

## Shaping tomorrow's Leaders


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### Keywords:

Leader  
Leadership  
Visionars  
Leadership development  
Tomorrow's leaders

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Received: 07.08.2024.  
Revised: 11.10.2024.  
Accepted: 18.10.2024.



### ABSTRACT

*In today's rapidly evolving world, the development of future leaders is more crucial than ever. This article examines the key attributes and strategies required to nurture individuals capable of navigating complex global challenges. Emphasizing adaptability, emotional intelligence, and visionary thinking, the paper highlights how these traits are vital for leadership in dynamic environments. The role of education, mentorship, and technology is explored as essential tools in equipping leaders with the skills needed to innovate and inspire change. Additionally, fostering a growth mindset and resilience is emphasized to prepare leaders for uncertainty and transformation. By integrating these elements into leadership development programs, organizations and institutions can cultivate individuals ready to lead with purpose and create a lasting impact. This article provides a comprehensive framework and actionable steps for shaping tomorrow's leaders, ensuring they possess the ability to guide their teams and societies through future challenges with confidence and foresight.*

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## 1. INTRODUCTION

The primary purpose of this research is to identify and analyse the most important leaders characteristic: This are the key competencies and skills, and strategies required to develop future leaders capable of navigating complex and evolving global challenges. The research seeks to explore how organizations, educational institutions, and mentorship programs can effectively shape individuals into adaptable, innovative, and emotionally intelligent leaders. Furthermore, it aims to evaluate the role of modern tools, such as technology and artificial

intelligence, in accelerating leadership development and what's are gifts leaders born with.

### 1.1 Purpose and goals

In today's rapidly changing global environment, the need for competent leaders is more urgent than ever. Globalization, technological advancements, climate change, and dynamic social structures demand leaders who can adapt, think strategically, and inspire innovation [1]. However, the question remains: how can we effectively develop such leaders? Many

organizations and educational systems continue to focus on traditional leadership approaches that may not fully encompass the innovative, emotional, and social skills necessary to address the complex challenges of the 21st century.

The research problem focuses on identifying the key competencies and strategies essential for developing future leaders and how these can be effectively integrated into education and training programs. Competencies and skills are essential for leaders to be effective in a fast-changing, interconnected world. Additionally, it is crucial to explore how organizations and mentors, using advanced methods such as technology and artificial intelligence, can contribute to the faster and more efficient development of leadership skills [2].

Research incorporates measurable aspects, such as statistical analysis of leadership outcomes associated with specific leader's process. It could also have a quantitative component. Therefore, it might be useful to consider a mixed-methods approach, combining both qualitative and quantitative research to provide a comprehensive understanding of the topic.

## 2. IDENTIFYING THE KEY COMPETENCIES AND STRATEGIES FOR DEVELOPING FUTURE LEADERS

### 2.1 Competent leaders

Competent leaders are essential for navigating the complexities of modern organizations [3]. They inspire, empower, and guide their teams through challenges while fostering a culture of collaboration, innovation, and continuous improvement. Their blend of emotional intelligence, adaptability, and strategic thinking enables them to make impactful decisions and drive positive change within their organizations [4]. They possess a diverse set of skills and attributes that enable them to effectively guide their teams and organizations toward achieving goals, particularly in complex and rapidly changing environments. With this purpose was developed a comprehensive overview of leadership theories and the essential skills required for effective leadership [5-7].

### 2.2 Differentiate between a leader and a manager

Some still do not differentiate between a leader and a manager [8]. The distinction between a leader and a manager lies in their roles, functions, and approaches to guiding individuals and organizations. While the roles of leaders and managers can overlap, effective organizations need both to succeed. Leaders inspire and guide people toward a vision, while managers ensure that the necessary tasks and processes are completed efficiently. Both roles are essential for achieving organizational goals [9].

