

Leadership at the Helm: Evaluating the Evolution and Impact of Political Leadership in Modern Governance

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Abstract

This article interrogates the dynamic evolution of political leadership, scrutinizing the transformative impact exerted by both historical and contemporary figures upon global political landscapes. It employs a comparative analysis of diverse leadership paradigms—ranging from autocratic to democratic and transformational frameworks—to assess their influence on governance structures and policymaking processes. Utilizing an array of historical exemplars alongside contemporary case studies, this review elucidates how political leadership not only reacts to but also shapes societal values and norms. The discourse further explores the exigencies faced by modern political leaders, such as technological disruptions and global crises, examining how these challenges necessitate and catalyze adaptations in leadership strategies. Drawing upon a robust corpus of political theory and leadership studies, this article aims to delineate the nuanced yet profound role of leadership in national stability and developmental trajectories, providing prognostic insights into the evolving contours of political leadership in an increasingly interconnected and digitized geopolitical sphere.

Keywords: Comparative Analysis; Governance Structures; Leadership Paradigms; Policymaking Processes; Technological Disruptions

Introduction

Political leadership serves as the cornerstone of effective governance and policy-making across nations. It encapsulates the complex roles and responsibilities that leaders undertake to guide their countries toward stability and development. In the realm of political science, leadership is often explored through its capacity to influence, mobilize, and direct



both governmental structures and public sectors towards achieving collective goals (Northouse, 2016). The significance of examining different leadership styles within political contexts cannot be overstated, as these styles profoundly shape the administrative outcomes and societal impacts of governance. For instance, transformational leadership, characterized by the ability to inspire and motivate followers to exceed their own self-interests for the good of the organization or society, has been linked to higher levels of public trust and institutional effectiveness (Ljungholm, 2014). Conversely, autocratic leadership, where decisions are made unilaterally by the leader, can lead to quicker decision-making processes but often at the expense of public satisfaction and democratic values (Gastil, 1994). Furthermore, research on servant leadership highlights how prioritizing the needs of the public can enhance community engagement and social welfare (Greenleaf, 1977). These examples illustrate the critical role that various leadership styles play in shaping the efficacy and integrity of political governance.

At the core of political leadership is the ability to navigate the intricate and often tumultuous landscape of national and international politics. This requires an amalgamation of strategic foresight, decision-making processes, and an astute understanding of geopolitical dynamics. Effective political leaders utilize strategic foresight to anticipate and prepare for future challenges and opportunities in both domestic and international arenas (Ignatyeva & Isaev, 2018). The quality of political leadership is pivotal in crafting effective policies that address myriad challenges—from economic crises to social disparities and environmental issues (Burns, 1978). Moreover, political leaders are instrumental in setting legislative agendas, mobilizing resources, and fostering alliances that are crucial for implementing these policies (Yan, 2015). The decision-making process in political leadership often involves a dynamic and complex set of choices influenced by internal and external pressures, requiring leaders to balance national interests with global considerations (Mintz et al., 1997). These strategic decisions are critical in navigating geopolitical tensions and fostering international cooperation (Holsti, 1976).

Historical analyses reveal that the evolution of political leadership has been significantly influenced by both cultural and institutional contexts. For instance, the centralized decision-making style of historical figures like Julius Caesar contrasts sharply with the participatory approach adopted by contemporary democratic leaders such as Nelson



Mandela (Plato, 380 BC). These examples illustrate how different leadership styles can either consolidate power or distribute it, thereby affecting policy effectiveness and public engagement.

The categorization of political leadership into styles such as autocratic, bureaucratic, charismatic, democratic, and transformational provides a framework for analyzing how leaders influence governance processes and outcomes (Bass, 1985). Autocratic leaders, for example, often centralize authority and make unilateral decisions, which can expedite decision-making processes but may also stifle innovation and reduce stakeholder engagement (Lewin, Lippitt, & White, 1939). In contrast, democratic leaders typically promote inclusivity, encouraging participation and deliberation within decision-making processes. This not only enhances the legitimacy of decisions but also cultivates a broader base of support, fostering more resilient and adaptable governance structures. Transformational leadership, particularly relevant in political contexts, involves inspiring and motivating followers to achieve results that exceed initial expectations. This style is characterized by leaders who articulate a clear vision, challenge existing norms, and inspire followers through effective communication and advocacy (Bass, 1985). Such leaders are often seen as agents of change, capable of transforming not just policies and systems, but also the societal values and expectations that underpin them.

