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# ORGANIZATION AND INSTITUTIONAL REFORM: CHANGES THROUGH CHARACTERISTICS OF LEADERS

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## ABSTRACT

This study focused on organizational and institutional reforms and changes through characteristics of leaders. Institutional reform attempts to change institutions and the way they function: the underlying incentives and norms that shape behaviour in organisations, rather than the formal organisational structures, rules and processes. Everyone is a leader it only depends on the capacity or area of leadership. However, emphases have been laid on the characteristic of the leader. It is on this basis that the work sets to determine the above by taking a critical x-ray in the following areas; the concept of leadership, leadership theory, importance of leadership, leadership challenges, etc. The study equally went further to look at; organization and institutional reforms, leadership characters and organizational and institutional reforms/changes as well as being an effective leader and consequence of poor leadership. The work concluded that, communication fastens collaboration by allowing inputs, encouraging feedback and opinions, involving everyone in the process leading to the solution; this in itself builds trust overtime.

**Keywords:** Organization, Institution, Reform, Changes, Characteristics, Leaders.

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## INTRODUCTION

An important component of globalization during the last two decades is the increased participation of developing economies in the global economy both as markets for goods and

services as well as production sites. Institutional changes emanating from evolving political landscapes within individual countries and pressures from supra-national bodies have been instrumental in the liberalization of developing countries' economies and their integration into the global economy. A growing body of research has focused on the transformation of state-owned enterprises as they are privatized, with particular focus on the role of organizational and national heritages that enhance or constrain the evolution of these firms within a market-based institutional environment.

Institutional reform attempts to change institutions and the way they function: the underlying incentives and norms that shape behaviour in organisations, rather than the formal organisational structures, rules and processes. Managing a successful organizational change can increase morale among workers and drive positive team building and job enrichment. These factors can directly and positively affect productivity and quality of work while shortening production cycles and reducing costs. However, emphases have been laid on the characteristic of the leader.

Everyone is a leader it only depends on the capacity or area of leadership. From the garden of Eden which takes us to the beginning, the man Adam was given the responsibility of leadership, and from then till our present day, there is constant need for leadership, reason being that a leader provides direction which man cannot do without, else chaos and anarchy would be inevitable (Donaldson, 2001). Even if it is said that 'everyone is a leader' only a selected few stand out and are remembered by the world as great leaders. These are those who have the needed resilience to bring about change and lead their team to success regardless of hurdles and obstacles faced. At this point, it is important to state that leadership could be positive or negative and it is very clear that it is only positive leadership that can bring about organization & institutional reform through the character of leaders. This paper examines leadership characteristics that influence institutional reforms and changes.

## CONCEPTUALIZATION

### **Concept of Leadership**

Leadership is influence, direction, the action of leading, guiding, creating and inspiring vision for the future. According to (Friedman et al., 2016), leadership is influencing people to get things done to a standard and quality above their norm; and doing it willingly. As an element in social interaction, according to Friedman et al. leadership is a complex activity involving:

- A process of influence;
- Actors who are both leaders and followers;
- A range of possible outcomes—the achievement of goals, but also, the commitment of individuals to such goals, the enhancement of group cohesion and the reinforcement of change of organizational culture.

Leadership is critical to every organization. Workers need someone to look up to, learn from and thrive with. Every leader has his/her own style and strategy. Leaders do not exist to order their workers around. While they oversee their team, a true leader takes initiative and trusts their employees to perform efficiently and independently. Further, leadership styles and methods vary because of outside influences and personal challenges. When a company has a positive culture,

employees are more motivated and confident in their work. It's through supportive leaders that a company finds the most success. Every efficient leader must possess some significant attributes/characteristics which are essential for organization growth and success (Jones, 1995). Leaders' attributes/characteristics are the inner or personal qualities that constitute effective leadership (Meyer & Herscovitch, 2001). These attributes include a large array of 'Are-Know-Do' characteristics such as vision, values, character, motives, habits, traits, competencies, style, behaviors, and skills. Most of the leadership attributes cluster into four overarching categories of what you need to be, know, and do:

- Role model: demonstrates personal character;
- Inspirer: creates an inspiring vision and directs emotions;
- Enabler: mobilizes individual commitment and helps people grow;
- Achiever: engenders organizational capability and leads change.

