Business Leadership

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Abstract

What makes great leaders? Is it the powerful speeches they give, or is it their personality? Some say that great leaders are born. Others say that they are made. Regardless of this argument, great leaders bring out the best in people. Great leaders have a positive approach to problem solving that instills the same in others. In today's complex business world, making sense and the correct decisions is difficult. The success or failure of an organization rests on the ability of a leader to see what is going on, consider all available options, and make the right choices. The purpose of this paper is to explore and discuss business leadership.

Business Leadership

Introduction

What makes a great leader? Is it something that is developed over time or is it natural ability? Or is it a combination of both? What ingredients make leadership? Leaders have many challenges and have to adapt to change. Leaders have to get things done. In addition to business intelligence, leaders need to be ethical. Leaders need to listen and communicate well. Leaders are motivational individuals who can turn the tide in an organization. Good business leadership is essential for business success.

Leadership and being a good leader

Though this question may never be fully answered, one characteristic that is needed to be a successful leader and provide leadership is a positive approach in dealing with individuals and in problem solving. Without this, no matter how well a leader does, her or his success will be limited.

Remember the saying, "You are only as good as you think you are." Or, "You can tell a lot about someone by the company they keep." Though these old sayings are colloquial in nature, they are sound and have merit. When we interact with individuals, we do tend to mimic them. Our brain is open to how others behave and we tend to take on outside stimuli and develop new personality traits as a result.

With this said, the leader's emotional state of being directly influences the individuals that he or she comes into contact with. In the workplace the boss is the emotional leader of an organization. This kind of reasoning goes along with the alpha dog syndrome. You may have seen the popular television show the Dog Whisperer. One of

the important points the dog trainer and show's host points out is that the pack of dogs will change in behavior to mirror the lead or alpha dog.

Leaders that are ethical and kind have the best results. Neubert, Carlson, Kacmar, Roberts, and Chonko (2009) suggest that managers can improve the "ethical climate" by exhibiting ethical behavior in their interactions with others. (p. 157)

A leader who focuses on the positive and cares about employees fosters respect, which in turn increases productivity. "Similarly, when employees state that they work for a supervisor they deeply respect, this is likely an indication of appraisal respect" (van Quaquebeke, Zanker, and Eckloff, 2009, p. 424).

In some ways workers are like family. Given the amount of time workers spend on the job, sometimes they spend more time socializing with management and employees than with their families. This creates a parental relationship between the leader and the employees. "Since consistency of team-oriented leadership with family and in-group orientation in societal culture is a fact, we should credit paternalism as a leadership style in e-culture where diverse teams of professionals are in existence" (Börekçi, 2009, p. 105).

We have all heard the term emotional rollercoaster. Some of us may have experienced it at times. Others may experience it most of the time. In the workplace these ups and downs in emotions are counterproductive. Emotional balance and staying outside of extreme mood swings results in the best outcomes when considering behavior patterns.

A negative leader is destructive to the workplace. "Leadership which lacks ethical conduct can be dangerous, destructive, and even toxic" (Toor and Ofori, 2009, p. 533).

When a leader demonstrates severe anger, threatens employees, or makes negative comments about individuals, this leader is eroding the positive energy of the organization. This erosion brings increases in costs to do business, and can move the organization away from its plans. Schiff and Schiff (2009) suggest that countering these "negative and dysfunctional reactions" requires that an organization actively develop a positive culture that directly opposes them. (p. 37)

There also can be extreme cases where a leader uses foul language and/or degrading comments. These negative behavior patterns will accelerate negativity, reduce employee productivity, and cause rapid decreases in the profits of an organization. Not to mention the possibility of getting the organization sued.

There are times when negative things happen in the workplace. Things cannot be good all of the time. But dealing with the negative in a fashion that promotes resolution is the best approach. "In order to lead toward integral sustainability rather than react to challenges, the leader must evolve to higher levels of consciousness" (Bozesan, 2009, p. 11).

