

Administrative leadership requirements from a globalized perspective

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Received: 25th March 2023

Revised: 29th April 2023

Accepted: 06th May 2023

Abstract: The data of the twenty-first century, in which changes and developments have accelerated. It also affected the leadership style in the organization, so leadership is required to keep pace with these changes, as the authoritarian leadership style no longer finds a place in the organization. Leaders in this century have a vision for the future that they share with their subordinates, encourage the adoption of change, and grow their subordinates to become future leaders.

Keywords: Changes, traditional leadership theories, modern leadership theories, transformational leader Global leader.

Introduction

We have always seen that the leader is that authoritarian person, unique in his opinion, and sees in the management chair the position that he should not give up and that he is the maker of decisions and orders and everyone who is below him is only executors, and perhaps these are the practices that were actually carried out by everyone who had an administrative position, and perhaps such practices are still in our institutions. Although there are significant changes brought by many studies on the development of leadership because it does not make sense That the world around us changes and the leader remains practicing the same old practices that cannot lead to development. Leadership has evolved and appeared in modern theories with a strategic path, adopting change and not being afraid of it, developing subordinates, and meeting their needs in training and education, to take leadership positions in the future, today's leader is the one whose goal is to develop the organization and take leading positions in the market for growth and survival, today's leadership has high values and ethics that encourage the public interest over personal interest. Because our institutions today still practice traditional leadership styles, the researcher wanted to present this topic, perhaps it will change the practices of some institutional leaders. What are the driving requirements for the twenty-first century? Accordingly, in this article, we will address the following points:

First: the changes faced by contemporary organizations,

Second: Administrative leadership (concept, elements, importance, and the difference between it and management),

Third: Traditional theories of administrative leadership,

Fourth: Modern theories of administrative leadership,

Fifth: Skills and roles to be available in the global leader.

First: The changes faced by contemporary organizations

Contemporary organizations face increasing and complex challenges and pressures, and significantly affect their performance, so they should face these challenges through their leaders and employees, and by embracing change because, as Dale Rogers says: Even if you are on the right track, you will be overtaken if you remain seated, because time is constantly changing⁽¹⁾. So we will try to present some of the challenges facing our organizations today, including:⁽²⁾

1. Information and communication technology: One of the characteristics of our time is the clear and tangible development in information and communication technology, or what is known as TIC, which has had an active role in facilitating communication processes inside and outside the organization and at all levels and providing the necessary information promptly through the use of computers that have significant capacities in storage and processing, in addition to the Internet, intranet and extranet, which play a major role in transactions The organization externally with its customers and suppliers and internally with its workers and shareholders to allow the reduction of time, effort and speed of transactions,

2. The nature of the global market: The phenomenon of globalization, international trade agreements, and the openness of markets have made the world a small village, which facilitates the flow of products, money, and manpower, which increases the intensity of competition between organizations⁽³⁾, in addition to the emergence of legal organizations that can sell and buy without having a physical structure, but just a site on the web and they do not have any products or even stores, although they can provide the product quickly. Super,

3. Changing the face of competition: The changes faced by organizations have imposed on them the alliance, so instead of severe confrontation, they enter into blocs to support each other financially, Even relationally, to achieve profits and reduce costs, organizations no longer achieve profits through economies of scale and mass production, but through improved service, speed and innovation, and meeting consumer needs. In addition, organizations adopt relationship strategies such as license, franchising, agency, and handling contracts, intending to achieve the '**gagnant-gagnant strategy**.'

4. Changing pattern of employing individuals: The need for human resources specialization has increased, the percentage of employment has increased, and women have joined work, and due to the development of communication and information technology, the talk is now about 'knowledge workers' and employment with skills, so the organization's dependence now has become on cognitive and intellectual abilities more than muscular effort. This era has become characterized by the information revolution, the age of knowledge, knowledge management, and the learning organization.

All these variables face organizations today, so organizations must try to face these changes through their leaders who lead change by looking to the future so that their behavior is not just a reaction to a change imposed on them.

Second: Administrative leadership (concept, elements, importance, and the difference between it and management): The subject of leadership is one of the topics in which much research and studies have been completed and many books have been published, and the importance of the subject of leadership appears in the study carried out by Amazon. com about bestsellers, which found that more than sixteen thousand books have been sold about leadership. ⁽⁴⁾

1. The concept and elements of administrative leadership: Leadership has been defined in many studies and theories, each one included in a specific aspect, and below will be presented some definitions to surround the subject of leadership and determine the agreed elements.

a. Definition of administrative leadership: Many definitions included the subject of leadership, we mention:

"tichy" defines leadership as: "competence in preparing ideas and vision, for life according to the values that support these ideas and vision, to influence others to guide behavior and make difficult decisions, especially in the field of human resources"⁽⁵⁾. We notice in the definition of "tichy". He looks at leadership from a strategic point of view because he talks about the leader's vision and ideas, and links them to the values that support them, so his task is to mobilize ideas and values that push individuals to achieve.