There is a strong correlation between character of leaders and reforms in an organization. Certain leadership attributes propel reforms and changes in an organization.

### **Leadership Theories**

There is an assumption that leadership is rooted in the characteristics that certain individuals possess. This idea that leadership is based on individual attributes is known as the "trait theory of leadership". Trait leadership is defined as integrated patterns of personal characteristics that reflect a range of individual differences and foster consistent leader effectiveness across a variety of group and organizational situations (Zaccaro et al., 2004; Zaccaro, 2007). The theory of trait leadership is developed from early leadership research which focused primarily on finding a group of heritable attributes that differentiate leaders from non-leaders. Leader effectiveness refers to the amount of influence a leader has on individual or group performance, followers' satisfaction, and overall effectiveness (DeDrue, 2012). Many scholars have argued that leadership is unique to only a select number of individuals and that these individuals possess certain immutable traits that cannot be developed. Although this perspective has been criticized immensely over the past century, scholars still continue to study the effects of personality traits on leader effectiveness. Research has demonstrated that successful leaders differ from other people and possess certain core personality traits that significantly contribute to their success. Understanding the importance of these core personality traits that predict leader effectiveness can help organizations with their leader selection, training, and development practices (DeDrue, 2011).

The investigations of leader traits are always by no means stiff (Zaccaro, 2007). In recent years, several studies have made comprehensive reviews about leader traits which have been historically studied (DeDrue, 2011; Hoffman, 2011). There are many ways that traits related to leadership can be categorized; however, the two most recent categorizations have organized traits into (1) demographic vs. task competence vs. interpersonal and (2) distal (trait-like) vs. proximal (state-like). Based on a recent review of the trait leadership literature, DeDrue (2011) stated that most leader traits can be organized into three categories: demographic, task competence, and interpersonal attributes. For the demographics category, gender has by far received the most attention in terms of leadership; however, most scholars have found that male

and female leaders are both equally effective. Task competence relates to how individuals approach the execution and performance of tasks (Bass & Bass, 2008). Hoffman grouped intelligence, Conscientiousness, Openness to Experience, and Emotional Stability into this category. Lastly, interpersonal attributes are related to how a leader approaches social interactions. According to Hoffman (2011), Extraversion and Agreeableness should be grouped into this category.

In the late 1940s and early 1950s, a series of qualitative reviews of studies prompted researchers to take a drastically different view of the driving forces behind leadership. In reviewing the extant literature, Stogdill and Mann found that while some traits were common across a number of studies, the overall evidence suggested that people who are leaders in one situation may not necessarily be leaders in other situations. Subsequently, leadership was no longer characterized as an enduring individual trait, as situational approaches posited that individuals can be effective in certain situations, but not others. The focus then shifted away from traits of leaders to an investigation of the leader behaviors that were effective. This approach dominated much of the leadership theory and research for the next few decades.

In response to the early criticisms of the trait approach, theorists began to research leadership as a set of behaviors, evaluating the behavior of successful leaders, determining a behavior taxonomy, and identifying broad leadership styles. Hoffman, for example, posited that leadership takes a strong personality with a well-developed positive ego. To lead, self-confidence and high self-esteem are useful, perhaps even essential. Kurt Lewin, Ronald Lipitt, and Ralph White developed in 1939 the seminal work on the influence of leadership styles and performance. The researchers evaluated the performance of groups of eleven-year-old boys under different types of work climate. In each, the leader exercised his influence regarding the type of group decision making, praise and criticism (feedback), and the management of the group tasks (project management) according to three styles: authoritarian, democratic, and laissez-faire (Hoffman, 2011).

Situational theory also appeared as a reaction to the trait theory of leadership. Social scientists argued that history was more than the result of intervention of great men as Carlyle suggested. Spencer (1884) and Karl Marx said that the times produce the person and not the other way around (Richard, 2009). This theory assumes that different situations call for different characteristics; according to this group of theories, no single optimal psychographic profile of a leader exists. According to the theory, "what an individual actually does when acting as a leader is in large part dependent upon characteristics of the situation in which he functions.