To the best of our ability, we should keep ourselves in the positive. Leaders who are in a good mood and focus on the good and ethical things that are taking place have more positive outcomes. Shapira-Lishchinsky and Rosenblatt (2009) find that ethical perceptions figure in development of "productivity and satisfaction." (p. 718)

Tactfully introducing humor in the workplace will result in a better workplace environment. Some of the best leaders have the innate ability to use humor and some good one-liners when communicating. Positive moods will result in increased cooperation between senior and middle management. In addition, management meetings

will become more productive and the comfort levels in communication will improve. This will allow for more freedom of thought and the sharing of new and innovative ideas. When meetings are open and not confrontational, productivity increases. Buciuniene and Skudiene (2009) find that motivation is enhanced when "perceptions of conflict" are not present. (p. 79)

We all know that work and the workplace can be difficult at times. That is why work is called work. Not that calling it something else like economic socialization activity would make it much better. Though to be good at anything, we need to enjoy it. If you don't like what you are doing, start now and find something you like that you can be good at and also make some money.

The workplace environment needs to be one that is flexible and fair. There will always be workplace demands and as those demands increase, leaders need to be supportive. When you watch a baseball or basketball team that has played together for a while, you can see how well they perform. They are like a well-oiled machine. When one falls down or makes a mistake, the team is there to pick them up and get them back into the game. Such should be a management team. The leader is the coach and can set the mood and rhythm of the organization. One guy or gal can make all the difference in the world on how successful and profitable an organization is. "For every 1 percent improvement in the service climate, there's a 2 percent increase in revenue" (Goleman, Boyatzis, and McKee, A. Primal Leadership: Chapter Two of Gallos, 2008, p. 24). Goleman, Boyatzis, and McKee also ascribe "20 to 30 percent of business performance" to the climate. (p. 25).

A leader is not someone who bosses everyone around all the time, but one who has a servant's heart. A good leader cares about employees and looks out for their best interests. One of the most important assets of an organization is the human capital.

"But Jesus called them to Himself and said to them, "You know that those who are considered rulers over the Gentiles lord it over them, and their great ones exercise authority over them. Yet it shall not be so among you; but whoever desires to become great among you shall be your servant. And whoever of you desires to be first shall be slave of all. For even the Son of Man did not come to be served, but to serve, and to give His life a ransom for many" (Mark 10: 42-45).

Motivational Leadership

Where does motivational leadership come from? Does it come from within a person? Does it come from the person's environment? Or does it come from certain situations or circumstances? Motivation can be a result of internal drive and external forces. Motivation can come from within a person, from the environment, and from the individual situations or circumstances of life. Each of the major contemporary theories has a different vantage point on motivation. This is why contemporary motivational theories work best when integrated.

There are other factors that motivate some of us. These are not part of the mainstream contemporary motivational theories. For individuals who have accepted Jesus Christ as their Lord and Savior, this relationship creates motivation. Deep down inside this is their prime motivator. At times our need for achievement, power, and affiliation comes to the surface of our behavioral patterns, but we need to ask ourselves, is this Christ-like? It is hard not to be motivated by money and success, but is this God's plan

for us? We read in Matthew 6:24 the well-known axiom of the impossibility of serving two masters. "You cannot serve God and mammon." As much as possible, we must try to keep this in focus to avoid getting caught up in working for the wrong reasons. God's plan for us is to work hard and do a good job. We are not to be slothful. Our motivation should be from God. Proverbs 18:9 reads "He who is slothful in his work is a brother to him who is a great destroyer."

Learning and Developing Leadership

When a new leader is introduced to an organization or a group, he or she should come in softly and quietly and keep it low-key. A new leader can learn a lot from the people that he or she is going to lead. The first moves a leader makes will have lasting impressions. A servant attitude is a desirable trait of a leader. "Thus, servant leadership may be a particularly effective style of sales leadership to instill in and model for the sales force a genuine motivation to serve customers" (Jaramillo, Grisaffe, Chonko, and Roberts, 2009, p. 257).

When starting out in business or even life in general, it is good to have a mentor. This holds especially true in business. Young executives should look for someone in the organization who is both ethical and knowledgeable. As the article points out, you should recruit a mentor. A good mentor should be happy to be sought out and share their life's experiences. As a young leader grows in the organization he/she should also develop a team of individuals who can help support and encourage the new leader. Leaders and mentors need to be individuals who like what they are doing. "The concept of happiness occupies an important place in the history of human thought. Aristotle viewed happiness as the ultimate goal of human actions" (Getz, 2009, p. 49).

Team spirit and internal harmony among workers is another key area that can increase sales and customer satisfaction. "The internal relationship of the organization will affect the capability of service value and consequent impact on the level of customer satisfaction and loyalty" (Yueh, Chen, Lee, and Barnes, 2010, p. 12).