Leadership is also defined as: "Influencing relations between leaders and subordinates, so that the leader strives for real change to reach results that reflect common goals, and leadership takes different forms to achieve various goals" ⁽⁶⁾ We note in this definition linking leadership to change, and that the leader seeks to bring about change to reach the desired goals, which confirms the need for ambitious leadership and seeks serious change, and that change has become a task from Tasks and skill of the leader's skills.

b. Elements of administrative leadership: The leadership process is based on basic elements:⁽⁷⁾

- The presence of the individual, the leader, who carries out the process of influence and change,
- The presence of a group of individuals, or subordinates, willing to follow their leader,
- The existence of specific goals, and in each situation, the group seeks to achieve them.

2. The importance of administrative leadership: Today's world, which is characterized by change, which represents one of the constants of this era, has become more oriented towards leadership instead of management, it is not reasonable for the manager to practice the style of the matter in front of individuals more than his knowledge and specialization in the task they do, and this is confirmed by Ordi Ted the author of the book (The Art of Leadership) published in 1936, where he said: "The need for management has become urgent for those who manage administrative organizations to be more than just exercisers of power... Administrative organizations need more than administrated, they need to be led because proper human relations between the leader and his subordinates have become more necessary to achieve subordinates' response from orders and stronger than the routine communications followed by managers."⁽⁸⁾ This requires administrative leadership, i.e. administrative skills in planning, organization, etc., and the leader's skills in influencing and building relationships. "**Leadership**" says: "Leadership is one of the most prominent phenomena, the phenomenon, but the last phenomenon that can be understood on earth"⁽⁹⁾, leadership is like beauty you see but you cannot describe it. Among the indicators of the importance and popularity of the topic of leadership, today is the study carried out by Amazon on bestsellers, which found that more than sixteen thousand books are sold about leadership.

⁽¹⁰⁾ The importance of leadership will therefore be presented, from the point of view of the leader, the organization, and individuals.

a. For the leader himself: E. Thorndike answered the question, what drives a leader to be a leader? He pointed out that economic motivation is the reason people seek leadership to gain materially. ⁽¹¹⁾ The following table shows the annual compensation of executives in some developed countries.

Table 1: Compensation of Executive Directors in some Developed Countries (Thousand Dollars)

Country	1988	2003	2005
France	404	786	1.202
Germany	412	1.013	1.181
Italy	342	893	1.137
Japan	503	485	544
Britain	453	881	1.185
United States	803	2.387	2.165

Source: Najm Abboud Najm. Ibid., p. 29.

The researcher believes that the financial aspect is not always the justification for assuming leadership positions, because some leaders have tendencies and personal traits that push them to assume the leadership position, in a desire to achieve a sense of self, that is, they have from birth preparations for leadership, in addition to that some leaders have future visions that they want to embody.

b. For subordinates: the presence of influential and effective leaders, who care about subordinates, their goals, and needs, makes them perform their work, not only as required of them, but more than expected. Building a good network of relationships with their subordinates and relying on trusting them will bring out the best of their talents, abilities, and skills, and this will push them to develop themselves to achieve their goals and those of their leaders.