Functional leadership theory (Hackman & Walton, 1986) is a particularly useful theory for addressing specific leader behaviors expected to contribute to organizational or unit effectiveness. This theory argues that the leader's main job is to see that whatever is necessary to group needs is taken care of; thus, a leader can be said to have done their job well when they have contributed to group effectiveness and cohesion (Hackman & Walton, 1986). While functional leadership theory has most often been applied to team leadership (Zaccaro, 2007), it has also been effectively applied to broader organizational leadership as well (Zaccaro, 2001).

## **Organization and Institutional Reform/Change**

A reform is simply changing things to suit current demands. Change is something that should be embraced rather than feared. Only with change will businesses be able to lay the foundations for long-term success. According to *Cambridge Dictionary*, organizational change is: "a process in

which a large company or organization changes its working methods or aims, for example in order to develop and deal with new situations or markets (Rahim & Bonoma, 2009)". Organizational Change looks both at the process in which a company or any organization changes its operational methods, technologies, organizational structure, whole structure, or strategies, as well as what effects these changes have on it.

Organizational change usually happens in response to or as a result of external or internal pressures. It is all about reviewing and modifying structures, specifically, management structures and business processes (Richard, 2009). Small commercial enterprises need to adapt to survive against larger competitors. They also need to learn to thrive in that environment. Large rivals need to adapt rapidly when a smaller, innovative competitor comes onto the scene (Upadhaya, Munir & Blount, 2014). To avoid falling behind, or to remain a step ahead of its rivals, a business must seek out ways to operate more efficiently. It must also strive to operate more cost effectively.

## **Leadership Challenges**

Leadership challenges vary by organization, but many of the most common have to do with motivating, encouraging, and effectively managing people. This is particularly true in business settings, where employees must learn to work together in order for a company to be profitable (Brudan, 2010). Any situation in which there are both leaders and supporters can have leadership challenges, however, including a number of volunteer organizations and community movements. So-called "good" leadership is often a lot easier to describe than to actually implement. Many of the most common leadership challenges arise when leaders are either unaware of common pitfalls, or are inattentive to developing problems:

**Motivating employees:** No organization, be it formal or casual, will go far if its workers are not motivated. Workers who lack focus or are uninterested in the end goal are not usually very productive, and can often undermine a leader's efforts and authority (Brudan, 2010). Sometimes, the fix is as easy as clearly communicating the mission. In other instances, leaders must work with employees individually to figure out an effective incentive structure. A lot of workers motivation has to do with workplace psychology. The happier and more valued employees feel, the more likely it is that they will give the company their best efforts. Investing in employee happiness sometimes seems counterintuitive, but ignoring corporate culture is often seen as a serious misstep.

**Cultivating leadership experience:** One of the hardest parts of running any sort of organization is ensuring that those in superior positions are actually capable of leading effectively. The skills needed to head up a cause or execute specific goals are not usually intuitive, and they cannot always be learned in a classroom (Richard, 2009). Leadership students and scholars are often able to describe leadership styles and techniques quite well, but in order to actually execute them, some experience is usually required. Executives and others looking to hire or appoint leaders are usually wise to consider much more than what is on a paper resume.

**Creating Team Unity:** Leaders are often responsible for helping build unity between staff members. Teams that do not work well together often take a lot longer to complete even routine tasks. It can take a bit of time for workers to develop trusting relationships with one another, and

the role of a supervisor or managers is to set the proper framework to encourage these relationships to grow. Employees do not need to become each other's best friends, but they do need to be able to work effectively with each other. This does not always come as naturally as some might assume.

**Facilitating Open Communication:** One of the hardest things many leaders face is finding ways to be approachable without losing authority (Brudan, 2010). Effective teamwork depends on a culture of open communication, where superiors and subordinates can freely discuss progress and problems. Employees who feel that their bosses are distant or somehow "off limits" have a tendency to make mistakes that could have been avoided had parties felt more comfortable talking to each other.