The distinction between a leader and a manager lies in their roles, functions, and approaches to guiding individuals and organizations (Fig. 1). We can count some key differences: One responsibility of a manager is controlling a group in order to accomplish a specific goal. Leadership, on the other hand, is the ability of an individual to motivate, influence, and enable other employees to make a contribution to the success of an organization. Efficiency: Leadership fosters creativity and encourages new ideas. In contrast, management prioritizes efficiency and streamlining operations. People Management: Leaders inspire and motivate their teams. Managers, on the other hand, are more concerned with coordination and organization.



**Fig. 1.** Understanding the differences between leaders and managers (Source: <https://greatpeopleinside.com/se/understanding-the-differences-between-leaders-and-managers/>).

### 2.3 The Influence of Family Upbringing on Shaping an Individual into a Leader

Family upbringing plays a crucial role in shaping an individual's characteristics, values, and competencies that are essential for effective leadership. A quality family upbringing can help individuals develop the key skills and values needed for successful leadership. Therefore, it is

important to encourage the development of positive traits and competencies in the upbringing process that will shape future leaders. The family is the first institution where individuals develop their core values and beliefs. Parents, as the first teachers, influence how children perceive the world, relationships, and ethical standards. Values such as honesty, responsibility, and empathy are often transmitted from the family environment and become foundational for leadership abilities.

The family environment is a space where communication skills are developed. Children who grow up in families that encourage open communication are often more confident and skilled in expressing their opinions. These skills are crucial for leaders, who must communicate effectively with their team and stakeholders. Parents and other family figures often serve as role models. Children observe and imitate the behavior of their parents, which shapes their own responses and ways of handling various situations. Family support and encouragement for achievements can significantly influence an individual's self-confidence and self-esteem. Children who receive positive feedback and are encouraged to take responsibility develop a better self-image, which is vital for successful leadership. Important is also learning from failures. Families that encourage learning from failures and mistakes teach children that failure is not the end but an opportunity for growth and learning. This ability to cope with setbacks and adapt is crucial for leaders who frequently face challenges and obstacles. Family discussions and debates can foster the development of critical thinking. Children who learn to analyze situations and weigh decisions in the family environment are better prepared for the complex choices they must make as leaders.

#### 2.4 The Influence of people in leaders lives who matter most

In many ways it can be extremely challenging for leaders to remain faithful to their core values and the people in their lives who matter most. The pressures of leadership, such as balancing responsibilities, managing diverse expectations, and making difficult decisions, often put their values and relationships to the test. Maintaining integrity, staying true to one's principles, and nurturing personal connections can require

significant effort, especially in high-stress environments where compromise is often encouraged. Yet, the ability to remain grounded in core values is crucial for long-term success and authentic leadership (Table 1).

**Table 1.** Key aspects of family influence and key aspects of influence from people matter most.

Key aspects of family influence	Key aspects of influence from people matter most
Instilling core values and ethics from a young age.	Providing ongoing mentorship and professional guidance.
Shaping emotional intelligence and self-confidence.	Offering real-time feedback and helping leaders navigate challenges.
Providing early role models for leadership behavior.	Influencing leadership adaptation and decision-making in dynamic environments.
Fostering communication skills in a safe environment.	Supporting the leader's personal and professional growth through meaningful relationships.

Analysis in the Learning Organizations Program/Process for Talent Development by Life Learning Academia/[www.llacademia.com](http://www.llacademia.com)

As previously described, leaders can acquire certain skills and values from childhood, while others need to be developed throughout their careers [10]. Education by providing them with the tools to become better leaders, build great teams, and help their organizations win. On the other hand guidance from various experts and coaches are helpful in the process. However, the experience and knowledge gained on the job are invaluable. Leaders learn and strengthen their skills through every mistake they make. They realize they are good leaders when the company grows, develops, and records positive results. Leaders have followers, as they motivate employees through their example.

#### 2.5 Are Leaders born or made?

The main question is “Who is the right stuff to lead?” Regarding the Jack Welch, executive chairman in the Jack Welch management institute an answer lies between organization’s culture and performance to new levels. He says:” Of course, since we’re talking about real life here, it isn’t neat or simple. The facts are, some leadership traits are inborn, and they’re big whoppers. They matter a lot. On the other hand, two key leadership traits can be developed with training and experience – in fact, they need to be.”