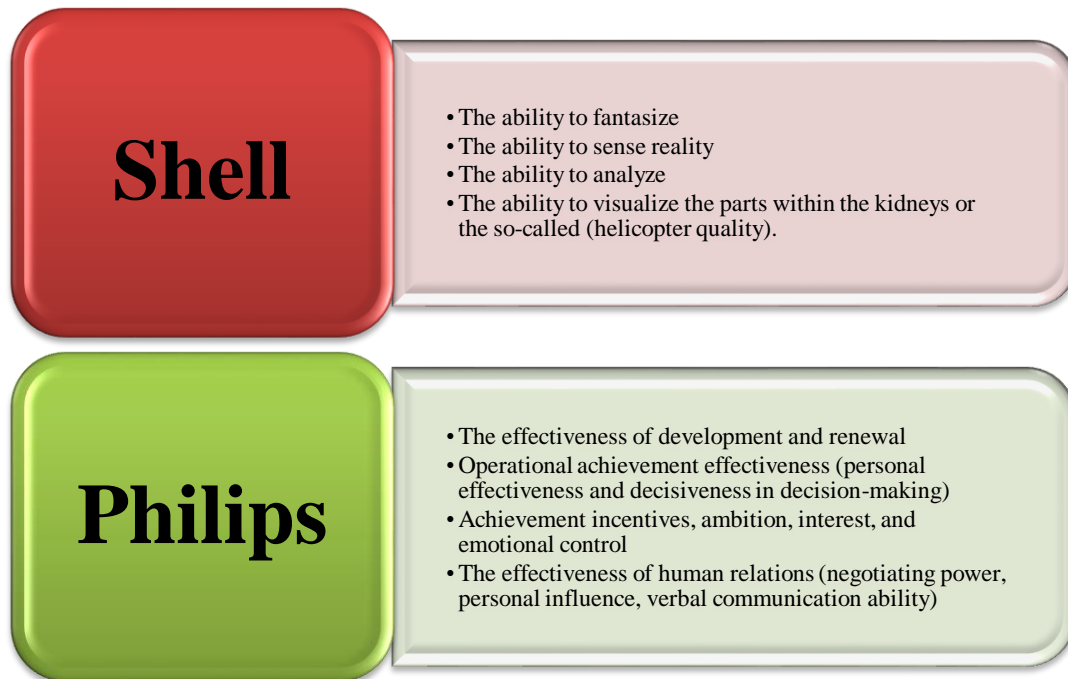
In addition, the presence of leaders who possess values and principles in the organization leads to the belief of subordinates in them and their ideas, and they are for them a "role model" to follow in everything, which raises their performance and competencies, especially since one of the main roles of leaders is to form new leaders through their participation in decisions and the future vision of the organization, which will make subordinates feel that they have value in the organization and their belonging to it, in addition to assigning them tasks and delegating some responsibilities, will raise their performance and improve their initiative skills. And take responsibility. Leadership is important for subordinates because it builds in them a new generation of leaders, and this is confirmed by what "William Junyar" said in his book (Pushing People Up), "In our institutions, there are no managers and employees, but there are future leaders and leaders"⁽¹²⁾.

c. For the organization: Organizations today need leadership to face global challenges and rapid changes. The developments in the business environment from intense competition and the emergence of globalization and mergers have also developed with them the concepts and theories of leadership, so the theory of transformational leadership emerged, which appears from its name that leadership is the

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one who makes change and transforms institutions, and the concept of strategic leadership, and this means that leadership has not only become at supervisory levels but in senior management, which is leadership with decisions. A strategy related to the future of the organization open to the ocean, with a vision for the future. Organizations today aspire to universality, especially as organizations now set global standards to evaluate the performance of their individuals, and this is shown in the following figure, which shows the standards prepared for both "Shell" and "Philips".

Figure 1: Global Standards for Evaluating Personnel Performance by Shell and Philips



Source: Sayed Al-Hawari, Global Manager Skills in Global Orientation. Second edition, 2007, pp. 65-66.

In addition to the above, subordinates in institutions have become experienced and competent due to their high level of education and specialization in their work, which makes them reject any interference in their specialization by their leaders who may be less knowledgeable in this field or know nothing in it, which requires that the leader play the role of catalyst and participant and not the role of the authoritarian president, who issues orders only.

3. The difference between leadership and management: Although there is a difference between leadership and management, organizations today are demanding the need to have both leadership and management skills.

Table 2: Comparison between leadership and management

The Collection	Leadership	Management
Thought process	<ul style="list-style-type: none"> - Original - Preference is given to people - Open to the outside 	<ul style="list-style-type: none"> - Preliminary - Prioritize things - Spin around the inside

<p>Identifying Trends</p>	<p>-Has vision - Creates the future - Sees the forest</p>	<p>- Has practical schemes - Improves the present - Sees trees</p>
<p>His relationship with subordinates</p>	<p>-Oversees - Has partners - Exercises trust and develops</p>	<p>- Exercising censorship - He has subordinates - Directs and connects</p>
<p>Practical methods</p>	<p>- Works carefully with knowledge (does the right things) - Creates change</p>	<p>- Works correctly - Easy change</p>

Source: don hellriegel. John w. slocum. Organizational management. 2nd edition. De boeck. 2006 . p 359.

