous leadership.
4. Empowering / Inspirational: It delegates responsibility and gives employees decision making power. It motivates through purpose and meaning, aiming for high ownership and self-regulated teams.
5. Democratic / Participative: Involvement of team members in decisions making process and value ensures a sense of

participative learning and decision making for them. Their inputs can improve commitment and quality of decisions.

6. Coaching: Develops individuals for the long term by focusing on strengths offset or neutralize their weakness, feedback, and learning goals rather than just immediate performance they believe in ameliorate.

C. Effect of Digital Transformation on Leadership: Digital transformation is the need of the era. It significantly impacts leadership, requiring leaders to become more visionary, adaptable, and data-driven. Successful digital transformation facilitates leaders who can foster a culture of innovation, empower employees, and navigate the complexities of technological change. By drifting from traditional hierarchies, data-driven decision making, importance of vision and strategy, focus on employee empowerment, cultivating a culture of innovation, adaptability and flexibility, communication and collaboration, change management and digital leadership competencies.

D. Effect of Millennials and Gen Z on Leadership Styles: Millennials and Gen Z emphasis on being radical shift to stereo to prototype style of leadership i.e. collaborative, transparent and authentic. Gen Z prefers those leaders who give them participation in decision-making and care. Gen Z and Millennials place a major emphasis on creating trust with others rather than only formal relations.

Some important effects are stated here;

Collaborative Leader Style: They like collaborative leaders who give empowerment to their team members and build ownership among themselves despite micro-management. This indicates a transformation of leaders with collaborative leadership and away from control-based styles.

The Emphasis of Authenticity and Transparency: Authenticity and transparency are the two most important criteria. They need a leader with integrity, who leads by real-life examples and is open in communicating with others.

Leadership with Purpose and Responsibility: Gen Z and Millennials are concerned about goals and social responsibility as well. They look for ethical leadership and prefer those companies that have strong CSR policies.

Purpose of Balancing Work-Life: Mental health is a top priority for creating a work-life balance. Flexible work assignments and cross-shifts, along with personal development, make for a healthier work environment. In response to all this chaos around us, leaders also allow employees to work from home to maintain balance in their work life.

The Embrace of Technology: Since they are tech-savvy, leaders should use technology for collaboration and communication frequently with Gen Z and Millennials.

E. Effect of Globalization on Leadership: Globalisation has large effect on leaders and their leadership styles. Organizations moved from local market to global market and deals with cross cultural differences or diversity. Now, Leaders are accepting the legal environment of other countries. They worked in different time zones too. What is more effective in one nation may not be the same in another one like culture- compatible, so that leader can easily align with local values, respect local norms and resonates with local world views. Teams are usually dispersed in several time zones, making coordination and communication even more challenging. Which includes revamping of leadership style in the vertical as well as horizontal structure? Leaders must now be culturally aware, fine-tuning their management style to accommodate varied cultural norms. Which includes emphatic indirect communication, or holding meetings at times suitable for team members from various parts of the

world? Leadership initially were top-down. leadership should be collaborative, supportive, adaptive so that the members feel belonging with organizations. Giving employees participation in decision making is also necessary when you leading globally. Legal framework and regulations are changed from one nation to another so the leader should take care of employee & trade union related legal formalities. Leaders required adapting the strategies and realigning with their plans in response, showing flexibility. This may involve correcting strategies for various markets or being prepared to address unexpected issues that accompany global operations.

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