**Encouraging Action and Innovation:** Particularly in larger organizations, encouraging employees to be creative with their ideas and to take risks in their work is one of the more difficult leadership challenges. While it is important for workers to have boundaries and parameters in order to stay focused, some latitude is essential to growth (Brudan, 2010). Organizations that do not ever generate new ideas are often surpassed by more innovative competitors. Leaders must find a balance between keeping employees focused and giving them space to think creatively (Richard, 2009). The amount of freedom workers should have necessarily depends on the setting and the sort of work being done, but is important in nearly all disciplines.

**Information Management, Consistency, and other Details Challenges:** Leaders are often overwhelmed by the sheer number of things that must be done to keep a business or organization going apart from staff management. Being a good leader usually requires a strong attention to detail, and an ability to manage a lot of competing demands at once (Brudan, 2010). Most of the time, those in more senior positions must learn how to stay on top of enormous amounts of data, information, and paperwork. Organizational work like this is often only tangentially related to managing staff but it must be done just the same. Adjusting to different roles is, for many, one of the most surprising challenges that come with assuming a leadership position.

### **Importance of Leadership**

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern:

- **Initiates Action:** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
- **Motivation:** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates (Richard, 2009).
- **Providing Guidance:** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.

- **Creating Confidence:** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining to them clearly their role and giving them guidelines to achieve the goals effectively (Brudan, 2010). It is also important to hear the employees with regards to their complaints and problems.
- **Building Morale:** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
- **Builds Work Environment:** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept in mind by a leader (Zaccaro, 2001). He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
- **Co-ordination:** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader (Brudan, 2010).

### **Leadership Character and Organization/Institutional Reform/Change**

Organizations and Institutional reforms can change through the character of the leaders because of the searchlight on those qualities in a leader that can bring about change and reform in an organization. An authentic leader promotes collaboration, sparks momentum, inspires and energizes men and women to give and to serve. The character of a leader is a determining factor; determining if an organization succeeds or fails. Character based leadership leads from who you are rather than the power and position and with exemplary leadership individuals are more enthusiastic. A positive attitude can have a profound effect on an organization or institution.

The disintegration of character is found in every type of leadership and every level of society. Today, most leaders lack the essential ingredients of character which has the power to bring about reform and change in any organization. A leader of an organization is like the heart of that organization; nothing succeeds without good leadership. No organization advances without good leadership and character based leadership is very much related to change; having the ingredients of ethics and morality as core values. Leaders with good characters achieve results that transcend everyday organizational, imperatives and outcomes.

The late civil rights leader Martin Luther King Jr. encouraged his followers not to judge people by their appearance, but by the content of their character. A person's character good or bad, can inspire others to greatness or discourage them from trying (Monica Patrick; The role of Leadership). Authentic leaders have value and lead from a strong, personal and moral standpoint and this can have a profound effect on any organization bringing about institutional change and reform.

Change has always been an issue to any sector at all. People are generally adverse to change for many reasons which could either be as a result of "fear of the unknown", reluctance to leave their comfort zone, lack of motivation, not willing to put in the expected effort or do what it takes to initiate change, conflict etc. But a person with strong leadership capability would take the lead by modeling values, behaviour and attitudes (Ganta & Manukonda, 2014). Leaders are made to bring about change and reform give clear directions to members of their organization to commit to their jobs to achieve the organizations goals and objectives (Wasim & Imran,

2010). This also tells us that a good leader has a clear cut out direction for the organization and can easily identify the hurdles and dilemma that stand in the way of the organization achieving its aim, goals, target and vision, and in recognizing the challenges. An innovative leader sets the tone to effectively and efficiently bring about the necessary reforms that would bring the organization into the future.

According to Jackson and Parry (2008), good leadership is a process where leaders use their skills and knowledge to lead and move their subordinates in the desired direction to the organizations goals and objectives. A person with strong positive character would not only be a good example but a visible role model to those they are leading because a leader who is given to achieving set goals most times gains the true admiration and loyalty of those they are leading (Grint, 2007). The surest way to bring about reform in an organization is by modeling the right attitude and behavior towards tasks, works, and regulations and most importantly the human research when a leader has respect for work and work ethics, it inadvertently changes the values, beliefs, behaviors and attitudes of the people being led for mimicry is the sincerest form of commendation. Change is not always a welcome development in any circle, whether it is in the home, church, organization or nation. The first and most certain reaction most times is resistance and the reason for this most times is the fear of the unknown, people prefer to remain in the 'status quo' which is a safe haven and any threat to that safe place could be met with hostility. It takes a leader with change management skills to effectively transit without causing problems in the process. Change is inevitable if an institution will remain relevant.