Third: Traditional theories of administrative leadership: Leadership is one of the topics that have been studied by many researchers and schools, which led to the diversity of theories and different trends, and below we will briefly list some of these theories:

1. Personality trait entrance theory

This theory belongs to the early studies in the field of leadership and assumes that leadership is based on a set of traits enjoyed by a particular individual, and it has been called individual entrance theory because it focuses on the leader without considering the other elements of leadership, and one of the most prominent theories of this entrance is the theory of the great man and theories of traits.

a. The Great Man Theory: The first roots of this theory date back to the era of the Greeks and Romans, where the belief was that leaders are born leaders and that they have been endowed with physical, mental, and psychological features and characteristics that help them to do so, and a number of sub-theories fall under this theory, such as⁽¹³⁾:

- ✓ **Prince theory,**
- ✓ **hero theory,**
- ✓ **The theory of the distinguished man.**

The "great man" is a leader who occupies a position and status among the members of the group in which he works or belongs, where he is a cause for pride and pride by others, and one of the characteristics of this leader is the efficiency of achievement and social adaptation. Some also considered him to be someone who could be a formal or informal leader at the same time⁽¹⁴⁾.

b. Theories of leadership traits: This theory of leadership focuses on the personal characteristics and habits of the leader, and the basic assumption of the so-called characterization-based trend is that leaders differ from other people by their special characteristics and qualities, such as energy, intelligence, persuasion, and supernatural insight, and that these traits are not necessarily hereditary as the great man theory claims. As for the type and quantity of these leadership qualities, they differed in

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that, there are many researches and studies, each of which has different and different opinions in this regard, from those who believe that the most important of these features is excellent health, the ability to care for others, integrity, the ability to judge things and the instinct of loyalty to the group, and some of them believe that the most important leadership traits are a strong personality that is characterized by psychological and behavioral level, in addition to self-confidence and the ability to recognize the ideas and tendencies of others, and some of them He paid attention to the attribute of intelligence and gave it great importance, and some of them were interested in the characteristic of fun, where the ability to soften the atmosphere of interaction between the group and the leader. ⁽¹⁵⁾

2. Leader Behavior Theory: The lack of conviction in the theory of traits in leadership, led behavioral scientists to focus their attention on the fact that influential leaders use an influential and unique style of leadership, which affects the effectiveness of the leader, as it is the opposite of trait theory focuses on the behavior of the leader not on his traits ⁽¹⁶⁾, and one of the most important studies carried out by the pioneers of the behavioral school, the study of "**K.Lewin lippitt R.White**", which aims to try to identify the nature of leadership and the relationships that govern it and the extent to which it relates to the social atmosphere that prevails in it. They classified leadership styles into the three most famous patterns that have been studied and relied upon by many researchers, namely:

a. Autocratic leadership (dictatorship): One of the most important behaviors of an autocratic leader is the love of solitaryism, as he alone determines policies and makes decisions, and deals with subordinates only as executors who are not involved. They are pressured to raise the level of production and productivity.

b. Democratic leadership: The philosophy of this leadership is based on the principle of participation and delegation of powers, as the democratic leader interacts with the members of the group and participates with them in the decision-making process. It expands the delegation of powers and powers to his subordinates, as he carries out his tasks through participation, policies are determined through agreement and collective discussion of the members of the organization, and the leadership plays its role in crystallizing what the group agrees on from opinions and ideas to decisions and policies, the decision, in the end, comes from the group's thinking and initiative. ⁽¹⁷⁾

c. Free leadership (dispatch or chaotic): This style is the exact opposite of the autocratic pattern, as there is no real leadership, and everyone is free to perform the work. This leadership is dominated by the nature of chaos, as this type of leadership is not governed by specific laws, policies, or procedures, and this style of leadership behavior is characterized by the leader's non-interference in the course of affairs and does not give his guidance or guidance to workers at all unless asked to do so, as it is a leadership that leaves individuals with absolute freedom to act And work without any intervention on the part of the leader, and this leadership style is characterized as the least effective and productive type of work, as the members of the group do not respect the personality of the leader, and its members often feel frustrated, lost and unable to act, as they rely on themselves in many cases that require the intervention of the leader. ⁽¹⁸⁾

3. situational theory: The inability of the model traits and behavioral model to determine the pattern or personal traits of effective leadership in all situations and situations, led to the emergence of other studies such as those carried out by "Corman" in 1966, and concluded that: "As long as the attitudes change, the attitudes and styles of leaders must change accordingly" ⁽¹⁹⁾, on the basis that there is no pattern that works best for all situations, a leader can be democratic in one situation and dictatorial in others.

Reddin has listed the elements of the situation that a leader must diagnose into three elements⁽²⁰⁾:

- a. **Technology requirements:** It is the way the work is done, and it is seen that each method requires different behavior from leaders,
- b. **The organization's philosophy and values:** The leader can diagnose this element through the organization's values, prevailing customs and traditions, religious trends, language, symbols and rituals, and dress style,
- c. **Human resources and requirements:** They are represented in the needs of the leader, subordinates, colleagues, and the boss, and these needs affect the leader's determination of the appropriate pattern for the situation.