Studying political leadership also entails addressing the unique challenges that leaders face in the political arena, such as navigating legal constraints, responding to international pressures, and maintaining public accountability. These challenges underscore the importance of adaptability and ethical considerations in leadership practices, which are essential for maintaining trust and credibility in the public eye (Weber, 1947). Max Weber's insights on political leadership highlight the enduring importance of legal adherence, ethical conduct, adaptability, and maintaining public trust. He emphasized that leaders must navigate legal constraints within a framework of legal-rational authority, ensuring fairness and justice which enhances their credibility. In today's globalized world, Weber's concept of charismatic authority underscores the need for visionary leaders to effectively respond to international pressures by inspiring confidence and rallying support. His bureaucratic model stresses public accountability and transparency, crucial for earning and retaining public trust. Weber also recognized the significance of ethical considerations through his “ethic of



responsibility,” where leaders must consider the consequences of their actions. Trust and credibility, essential for long-term success, are sustained by consistent ethical behavior. Integrating these principles, Weber's ideas underscore that effective political leadership requires a balance of adaptability, ethical integrity, and adherence to legal and public accountability frameworks to navigate the complexities of the political arena and maintain trust and credibility in the public eye.

In conclusion, the study of political leadership is crucial for understanding how leaders can effectively influence, govern, and lead nations towards progress and stability. By examining the interplay between leadership styles and political outcomes, scholars and practitioners alike can gain deeper insights into the mechanisms of successful governance. As the global landscape continues to evolve, the role of effective political leadership becomes increasingly important in addressing the complex challenges of the 21st century.

Historical Overview of Political Leadership

The study of political leadership is a rich tapestry woven through the annals of human history, reflecting the shifts in societal structures, cultural norms, and governance models. Political leadership has evolved from the divinely ordained monarchies of ancient civilizations to the democratically elected governments of today, showcasing a broad spectrum of governance styles that have shaped human societies across different epochs. In ancient times, the concept of leadership was intrinsically linked to the divine right of kings, where rulers like the Pharaohs of Egypt were seen not only as sovereigns but also as gods (Kemp, 1989). This conflation of religious and political authority mandated absolute obedience, with the leader's will considered a divine mandate. Similarly, in ancient China, the doctrine of the Mandate of Heaven was established to justify the emperor's rule, positing that heaven bestowed the right to govern on just rulers and took it away from despots (Fairbank, 1992). The intellectual ferment of Classical Antiquity, particularly in Greece and Rome, introduced new dimensions to political leadership. Plato's vision of the philosopher-king presented in *The Republic* was a call for wise and virtuous leadership, governed by a love of wisdom and a commitment to the public good (Plato, 380 BC). Aristotle took a more pragmatic approach in his *Politics*, analyzing various forms of government to argue for a polity that balanced the virtues of democracy and oligarchy (Aristotle, 350 B.C.). Roman