The great Martin Luther King Jr. was a man that had a dream that has eventually come to pass and in his speech, priority was placed on the character of the individual which he also led by...

"I have a dream today.....i have a dream, that my fair little children will one day live in a nation where they will not be judged by the colour of their skin, but by the content of their character. I have a dream today (Martin Luther King Jr. speech on steps of Lincoln Memorial civil rights March, 23 August, 1963).

Character is a critically important component of personality and therefore, its importance to leadership is considerable. People with character can give an organization significant competitive advantage. Leaders with character achieve results that transcend everyday organizational imperatives, goals and outcomes.

Taking a look at the telecommunication company Nokia, which in October 1998 was one of the bestselling mobile phone brands in the world. Its operating profit went from \$1billion in 1998 to almost \$4 billion by 1999, by the end of 2007; half of all smart phones in the world were Nokia's, by 2010 Nokia's newly launched iphone failed to match the competition and its previous market value began to decline, in just six years its value had gone down by 90% and by 2013 Nokia was acquired by Microsoft. Nokia's demise from being the world's best mobile phone company to losing it all by 2013 has become a case study discussed in management and business classes. In order to understand and explain the speedy decline of Nokia from its position of prominence and dominance as a world innovative and technology organization, Tim O. Vuori, Assistant Professor of strategy at INSEAD Singapore, conducted a qualitative study, the results were published in 2015, 76 Nokia top and middle managers were interviewed and a number of leadership lapses were discovered, but the one related to this article is that observers found that there was arrogance among top management and the employees at the other levels, which made



the middle managers scared of telling the truth about the true position of the company for fear of being fired.

This necessarily brings us to effective leadership styles that are necessary for reform in any institution and organization. A leadership style is a leader's method of providing direction, implanting plans, and motivating people. It could be participative or democratic, the leader includes one or more employees in the decision making process, but the leader normally maintains the final decision making authority. There is nothing like "the best" leadership style, leadership style in isolation, what there is however, is the best leadership style for you, a style that works in given situation (women's media: Forbes Woman). Effective leaders adopt their leadership styles to maximize results from their subordinates within the set goals and objectives of their company (Engage for Success: 7 steps to becoming a true effective leader).

There are various leadership skills and styles, but for the purpose of our focus in this article we would be looking at leadership skills and styles that are most likely to be effective in organizational change and institutional reform:

- **A leader must be Proactive:** This is necessary to drive results and make sure employees are adequately involved. Leaders must be bold with valid leadership skills however, boldness shouldn't involve aggression, intimidation or disrespect, it should instead radiate self-confidence, energy and resolve (Engage for Success). Bold leaders are able to get the attention of subordinates while enforcing rules, policies and making necessary changes in the organization. Criticism and competition may be fierce, but a bold and determined leader would not hold back from expressing their opinions, making mistakes, which are inevitable and apologizing when they are wrong. Any leader courageous enough to keep pushing the limits against all odds while being humble enough to accept advice would stand out and excel in any given task.
- **Visionary Leadership:** A visionary leader is a catalyst. He possesses the right mindset to guide an institution into transition and reformation, a visionary leader characteristically brings cohesiveness to inspire unity and direction to meet reformative transformation in any organization. Visionary leaders are driven and inspired by what an organization can become with the right guidance and motivation, so they do what it takes to get the workers moving till they achieve organizational goals.
- **Communication:** This is the act of conveying meanings from entity or group to another through the use of mutually understood signs, symbols and semiotic rules, and the channel of communication can be visual, auditory, tactile and haptic factory, electromagnetic or biochemical. Whatever form, manner or style a leader chooses to use to pass necessary information to his subordinates, it should be clear, unambiguous, and understood by all involved. This is also key to growths, developments, reformation and change of any organization, every leader that would succeed requires this soft skill to help them positively interact with employees or team members (Important skills for workplace success by Allison Doyle). Effective leaders have the ability to communicate effectively, this is most essential to being an effective leader," The first function of an executive is to develop and maintain a communication system. A leader has to communicate the vision, mission and goals to his team, so they can key into it and move to achieve them with efficiency. The most essential key to great leadership is communication (Towler, 2003). A leader that will transform and reform an organization must be a great communicator, and this does not mean just being a talker.