Leadership is not easy. At times it can be very stressful. There will always be individuals in an organization who will have different opinions. There will also be ones who will do anything to get to the top. This can be a very painful process, but with experience also comes knowledge. Giri and Santra (2010) attribute behavioral improvements to experience, yielding benefits in the power to handle difficult situations. (p. 87)

Keeping in a good mood and using humor at times can help increase productivity and deal with some of the pressures felt by others. "Furthermore, they can lead with a sense of humor that emphasizes precisely what they are saying." (Hughes, 2009, p. 426)

Focusing on the positive and working well with others is a very important attribute of a great leader. Again humor and positive thoughts increase performance. "Transformational leaders who use humor to a high degree elicit high levels of creative performance from their individual followers" (Arendt, 2009, p. 104)

Individuals are very judgmental and first impressions are lasting ones. This is why again a leader should come in with a servant attitude. Bossy bosses do not go far in business. Individuals can perceive a leader differently. Each individual has a different idea of what a leader is. Employees think of leaders in a sense like star athletes. They compare what the leader is like with an image of what the leader should be like. A good leader will not take these assessments too personally, because they may not be accurate

assessments. This is easy to say and hard to do because people care about what others think and say.

As leaders progress in an organization, they will find themselves in situations where they are leading individuals who were of equal rank sometime in the past. It is important for leaders to remember the past relationships and tactfully lead these past peers. These peers can be a great source of strength and success if leaders handle their advancement correctly. There will always be change and with change come opportunities. Leadership skills will change as time goes on. "... results indicate that transformational leadership does have a positive effect on learning climate and learning enthusiasm and employees' commitment" (Pataraarechachai and Ussahawanitchakit, 2009, p. 118)

As leaders mature they become confident in themselves. With maturity comes knowledge and wisdom. One must be careful because pure knowledge can lead to pride whereas wisdom leads to submission. Pride can lead to a fall whereas submission can lead to change. As leaders mature they need to keep in mind how they got to where they are and who helped them. Remember that your employees are a great continual source of information. According to Bakanauskienė and Bartnikaitė (2009), attention to "communication, decision-making, delegation, distribution of responsibilities and other" is necessary to maintain excellence in leadership. (p. 17)

Another issue for a mature leader is the ability to listen to the people. As leaders get older, this becomes an issue. Not from a physical perspective, but one of arrogance. All of us have egos, but how we fill those egos is the question.

Leaders are required to make quick and accurate decisions and make changes. But as much as change needs to be made as quickly as possible, time needs to be spent listening

to others. Getting the support of others and their buy-in is very important for the success of any project. Management should always have open avenues of communication. "Management should be aggressive, rather than passive, in the way it communicates its support to the generation and implementation of new ideas" (McLean, 2009, p. 30).

When leaders get to the end of their careers, they become great sources of information. They become mentors. As we mentioned earlier, mentorship is very important. The life cycle of the leader now has changed from seeking or recruiting a mentor, to becoming one sought out.

Mature leaders can assess situations and know when to step in and when to step back. "Supporting those who anticipate leading by stepping into a leader role as defined by their own expectations and those of stakeholders is what this coaching is about" (Volckmann, 2009, p. 3).

As leaders grow and go through the various life cycle stages, they will contribute more to their organizations and better solve problems. Organizations are looking for problem solvers. "Importance of effective leadership is increasingly perceived in organizations to meet the new challenges of growth and development" (Sayeed and Shanker, 2009, p. 608).

Young executives will seek out older ones for advice and comfort. This is a natural process. This gives the older executives the chance through mentorship to pass required knowledge to a new generation. Kind of like watching your son play baseball or your daughter perform at a dance recital.

Communication

Communication is a powerful tool. Arguably, communication is one of the most important elements in successful relationships.

Workplace communication can flow upward (to management), downward (from management), or laterally (between members of the same work status). Communication can be oral, written, nonverbal, or a combination of these. Most communication is oral. The advantages of oral communication are that it is fast and easy. The disadvantages are that it can be misunderstood - especially when a third party passes it on. Each of us hears things a little bit differently.

Written communication provides for a permanent record of what is being conveyed. Unfortunately, written communication takes time. It also lacks the personal aspect of oral communication. With written communication the person receiving the communication must read between the lines to get the tone of the message. When we communicate orally, we send a nonverbal message, allowing the receiver to better understand the purpose of the conversation.

We have to want to hear to be able to hear. Our heart and mind need to be open to be receptive. Jesus said, "Seeing they may see and not perceive, and hearing they may hear and not understand; Lest they should turn, and their sins be forgiven them" (Mark 4:12).