Fourth: Modern theories of administrative leadership:

Modern theories of leadership are considered a result of the developments witnessed by the environment and institutions so that they imposed on leaders to have different qualities than they were in the traditional theories of leadership, where modern theories took a strategic path because leadership is no longer only the supervisory level in the institution, but the level of senior management, because it must have a future vision and encourage change to keep pace with the developments of the ocean and competition, so the researcher will try briefly to present the most important contents of these theories in Follows.

1. **Charismatic Leadership Theory:** Conger, Kanungo, Hunt, Boal, Shamir, House, and Arthur presented a theory of leadership, called Charismatic Leadership⁽²¹⁾, and below will present the concept, qualities, and indicators of measuring charismatic leadership, in addition to its types.

a. **The concept of charismatic leadership:** According to Weber, the term "charisma" means "the gift of the gods or the gift of the gods", such as wisdom, knowledge, and prophecy. He argues that charisma is a form of authority, distinct from other types, derived from a unique combination of a person with extraordinary talent so that followers are convinced that the person possessing such talent has something to do with divine powers.⁽²²⁾ He has pointed out "**Weber**" refers to the term charisma, when he divided models of authority in leadership into three types:⁽²³⁾

- ✓ **The inspirational leader or charismatic,**
- ✓ **Traditional Leader,**
- ✓ **Legal-rational leadership "**

According to **Weber et House**, charismatic leadership practices the distribution and intensification of social influence on others, through its unique beliefs and behaviors.⁽²⁴⁾

b. **Charismatic leadership qualities:** Charismatic leaders provoke others through emotions by inspiring them, and **Conger** suggests three characteristics that a charismatic leader must have to attract followers, which are⁽²⁵⁾:

- **Qualities of an expert:** Experience refers to the skill and ability to perform tasks effectively, leaders of this type are seen as wise, and this wisdom is the result of trust in the leader, through their belief that they can learn and develop their abilities through their leader.
- **Taking Risk:** It includes unconventional behaviors that challenge the current situation, or that do not follow standard procedures. Observers of the leader's risk-taking behavior translate this as a sign of the leader's commitment to keeping up with his ideas.

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- **Charisma qualities:** These include qualities that others consider ideal (wonderful), individuals are attracted to a leader, who has a set of qualities such as dynamism, and the ability to influence (arousal). Individuals love to be with leaders who have these qualities, and feel motivated and inspired by them.

Woldman, Yamarino, Conger, and Canungo add that charismatic leadership behaviors include providing inspiration to motivate teamwork, and the leader takes ways that show followers that he is playing a role model. ⁽²⁶⁾

According to House, a charismatic leader has self-confidence, dominance, and strong beliefs in his values, and ethics of integrity. ⁽²⁷⁾

2. Servant Leadership Theory: The theory of service leadership (Servant Leadership), among the modern theories of leadership, and expresses the old saying "the master of the people is their servant" (and there are those who say that it is a weak talk), and this style is called servant leadership. A reference to the leader's behavior with his subordinates, he spends countless hours helping others to be effective, by providing them with facts, energy, resources, information, and everything they need to carry out their tasks. This theory is based on respecting workers as individuals, giving them a greater partnership in supervision and guidance, and ensuring that their opinions are informed and correct while reducing strict guidance and arbitrary control by their supervisors.

a. Definition of servant leadership: The term "servant leadership" was first defined in 1970, entitled "the servant as leader" by "Green Leaf". His writings in service leadership helped initiate this trend, and his views have found a profound and growing impact. In his view, the true meaning is that a great leader is one who first has a deep desire and experience to serve and help others, and this simple truth is essential for his or her greatness. ⁽²⁸⁾ Bass points out that the topic of servant leadership was first raised by Hegel and then by Greenleaf, who explained that a leader must serve his followers first to be able to understand them better. ⁽²⁹⁾

Green Leaf says: "A servant leader is a servant first, he starts with a natural feeling, that a person wants to provide a service. ⁽³⁰⁾ Although the words servant and leadership always refer to contradictions. Slocum et Hellriegel sees servant leadership as the process of developing ideas and vision, and coexistence with values, that underpin those ideas and affect others. ⁽³¹⁾

In the Industrial Revolution, workers were seen as machines, and in recent decades, views have shifted toward the ideas put forward by Green Leaf, Peter Senge, Stephen Covey, and Ken Blanchard, who argue that there are better ways to run organizations in the twenty-first century. There is growing recognition of the need for a team-oriented approach, to leadership and management. ⁽³²⁾ In this theory, the main task of the leader is to help and empower employees, satisfy their needs and ambitions, and achieve their interests. This, in turn, enables subordinates to be made more positive, wiser as well as more willing to serve their organizations. ⁽³³⁾

b. Characteristics of servant leadership: Green Leaf has identified several characteristics of servant leadership: ⁽³⁴⁾

1. **Listening:** Leaders are valued through communication and decision-making skills, which are also necessary and important skills for servant leadership, but they need a greater commitment to listen attentively to others,

2. **Empathy:** The servant leader seeks empathy with others, people need to be personally acceptable and recognized, successful service leaders are those who have become skilled, emotional, and listeners,
3. **Healing:** Learning healing is a powerful tool for transformation and integration, one of the most important powers of the servant leader is the possibility of treating himself by himself and treating others, many individuals are broken in their spirits and suffer from the effects of various fractures,
4. **Awareness:** Public awareness and especially self-awareness.