political philosophy, as articulated by Cicero, emphasized the role of law and civic duty, advocating for a mixed constitution to safeguard against the excesses of power (Cicero, 44 B.C.). As Europe transitioned into the Middle Ages, the feudal system decentralized political authority, with leadership distributed among local lords who owed allegiance to a monarch. This period was characterized by a network of personal loyalties and military obligations, which defined political power as much as heritage or divine right (Bloch, 1961). The Renaissance catalyzed a shift back towards centralized power, exemplified by the rise of absolute monarchies in France under Louis XIV and in Russia under Peter the Great, where the sovereign wielded unparalleled authority (Parker, 1988). The Enlightenment ushered in revolutionary ideas that challenged the very foundations of political leadership. Thinkers like John Locke and Jean-Jacques Rousseau argued that true political authority derived from a social contract with the governed, laying the groundwork for modern democratic governance (Locke, 1689; Rousseau, 1762). These ideas were crystallized in the American and French Revolutions, which rejected monarchical absolutism in favor of republicanism and the principle of popular sovereignty. The 19th and early 20th centuries saw the emergence of new challenges and complexities in political leadership, as industrialization, urbanization, and the rise of nation-states transformed the political landscape. The tumultuous events of the 20th century, including two world wars and the Cold War, brought forward leaders who navigated through periods of intense conflict and change, shaping the modern political order. Contemporary political leadership is marked by its plurality and the increasing importance of ethical governance and global cooperation. Leaders today must navigate a world shaped by rapid technological change, economic interdependence, and environmental challenges. The digital revolution, in particular, has transformed political communication, enabling leaders to connect directly with the populace but also posing new challenges in terms of privacy, misinformation, and cyber-security (Castells, 2007). As we look to the future, the evolution of political leadership continues to be an area of vibrant scholarly inquiry. Researchers and historians alike seek to understand how past leadership models can inform contemporary practices and help address global challenges. The study of political leadership, thus, remains a crucial field for those interested in the art and science of governance and its impact on global affairs.



In conclusion, the history of political leadership is a testament to the adaptability and resilience of human societies in their quest for effective governance. From the divine rulers of ancient times to the democratically elected leaders of today, the evolution of leadership reflects broader socio-political changes, offering valuable lessons for both current and future leaders.

Contemporary Political Leadership Styles

In his 2023 article “Leadership Styles,” Gutterman outlines contemporary political leadership styles, categorizing them into autocratic, democratic, and transformational. Autocratic leaders make unilateral decisions, democratic leaders include their followers in the decision-making process, and transformational leaders inspire and motivate their followers towards a common vision. These styles reflect the broader aspects of leadership, such as influencing follower behavior, decision-making methods, and balancing the achievement of goals with the maintenance of group cohesion.

Autocratic Leadership

Autocratic leadership is defined by centralized decision-making, with power concentrated in the hands of a single leader or a small group. This style is often characterized by limited participation from wider membership or citizens in decision processes. Examples of contemporary autocratic leaders include Vladimir Putin of Russia and Xi Jinping of China. Putin’s leadership style, for instance, is marked by a strong control over the country’s political apparatus, which has been critical in consolidating power internally and asserting Russia’s presence on the world stage (Sakwa, 2017). Similarly, Xi Jinping’s centralization of power within the Chinese Communist Party has been significant, especially with the abolition of presidential term limits, which potentially allows him to remain in power indefinitely (Economy, 2018). Xi’s leadership style has resulted in the establishment of several new institutions, such as the National Security Commission and the Cybersecurity and Informatization Leading Small Group, to reinforce his control over the military and security apparatus (Cabestan, 2017). Furthermore, Xi has utilized extensive anti-corruption campaigns to eliminate potential rivals and consolidate his power further (Shan, 2016). These examples demonstrate how autocratic leaders maintain tight control over their nations, often at the expense of broader democratic participation.



Democratic Leadership

Democratic leadership, in contrast, promotes the distribution of responsibility among more members within the government, encouraging participation and accountability. This style is typically seen in Western democracies and is exemplified by leaders such as Angela Merkel of Germany and Jacinda Ardern of New Zealand. Merkel's tenure as Chancellor saw Germany navigating numerous crises, including the Eurozone crisis and the migrant crisis, with a leadership style marked by pragmatism and steady consensus-building (Langenbacher, 2020). Ardern's leadership has been noted for its empathy and effective communication, especially evident in her response to the Christchurch shootings and the COVID-19 pandemic, which garnered international praise for her inclusive and decisive actions (Greive, 2020). Additionally, leaders like Sanna Marin of Finland have demonstrated the effectiveness of democratic leadership through transparent governance and innovative policies that prioritize public well-being (Mercer-Prowse, 2022). Furthermore, Erna Solberg of Norway has shown how democratic leadership can effectively manage public health crises, emphasizing collaboration and evidence-based decision-making during the COVID-19 pandemic (Kakonge, 2021). These examples highlight how democratic leadership fosters resilience and adaptability in governance through inclusive and transparent practices.