Communication is very difficult. Along with being a good listener, we need to know that there are differences in all of us.

Leadership challenges and changes

The leader of an organization is the captain of the ship. As he or she looks out to the horizon, a clear vision of what is happening and what could happen in the future is

important. Leaders can make or break an organization. "Just as exercise matters greatly to how much you—a specific individual—weigh, evidence indicates that top executives have considerable influence over the form and fate of their specific companies" (Hambrick, 2007, p. 341).

As leaders make sense of what is going on around them, they have to make the correct decisions quickly to keep an organization on track and profitable. Leaders get things done. "Research has demonstrated that great leadership is more about what one does than about who one is" (Boseman, 2008, p. 37).

Each leader has a set of theories. These theories are based on education and experience. In addition, leaders have an innate ability to make sense out of things. This may be termed as common sense. As things change, and all things do change, leaders' theories on how to solve problems and deal with issues need to change. The ability to make sense of issues is something that is developed over time.

Sense making involves the process of weeding out what makes sense and what does not. It also involves the ability to think outside of oneself and consider how others may view a problem. "Sense making involves three fundamental steps: noticing something, deciding what to make of it, and determining what to do about it" (Gallos, J.V., Making Sense of Organizations: Leadership, Frames, and Everyday Theories of the Situation: Chapter Thirteen of Gallos, p. 163). This chapter develops four theory categories. They are organizational structure, people, political dynamics, and culture. These theory categories are referred to as frames, and are expressed in adjectives as structural, human, political, and symbolic frames.

Organizations are very complex. Each of these frames can operate independently or together with other frames. While an organization may be strong in one area, it may be weak in others. This is why having standard operating procedures and other rules of authority is important. But caution should always be used to make sure the rules are not so burdensome that they end up causing problems in other areas or frames.

Leaders have to keep in mind that even when things are working, there is a natural tendency of individuals to fall back to their old patterns of behavior. Having spent many years in the healthcare field providing business consulting, I advise my clients that just because this problem is fixed today does not mean that two months from now it will still be working well. In most cases it is not. This is why constant monitoring is important.

Having rules and structure that are properly used keeps everyone in check—even leaders. But leaders have to also think of the workers and care about them and take input from them on how rules may need to be developed and changed. "Always remember that people don't care how much you know, until they know how much you care" (Stefano, 2005, p. 5).

It seems to be a natural tendency when things are going bad or are out of control, that someone is to blame. It is natural for people to blame someone for the mess. At times it is a people problem, but in other cases it may be a structural problem.

If leaders are looking for people problems and using that frame, then in most cases that is what they will find. Leaders have to have an open mind and look at all the possibilities or as the text puts it, frames.

The key here is changing frame of mind or reframing. Examining a problem at multiple levels and thinking outside of oneself is part of reframing. Without this ability,

leaders will always think that their perspective is correct and everyone else is wrong. Leaders should study their frame of mind and see where their preferences are, and where they are not. This self reflection should lead them to look at areas where one would not normally look. This approach to problem solving should be passed on from leaders to their workers. The leaders' theories can become the workers' theories. "We argue that leadership theory needs to be articulated with a theory of how employees create meaning from leadership acts and how this meaning helps employees to carry out evaluations and to self-regulate in specific contexts" (Werth, Markel, and Förster, 2006, p. 120).

This thought process may also be used when considering customers and clients. Understanding their perspective can help increase the success of an organization. "If one enters into a social exchange without understanding how one's partners in the process think about issues of morality, then the experience will likely end badly" (Forsyth, O'Boyle and McDaniel, 2008, p. 829).

Workers believe in their leaders. They look to them for guidance. If a leader feels that something will work, the workers also believe the same. "Accordingly, we argue that persons who believe that a leader's capability is the core factor for success or failure, as proposed by romance of leadership theory, will tend to base their decision for an enterprise or a project on the evaluation of the leader than on alternative factors" (Felfe and Petersen, 2007, p. 2).

Being a good leader is not easy. It requires flexibility of thought along with providing proper structure. Looking beyond your own bias and projecting yourself out into new areas of thought is essential and will increase the chances of success. Leaders are above average individuals who make the correct changes. "Entrepreneurial efforts are

never the same, though we can see them as similar among various situations, but only by imagining them to be so. 'There is no average in entrepreneur'" (Gartner, 2008, p. 359).