Spears also adds the following characteristics:⁽³⁵⁾

Listening, empathy, healing, awareness, persuasion, perception, insight, supervision, commitment to others, and community building.

3. Transformational leadership theory: Modern theories of leadership, an attempt to keep pace with the severity of changes in all fields, such as globalization, competition, and knowledge economy, which imposed the necessity of having leaders with a great tendency to change and a clear future vision, and as a result new theories appeared, such as visionary, service and charismatic theory, and below we will present the most prominent of these theories, which is the theory of transformational leadership.

a. Definition of transformational leadership: A transformational leader is defined as: "a leader who elevates the level of followers for achievement and self-development, and who at the same time promotes the process of developing groups and organizations".⁽³⁶⁾

Transformational leadership, through its charisma, inspiration, motivation, engagement, and interest in individuals, makes individuals know their self-worth, leading them to feel high levels of satisfaction and commitment by empowering and considering their goals, and their goal is to reconcile them with the goals of the leader, the work group, and the organization.

As we saw in the previous definition, transformational leadership raises the level of followers, making them go beyond achieving simple needs to achieve self-development goals, transformational leadership aims to build a generation of leaders with the characteristics of true transformational leaders.

"Transformational leadership motivates others to do more than they originally wanted, and often more than they could have thought of, they set more challenging expectations and usually achieve high performance."⁽³⁷⁾ Transformational leadership exceeds expectations. According to several studies (**Bass, Curphy, Yammarino**), transformational leadership is necessary for every sector and every circumstance.⁽³⁸⁾ It has proven successful in the fields of education, in the army and in the fields of industrial activity, as well as in crises and global level because such leadership is necessary and keeps pace with the changes of the environment and competition.

b. Transformational Leadership Components: Bass et Avolio has defined the components of transformational leadership in four factors, called (**Is Of Leadership 4**) because the four components begin with the letter (**I**), which are⁽³⁹⁾:

1. Charisma or Idealized Influence Or Charisma (Ii): The first to use the concept of "**charisma**" is the sociologist "**Max Wiber**" during 1922-1963, and the term charisma is Greek in origin and means (gift of the gods)⁽⁴⁰⁾ It means that this gift, endowed by the gods, is a faithful, charming, charismatic personality capable of triumphing alone in times of crisis. Transformational leaders behave in ways that allow them to serve as role models for their followers, enjoying admiration, respect, appreciation, and

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trust. ⁽⁴¹⁾ Followers try to emulate their leaders because they see them as talented, possessing supernatural abilities, determined, and persevering. Therefore, there are two aspects to exemplary influence, the traits that followers see in their leader and the behaviors that the leader practices.

2. Inspirational Motivation (IM): Transformational leaders motivate and inspire their followers by sparking team spirit, enthusiasm, optimism, and challenges in the work of followers. Leaders are shaping an attractive future, by opening connections between themselves and followers who want to participate and demonstrating commitment to common goals and vision.

3. Intellectual Stimulation (IS): Transformational leaders motivate their followers' efforts to be creative and creative by questioning and addressing problems in new ways instead of old ones, and there is no public criticism of individual individuals' mistakes, new ideas, and creative problem solving are required by followers, who are in the process of addressing problems and finding solutions to them. They are encouraged to try new ways and approaches and not criticize their ideas. Because it is different from the ideas of leaders.

4. Individualized Consideration (IC): Transformational leaders pay special attention to the needs of the dependent individual to achieve growth by working as a teacher or coach. Individual consideration is applied when new learning opportunities are created while providing a supportive environment for individual differences in terms of the needs and desires of followers. Leaders' knowledge of individual differences is shown by their behaviors, such as greater encouragement for certain employees, and independence. For others, some need firmness in the standards.