Transformational Leadership

Transformational leadership is observed in leaders who strive to inspire and motivate their followers to achieve extraordinary outcomes, often aligning their vision with broader societal reforms. This style is well-represented by figures such as Barack Obama and Nelson Mandela. Obama's presidency, for example, included significant healthcare reform and initiatives aimed at addressing racial inequality in the United States, efforts that required rallying public support and challenging established norms (Engbers & Fucilla, 2012). Mandela's leadership not only transitioned South Africa away from apartheid but also fostered national reconciliation, an effort that transformed the nation's political landscape profoundly (Glad & Blanton, 1997). Additionally, leaders like Martin Luther King Jr. have exemplified transformational leadership by mobilizing mass movements for civil rights through inspirational rhetoric and a vision for equality. These examples highlight how transformational leaders use vision, inspiration, and systemic change to address deep-seated social issues and mobilize collective efforts toward significant societal reforms.



These leadership styles are influenced by and adapted to their respective socio-political environments. Moreover, they often overlap or evolve as leaders respond to emerging challenges and opportunities. The rise of digital technology, for instance, has introduced new dynamics in political leadership, offering platforms for broader engagement but also presenting challenges such as misinformation and cyber threats (Kreiss & McGregor, 2018). Leadership in a globalized context requires navigating complex international relations and domestic pressures. For example, the shift towards populism in various parts of the world, including the United States under Donald Trump and Brazil under Jair Bolsonaro, has highlighted how leaders can leverage nationalistic sentiments and direct communication through social media to enhance their political base (Norris & Inglehart, 2019). In conclusion, contemporary political leadership encompasses a range of styles, each suited to different governance contexts and challenges. Understanding these styles provides insights into how leaders can effectively manage their duties and responsibilities in increasingly complex and interconnected environments.

Influence of Political Leadership on Policy and Governance

The impact of political leadership on policy and governance is profound and multifaceted. Leadership styles significantly influence how policies are formulated, implemented, and how effective they are in achieving intended outcomes. Moreover, during times of crises, such as economic downturns or global pandemics, the quality and style of leadership can drastically affect the trajectory of national recovery and stability.

Leadership Styles and Policy Outcomes

Different leadership styles—autocratic, democratic, transformational—each uniquely shape policy decisions and governance structures. Autocratic leaders tend to implement top-down decision-making processes, often resulting in swift policy responses. However, this can lead to policies that are not thoroughly vetted by diverse stakeholders, potentially overlooking critical impacts on various segments of the population. For example, the rapid economic reforms in Russia under Vladimir Putin have been criticized for concentrating wealth and power, impacting the broader economic equity and democratic health of the country (Treisman, 2020). Conversely, democratic leaders typically engage in more inclusive and participatory decision-making processes. This can lead to more balanced and equitable



policies but might slow down decision-making, potentially hampering crisis responses. Angela Merkel's handling of the refugee crisis showcases a democratic leadership style that balanced humanitarian concerns with pragmatic governance, although her consensus-driven approach sometimes led to political friction within the EU (Bulmer & Paterson, 2019). Transformational leaders, who focus on inspiring and motivating followers, can drive significant policy changes that reshape societies. Nelson Mandela's leadership in dismantling apartheid and fostering reconciliation in South Africa is a prime example of transformational leadership influencing policy to alter the nation's governance structure fundamentally (Lodge, 2006).