Being a good leader is a gift from God. "As each one has received a gift, minister it to one another, as good stewards of the manifold grace of God" (1 Peter 4:10).

Business Politics: Getting Things Done

A leader has to also be a politician. There is always going to be politics. Some will be good politics and others will be not so good. A leader has to handle the political environment of a business that is part of a business culture. "The question is not whether organizations are political but rather what kind of politics they will have" (Bolman and Deal, The Leader as Politician: Navigating the Political Terrain, Chapter Twenty-Six of Gallos, p. 348).

Leaders need to have a plan. A plan can include an agenda augmented by policies of engagement. "If you want to make a splash in the study of policy change, doing some innovative work with the concept of policy entrepreneurship would be a great place to start" (Mintrom and Norman, 2009, p. 663).

A leader needs to set an agenda that will solve problems and create change. The agenda needs to take into consideration all or most of the concerns of management and owners. During the fact-finding process, information will be exchanged and seeds of thought can be planted and later harvested. Leaders need to make sure that they set their agenda correctly and communicate it properly the first time. No one likes redoing work, which shows a sense of weakness in the leader.

Remember there is always politics and with politics comes the quest for power and control. Leaders have to deal with this. Without the control of politics, leadership will

fail. "Leadership is what drives innovation, expansion, and achievement within the world of business" (Palmer, 2009, p. 534).

When setting out to make change in an organization and set up a leadership structure, one needs to evaluate all of the players and come up with an approach to deal with the diverse personalities that exist within the organization.

To get things accomplished, a leader needs the buy-in of management and key stakeholders. Some individuals will join the leader's team quickly, some will not. Some may even resist change because they may perceive it as a threat to their existing power and control over the organization. A leader needs a team to get things done. Developing the team early and listening to others is important for the leader to do so that the organization becomes more successful. Political power is important to understand and needs to be controlled.

When dealing with the political culture of an organization, bargaining and negotiation is a vital part of being successful.

A good negotiator will find a balance in which most of the interested parties get something. The old Harvard "win-win" approach still seems practical, though there will be some situations where some will have to lose their position of interest to achieve the best results for the organization.

Politics needs to work in a positive fashion. As mentioned earlier, there will always be politics. Using power and control in an ethical fashion with a sense of morality will lead to the betterment of the organization and more successful outcomes. "Lastly, that the 'bottom line' for transactional involvement with stakeholders must be determined from a moral point of view" (Zakhem, 2008, p. 404).

Having rules of conduct and demonstrating ethical behavior openly is very important for establishing this needed environment. Andreoli and Lefkowitz (2009) find that: "Formal organizational compliance practices and ethical climate were independent predictors of misconduct" (p. 309).

Without ethics, it is next to impossible to make the proper change in an organization and deal with the political environment. "In a world without ethics and the respect it demands of each of us for no other reason but that we are human beings – fragile and vulnerable, but with a dignity beyond all price – in such a world even profit and success would have lost their meaning" (Becker, 2007, p. 69).

Ethical Decision Making Model for Leaders

It is important to be seen as trustworthy and ethical. The components of ethical decision-making are ability, benevolence, and integrity, which together make possible professional judgment. These elements make up an ethical model for leaders.

Ability:

The first element of the model is ability. Ability is "competence in doing." It encompasses "natural aptitude or acquired proficiencies" (Merriam-Webster, 2006). Ability comes from a combination of education and experience. It not only includes past education and experience but also continuing education and experience made necessary as the world continues to grow and change. Studies show that life-long learning improves ability and quality of work. Anything that improves quality of work is going to enhance trust. Trust has been defined as relying on the ability of others. Ability is an important element of competent and quality work. The Bible also speaks to the importance of working to the best of your ability. "Whatever your hand finds to do, do it with your

might; for there is no work or device or knowledge or wisdom in the grave where you are

going" (Ecclesiastes 9:10). To do something with all your might encompasses the actual

act of working along with continuing to gain education and experience. Also, someone

who works with all his/her might will earn trust. For any leader to gain trust, he/she will

have to have the ability to do quality work which encompasses all of the various elements

mentioned above. However, this alone will not enhance trust.