This is encouraged by the opening of contacts with followers, such as roaming management, interaction with followers personally, the leader's interpretation of previous conversations, and the awareness through which the interests of individuals and their vision as people and not only as workers are therefore called "**Bernard Sinclair desgagne**". **Ann Rennee Blais**" This dimension is after listening. ⁽⁴²⁾

Individual consideration makes the leader listen effectively to followers, and the tasks performed by the leader are tools for the development of followers, and the most prominent of these tasks is education and training so that the leader knows if followers need additional guidance or support and evaluation of their progress and growth. This makes individuals have the will and aspirations for self-development and motivation to carry out their tasks because the leader offers them empathy and support. ⁽⁴³⁾

Fifth: Skills and roles that must be available in the global leader:

The leader in this century must be a global leader, to be able to face changes as well as competition, and among the modern theories of leadership that are appropriate for this time is transformational leadership, which has found great success and many studies have proven its efficiency in keeping pace with the requirements of institutions in this era.

1. The Transformational Leader is a Global Leader: Mike Friedman and John Zimmerman point out in their book *The Art and Discipline of Strategic Leadership* (2003). "While organizational leaders face many new changes, their executives and team leaders must develop their ability to guard against the threat of traditional competitors and evaluate all forms of unexpected and foreseeable competition. In addition, they must reinvent their organizations, to meet the challenges of new technology to ensure that they respond to new shifts in organizational values and new industrial models". ⁽⁴⁴⁾

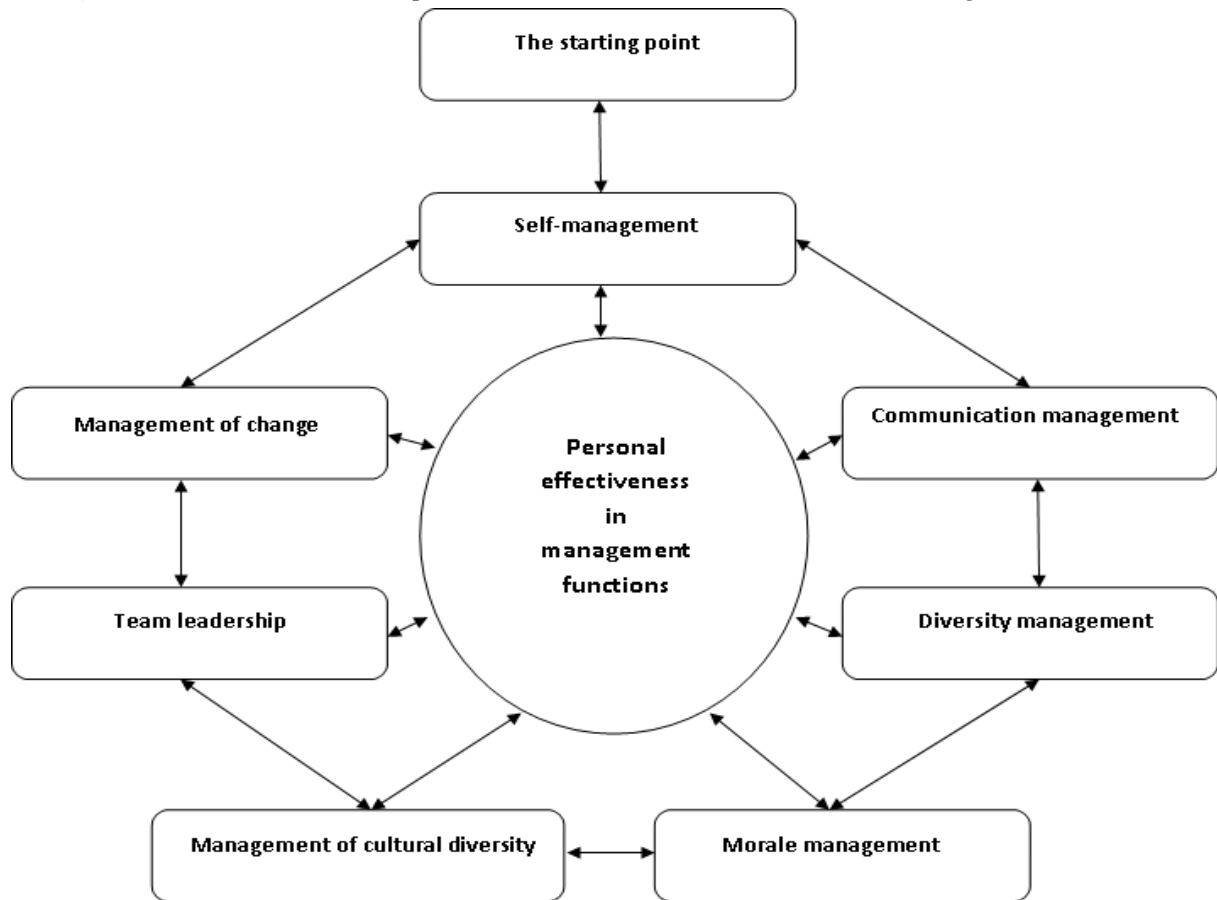
Bass pointed out that transformational and reciprocal leadership (leadership in which the leader deals with a carrot and stick policy, i.e. the worker offers work and the leader offers him a reward, but its return is short-term compared to transformational leadership that works in the long term) can be found