Leadership in Times of Crisis

The role of political leadership becomes even more critical during crises. Effective crisis leadership requires not only the ability to make tough decisions quickly but also to communicate effectively and rally public support. During economic downturns, such as the 2008 financial crisis, leaders like Barack Obama in the United States took decisive actions that included signing the Recovery Act, which helped mitigate the downturn's effects through stimulus spending and tax cuts aimed at boosting the economy (Grusky, Western, & Wimer, 2011). The COVID-19 pandemic tested leaders worldwide, revealing the strengths and weaknesses of different leadership styles. Autocratic leaders like Xi Jinping employed stringent measures quickly, using centralized power to enforce lockdowns and restrictions swiftly, which were effective in the short term for virus containment but raised concerns regarding transparency and human rights (Kuo, 2020). In democratic settings, leaders like Jacinda Ardern used their platforms to foster unity and trust, emphasizing transparent communication and science-based approaches to pandemic management, which resulted in high public compliance and effective management of the health crisis in New Zealand (Cousins, 2020).

Challenges and Opportunities for Modern Political Leaders

In the rapidly evolving global landscape, modern political leaders face a multitude of challenges and opportunities that test their ability to govern effectively. These challenges stem from technological disruptions, global interconnectivity, and complex geopolitical



dynamics, while the opportunities arise from the same advancements, enabling innovative approaches to governance and international relations.

Technological Disruption and its Challenges

Technological advancements have dramatically reshaped the political landscape by introducing new platforms for communication, information dissemination, and public engagement. However, these changes also bring significant challenges. One of the primary concerns is the issue of misinformation and disinformation campaigns that can rapidly spread through social media, influencing public opinion and destabilizing democratic processes. Leaders must navigate these waters carefully, balancing the benefits of digital technologies with the risks they pose. For instance, during elections, the spread of false information can undermine the integrity of the electoral process, as seen in various global elections over the past decade (Allcott & Gentzkow, 2017). Moreover, technological disruption has also led to cybersecurity threats that pose national security risks. Political leaders must ensure robust cybersecurity measures to protect critical infrastructure and sensitive information. The increasing frequency of cyber-attacks on government databases and critical national infrastructure is a testament to the growing need for advanced security protocols (Brenner, 2017).

Global Interconnectivity and Its Challenges

Global interconnectivity, while fostering increased cooperation and cultural exchange, also brings complex challenges to the forefront. Economic interdependence means that a policy decision or economic downturn in one nation can have ripple effects across the globe. This interconnectedness requires leaders to be well-versed in international relations and economics to make informed decisions that consider global repercussions. Furthermore, global health issues, such as the COVID-19 pandemic, have shown how interconnected the world truly is. The rapid spread of the virus across borders demonstrated the need for coordinated international responses to health crises, which in many cases, were lacking due to insufficient global leadership and collaboration (Karnitschnig, 2020).

Opportunities in Digital Engagement

While digital technologies present challenges, they also offer unprecedented opportunities for political leaders to engage with citizens directly. Digital platforms allow for real-time communication and feedback, enabling leaders to gauge public sentiment more



accurately and tailor their policies accordingly. For example, digital town halls and social media platforms have become vital tools for political figures to connect with the electorate, discuss issues, and promote transparency (Johnson et al., 2020). Additionally, the use of big data and analytics in governance can lead to more informed decision-making. By leveraging data, leaders can identify trends, predict outcomes, and formulate strategies that are data-driven and evidence-based, leading to more effective governance.

Global Diplomacy and International Cooperation

The modern era offers numerous opportunities for global diplomacy. With the world more connected than ever, leaders have the tools to foster international collaboration that can address global challenges such as climate change, terrorism, and poverty. International summits, virtual meetings, and diplomatic channels are now more accessible, enabling leaders to build coalitions and work together more efficiently. Leaders like Emmanuel Macron of France have utilized international platforms to advocate for global cooperation on climate change and international trade, showing how proactive diplomacy can lead to substantial agreements like the Paris Climate Agreement.

The Role of Ethics in Political Leadership

Ethics in political leadership is not merely an optional supplement but a fundamental necessity that underpins the legitimacy and effectiveness of governance. Ethical leadership reflects the principles that govern leaders' decisions and actions, and it profoundly influences how they are perceived by the public and the international community. The role of ethics in political leadership encompasses a broad spectrum of responsibilities and impacts, shaping policy formulation, implementation, and the general trust that the public places in their leaders. Ethical political leaders are committed to transparency, accountability, integrity, and the public interest. These leaders adhere to moral principles not only in their public dealings but also in their private conduct, understanding that their personal behavior can influence their professional responsibilities and the perception of their office (Ciulla, 2005). The importance of ethics in political leadership becomes particularly evident when considering the impacts of ethical lapses, which can lead to scandals, public distrust, and a decrease in policy effectiveness.