- **Knowledge:** A leader must be armed with the knowledge of what he wants to communicate; he must have ability to connect to passion and ambitions while communicating their ideas. Great communicators engage their employees, they include them by asking their opinions, using some of their visible suggestions, and responding to their feedbacks. In communication, which is the bone of any organization, everything counts and to be an effective communicator the underlined basics are non-negotiable.
- **Empathy:** The ability to be accommodating enough to share in communication is the act of conveying meanings from one entity or group to another through the use of mutually understood signs, symbols, and semiotic rules, the channel of communication can be visual, auditory, tactile and haptic olfactory, electromagnetic or biochemical. Whatever form, manner or style a leader chooses to use to pass necessary information to his subordinates, it should be clear, unambiguous, and understood by all involved (Diamond, 2007).
- **Listening:** Listening and paying attention to our subordinates, we honor them and make them feel relevant.
- **Body language:** A leader must be super sensitive to the feeling of those that he or she is leading, their actions will always portray their feelings, and leaders ability to interpret body language and act in proportional could stand him out and give him an edge over others.

### Being an Effective Leader

The organization reforms can happen even unpronounced when there is effective leadership. Leadership improvements can be achieved through the following:

- **Be approachable and trustworthy:** Anyone can be a leader — if folks follow, then they are leaders. Leaders are influencers and coaches. Both roles have to do with building trust.
- **Surround yourself with people who are smarter than you:** We have heard this many times from the greatest minds across business and politics, but it's important. Even a leader must have other people to fall back on. Bill Gates may have been one of the greatest computer minds of our time, but that didn't automatically mean that he would create a successful business.
- **Acknowledge your mistakes:** Every leader is bound to make mistakes, and leaders who worth their salt should acknowledge that or they will lose people's trust immediately. No employee expects perfection (De Dreu & Beersma, 2005).
- **Delegate effectively:** A good leader must be able to maximize the potential of his or her people.
- **Serve selflessly:** We always end up back at the age-old idea of servant leadership. A good leader does have to be selfless. He or she should be a buffer against negativity, whether it's between critics and our people or what's going on in the outside world and what we're trying to achieve.
- **Education:** While this will not necessarily prevent you from becoming a leader, the old phrase "Knowledge is Power" holds considerable weight in this case. If you are working within a company, make sure you are current on any policies and procedures that might affect your work. If you're planning to start a project in the near future concerning a topic

or product that you're not familiar with, collect as much research as possible before you begin.

- **Inspirational:** One of the most important skills you will learn as a leader is how to inspire others (Brudan, 2010). You may have a team member that is a fantastic artist and would make a stunning graphic designer with a little bit of practice. Your job is to inspire him or her to become an amazing artist that you know they can be. Not only will it help you to gain the trust and confidence of your team member, but you will also gain an individual with a valuable skill for your team.

### **An Institution: A Reflection of the Character of its Leaders**

Effective leadership is critical in every type of organization whether it is for profit or service based. When leaders lack the ability to provide direction, motivation and training for their staff, morale drops and the organization often suffers. Poor leadership can have several negative effects on the company and staff.

### **Consequences of Poor Leadership**

**Staff Low Morale:** This may come as a result of poor employee treatment, when a leader treats his subordinates or staff inappropriately, the organization will suffer ultimately, because loss of morale would naturally affect productivity levels, staff retention and customer service.

### **CONCLUSION**

Experts say that a fundamental aspect of introducing planned changes into any environment is to gain insights into how well they will be received by employees and customers and implemented by the management, and how accurately the economic climate today and tomorrow is perceived and forecast. Integrating purposeful leadership that will respond adequately to any new rules and regulations is crucial. In conclusion, communication fastens collaboration allowing inputs, encouraging feedback and opinions, involving everyone in the process leading to the solution, this in itself builds trust and loyalty overtime due to the leader and organization.

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