Benevolence:

The second element of trust enhancement is benevolence. Benevolence has been

defined as "marked by or disposed to do good" (Merriam-Webster, 2006). A second

definition is as follows. "Preservation of the welfare of people with whom one is in

frequent personal contact" (Akers and Giacomino, 2000, p. 89). The definitions of

benevolence make it easy to see why it is an element of trust enhancement. The

importance of doing good becomes even more clear when we see what is said in

Scripture. "Let no one seek his own, but each one the other's *well-being*" (1 Corinthians

10:24). Those who concern themselves with the good of others will also earn trust. Now

it is possible to see how ability and benevolence enhance trust. Learning to exercise both

of these traits is a step in the right direction for the management profession. Benevolence

is a second important element of trust enhancement but there are more elements to

consider.

Integrity:

Integrity is defined as "firm adherence to a code" (Merriam-Webster, 2006). Those

who prove themselves to always act honestly, or with integrity, will find that they are

trusted. Once again, it is possible to look to the Bible to gain even better insight to the

importance of integrity. "The LORD shall judge the peoples; Judge me, O LORD, according to my righteousness, And according to my integrity within me" (Psalm 7:8). God honors a person who shows integrity. Considering the importance of trust enhancement and the direction given in the Bible, integrity is a necessity. When considering the evidence, it is easy to see that loss of integrity leads to devastating results. A return to integrity is paramount to trust enhancement. This leads to one final element of trust enhancement.

Professional Judgment:

The word professional is defined as someone who "engages in a pursuit or activity professionally" (Merriam-Webster, 2006). Therefore, professional judgments would be judgments or decisions based on the standards for the profession. Professional standards are based on the shared knowledge (education) and experience of a group of professionals. Considering this, professional judgment is supported by the other elements of the model. An individual making a professional judgment would be relying on his/her ability. Also, for this judgment to be ethical, it should take into consideration doing good for others and acting with integrity. Another way of saying this would be "professional judgment, then, can be seen as a combination of being 'correct' and being 'good' or 'right'" (Thorne and Hartwick, 2001, p. 341). Once again, it is possible to turn to the Bible to examine this element. Even King Solomon knew that to lead God's people he would have to make professional judgments. (2 Chronicles 1:10) He also realized the importance of knowledge in making these judgments. Striving to acquire all the necessary traits for trust enhancement will lead to being able to make trustworthy professional judgments.

The model of trust enhancement encompasses these elements. Each of these elements alone represents a trait of a trustworthy individual. In the professional realm, the elements ability, benevolence, and integrity do not stand alone. Applied together they are invaluable when making sound professional judgments. These sound professional judgments enhance trust. When considering the multitude of scandals in the business world that have destroyed trust, it appears that regaining trust is impossible. However, if this model of trust enhancement is applied, it is possible to see trust grow once again.

Conclusion

Great leaders are developed over time. The development stage starts as a youth. It is hard to say that great leaders are born that way, but one can say that they are developed early in life. So, upbringing, parents, social skills, education, sports, belief system, and life experiences are all part of the foundation for a future leader.

Leaders have to be ethical and exercise proper judgment. Leaders need to focus on the positive and provide solutions to problems. A great leader needs to be able to take a negative and turn it into a positive. Much like a football player picking up a fumble and then running with the ball for a touchdown. The more times a leader can spin a negative into a positive, the better chance the organization has of winning. Synergy and business momentum are key issues for organizational success. Leaders need to have a servant's heart and lead by example.

Motivation is an important element to successful leadership. Most great leaders are able to spark energy in their workers and get them to work at their highest potential. Learning what motivates others and us is a good start to motivational action.

Learning to become a great leader is difficult. With the proper foundation in place the process is still challenging. A good leader seeks out the advice of others and takes it into consideration with all of the other information. A leader makes his/her own decisions, but does consider all of the options.

Becoming a leader is tough, but maintaining quality leadership is equally as difficult. As leaders grow and mature, their style will also change and go though various cycles, the final one becoming leaders who help and groom new leaders.

Good communications skills, both written and oral, are very important to business relationships and providing good leadership.

Leaders will have many challenges and things will change over time. Nothing stays the same. Leaders are able to survey the business terrain and make the necessary changes to keep an organization on course for success. As with any battle, a plan needs to be in place. Leaders are able to develop plans for success and get others to help implement the plan, which results in positive outcomes for an organization.

As mentioned throughout this paper, leaders need to be ethical. As ethics are sometimes considered subjective, absolute standards need to be developed and adhered to. Christian leaders have a major advantage because of the absolute standards of the Bible and their relationship with God. A relationship with God for the born again believer provides so much insight and guidance from the Holy Spirit. When you have God on your side or on your management team, no one will prevail against you.

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