around the world and in all forms of organizations. Research in transformational leadership has found a place on every continent, as has **GLOBE**. (A study conducted in many countries of the world, to highlight the prevailing leadership style and culture prevailing in that region) that took place around the world, indicated that transformational leadership generally provides positive growth in the performance of leaders more than the impact of reciprocal leadership, and more than that, transformational leadership is more effective at the global level, because transformational leadership is in line with the models of humans who see in the transformational leader an ideal leader, and of course, there are cultural conditions, and there are organizational factors Which can affect the impact of transformational leadership in particular. However, authentic or genuine transformational leadership has an impact on all cultures and organizations, because transformational leaders have goals that go beyond their interests and work toward the general interest of followers. ⁽⁴⁵⁾

2. Transformational leadership skills: Researchers differed in the number and type of skills that a leader must have, especially the skills that appear in his behavior, the skill is: "the ability to translate knowledge into an efficient act"⁽⁴⁶⁾ due to the huge amount of studies and theories that have been researched on this subject, and according to '*Slokum and Don*' leadership includes seven basic skills:⁽⁴⁷⁾

- **Self-management:** It is that the leader can understand himself, identify his strengths and weaknesses and the factors that can affect him, and the extent of his control over himself in difficult situations because the leader's knowledge of himself enables him to know others,
- **Managing change:** It is one of the modern skills that the leader must be familiar with due to the circumstances that surround him and his organization,
- **Team Leadership:** A leader is a person who deals and influences others, so he must know how to lead his team towards achieving goals by knowing how to motivate and push the team and participate in bringing about change,
- **Managing cultural diversity:** Among the changes facing today's leaders is the diversity of cultures that employees have come to possess through their openness to multiple means of communication as well as their mobility, in addition to the mobility of labor between different countries,
- **Managing morale:** Attention to the morale and feelings of employees within the organization has become among the skills that indicate a successful leader so that one of the recent topics in the subject of leadership is 'leadership with emotional intelligence', which is defined as: "a set of abilities that enable individuals to know themselves and others their feelings and emotions and use this deep knowledge to guide their own thinking and actions."⁽⁴⁸⁾
- **Diversity management:** This skill enables the leader to discover the individual characteristics of individuals and groups, whether they possess the resources and energies of the organization and the extent to which they can interact with each other,
- **Communication management:** Communication is one of the skills necessary for successful leadership and for the leader to know everything related to the organization and subordinates by building a network of communications and abandoning traditional top-down communication, to ensure that all information reaches from him to his subordinates and to facilitate the movement and participation of subordinates with their ideas, and the following figure illustrates the various of these skills

Figure 2: Basic skills to ensure personal effectiveness and effectiveness in management functions



Source: Don Hellriegel. John w. Slocum.op. cit. P05.

In a study of 100 organizations to determine the criteria for leaders to be hired in 2003, to find them prepared in 2010, it concluded that four roles were identified in them: professor of strategy, manager of change, founder of relationships and networks, and talent developer. This is a list of skills and talents that a well-performing leader should possess in 2010:⁽⁴⁹⁾

- Strategic thinking relates in particular to globalization and the impact of technology,
- Intellectual and moral ability,
- Decision-making in a complex and uncertain environment,
- Personal and organizational communication skills,
- Influencing and persuasion not only within the organization but with customers, suppliers, investors, strategic partners,
- Management of cultural diversity,
- Business management, responsibilities, risk management, and appropriate control,
- Discover and manage talent and the ability to identify, attract and retain talent,
- Personal adaptation, the ability to learn from experience.

Conclusion:

In this article, we conclude the following conclusions:

- ✓ Today's leadership is inspiring leadership, which builds good relationships through passion,
- ✓ ethical leadership because it promotes public interest over self-interest,
- ✓ A leadership that embraces change and is not afraid of losing positions,
- ✓ A leadership that shares the future vision of the organization with all its parties,
- ✓ Leadership that meets the educational and training needs of individuals, to build future leaders,
- ✓ A leadership that welcomes all suggestions and encourages creativity,
- ✓ A leadership that establishes a culture of cooperation and good values.

As for the recommendations: Because our institutions, despite the development and change that surrounds them, the leadership practices in them are still authoritarian for everyone who sits in an office chair, the researcher believes that it is necessary to educate leaders and train them on transformational leadership skills because they are the most appropriate for the lifestyle of the institutions of this era.

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