The ethical responsibilities of political leaders include, but are not limited to, adhering to legal standards, ensuring transparency, combating corruption, and making



decisions that do not merely serve personal or party interests but that promote the welfare of the public as a whole. For instance, ethical leaders must avoid conflicts of interest that can compromise their decision-making processes (Thompson, 1995). They are also expected to ensure that their policies are fair and equitable, reflecting a commitment to justice and equal treatment for all citizens. Political leaders are often faced with complex decisions that require them to balance diverse and sometimes conflicting interests. In these scenarios, ethical leadership involves careful consideration of the potential impacts of decisions and striving to achieve outcomes that are beneficial for the majority. Ethical leaders recognize the importance of democratic values, such as respect for human rights and the rule of law, and they work to uphold these principles in all areas of governance (Philp, 2007).

The relationship between ethical leadership and public trust is critical. Public trust in political leaders influences citizens' willingness to comply with laws and policies, participate in democratic processes, and support government initiatives. When leaders act ethically, they build trust and credibility; conversely, when they fail to meet ethical standards, it can lead to cynicism, disengagement, and social unrest (Warren, 2006).

The effectiveness of policies is significantly affected by the ethical standards upheld by those in leadership positions. Ethical leaders are more likely to implement policies that are sustainable, well-considered, and beneficial to the public. Moreover, when leaders are ethical, it sets a tone of integrity that can permeate throughout the government, leading to more effective administration and implementation of policies (Brown & Treviño, 2006). Ethical leadership also impacts policy effectiveness by fostering a positive organizational culture within governmental institutions. This culture can encourage public servants to act with integrity and dedication, knowing that their leaders will support them and that unethical behavior will not be tolerated (Treviño, Hartman, & Brown, 2000).

In conclusion, the role of ethics in political leadership is indispensable in shaping effective governance and maintaining public trust. Ethical leaders influence policy effectiveness by setting standards of integrity that trickle down to every level of government. As the political landscape continues to evolve, the demand for ethical leadership becomes ever more apparent, underscoring the need for leaders who not only aspire to lead but also to lead with moral clarity and a steadfast commitment to the greater good.



Future Perspectives in Political Leadership

As we look towards the future, political leadership is poised to undergo significant transformations driven by several key trends and necessitating strategic adaptations by leaders. Increasing diversity within leadership roles reflects broader demographic changes and is reshaping political priorities and policies. This shift not only enhances representative governance but also challenges leaders to manage more diverse viewpoints and interests (Williams & O'Reilly, 1998). Simultaneously, the rise of grassroots movements and digital activism has democratized political participation, enabling more direct engagement from the public and exerting pressure on leaders to be more responsive and accountable (Bennett & Segerberg, 2012). These movements often advocate for substantial policy changes related to social justice, environmental concerns, and economic equality, signaling a shift towards more participatory governance models. Additionally, the rapid advancement of technology, especially artificial intelligence, is transforming political campaigning, policymaking, and public administration. Leaders must now navigate an increasingly complex digital landscape, where issues such as data privacy, cybersecurity, and the digital divide become critical areas of policy focus (Kitchin, 2014). Climate change remains a pressing global challenge, urging political leaders to prioritize sustainability in their policy agendas and to foster international cooperation for environmental conservation (Hulme, 2009). In conclusion, as political leadership evolves in response to these dynamic trends, the ability of leaders to adapt and respond with informed, innovative, and inclusive strategies will determine their effectiveness and the resilience of their societies.

Based on the synthesis, the key findings of this article can be depicted in a mind map, as shown in Figure 1.



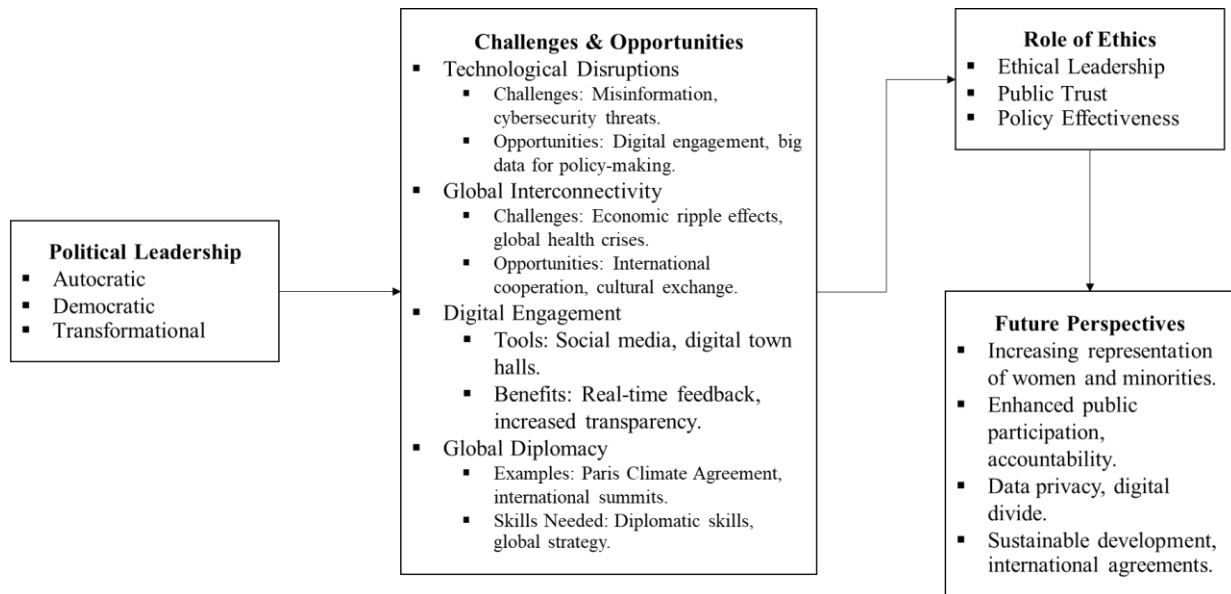


Figure 1 Results mindmap.

Conclusion

As we conclude our discussion on political leadership, it is evident that the landscape of political governance is shaped by a diverse array of leadership styles, each carrying distinct impacts on policy effectiveness and public trust. From the stringent control of autocratic leaders to the inclusive decision-making processes of democratic figures and the visionary changes driven by transformational leaders, the style adopted can profoundly influence a nation's political health and its social fabric. In contemporary times, these traditional styles are being continually tested and reshaped by the relentless advance of technology, the increasing demand for ethical governance, and the dynamic shifts in global interconnectivity. The rise of grassroots movements and the expanding diversity within political bodies are pushing leaders to engage more deeply with a broad spectrum of societal issues and constituents. Looking ahead, the future of political leadership will undoubtedly require a high degree of adaptability. Leaders must be prepared to navigate an increasingly complex world where global challenges such as climate change, technological disruptions, and geopolitical tensions demand swift yet thoughtful responses. In addition to these considerations, the importance of religious ethics and morality cannot be overstated. Principles derived from religious teachings provide a robust framework for ethical decision-making and integrity in leadership. These principles can guide leaders in fostering trust,



fairness, and compassion, which are essential for maintaining public confidence and promoting social cohesion. Adaptive leadership, which emphasizes the ability to anticipate, prepare for, and react to changes and challenges, will be crucial. Such leaders will need to possess not only the foresight to see and understand the evolving political and social landscapes but also the flexibility to adjust their strategies as situations change. Ultimately, the effectiveness of future political leadership will hinge on the ability to integrate ethical considerations, embrace technological advancements, and foster inclusive governance that resonates with and supports the diverse needs of the global populace. By incorporating the moral and ethical teachings of religion, leaders can further ensure that their governance is grounded in values that promote the common good and uphold the dignity of all individuals.

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