If we are talk about definition of leadership, it’s comprised of five essential traits. The first is the capacity/ positive energy to go forward thought good and bad times. The second is to energize and inspire others to follow them. The thirth is

responsibility of decisions: yes or no and not maybe. The fourth is the talent to execute. Let's get things done. The fifth is that leaders have passion. They believe and they never give up. Their passion drives them forward and forward.

If we look at the "gifts" they were born with, we can confidently say that they're basically personality. All leaders are intelligent and possess a high level of intelligence. This includes not only strong intellectual knowledge but also emotional intelligence [11]. They simply love people, inspire them, and guide them. Similarly, passion feels inborn. Some people just seem to come fully loaded with intensity and curiosity; they naturally love people, life, and work. It's in them. So are leaders born or made? The answer (perhaps not surprisingly) is both. While some gifts can be present from birth, they often need to be refined and developed through life experiences and challenges.

### 3. QUALITATIVE RESEARCH THROUGH THE SURVEY FOR LEADERS

#### 3.1 Description of the instrument

To gain insight into leadership styles and current leaders, Life Learning Academia prepared a survey questionnaire that covered leadership style definitions, communication, emotional intelligence, values and knowledge development. The research was conducted using the Learning Brand Model and the talent development process. The process is designed with detailed explanations and questionnaires through which the organization's management gains insight into the current state and potential shortcomings. It includes multiple activities that take place either within individual departments or throughout the entire organization. This approach ensures that we address the "how" and "why" questions, which are fundamental to qualitative research.

#### 3.2 Sample description

The talent development process includes a segment of activities specifically aimed at shaping leaders (directors, board presidents, CEOs). For simplicity, we will refer to them as directors in this article. In 2022, 25 organizations—large business enterprises—participated in the process. Among the participating directors, there were 7 women and

18 men. Seventeen directors hold a bachelor's degree, and eight have completed a master's program. All participants have 10 or more years of experience in leadership positions.

#### 3.3 Description of conducted research and data processing

When an organization decides to participate in a specific program and selects a process within the program, it signs a statement upon registration, granting the program provider (Life Learning Academia) with permission to use the collected data for comparative analysis, which serves as an indicator of the conditions in various organizations. The data obtained in this way are used to develop new content that addresses the gaps identified by the analysis. The data is collected through distributed questionnaires. The process lasts between four and six months (depending on the size of the organization). Once the process is completed, the organization gathers all the completed questionnaires and prepares a report, which serves as a type of internal audit. The collected materials are later reviewed by an external auditor, who provides recommendations to help the organization improve its performance.

### 4. LEADERS CHARACTERISTICS

If we want to describe the most important research results, then we can make our focus on questions: Which are "gifts" leaders were born with, identification of the key competencies, skills, and what kind of style they lead?

Leaders are often believed to be born with certain innate traits or "gifts" that set them apart. The results of survey show us, that some of these natural gifts include:

- **Intelligence:** This includes both intellectual and emotional intelligence, enabling leaders to navigate complex situations and understand people on a deeper level.
- **Passion:** Leaders are driven by an intense enthusiasm for their work, life, and the people they lead. This passion motivates them to keep pushing forward, even in the face of adversity.
- **Charisma:** Many leaders have a natural ability to inspire and energize those around them, drawing followers through their charm and vision.

- **Curiosity:** Leaders are often inherently curious, always seeking to learn more and understand the world, which fuels their ability to innovate and grow.
- **Resilience:** A natural toughness or resilience allows leaders to stay the course during difficult times and bounce back from setbacks.

The results about Leaders competencies and skills are very impressive. The most crucial competencies and skills include aspects described in the tablet below (Table 2).

**Table 2.** The competencies and associated skills of effective leaders for easier reference.

Key aspects of family influence	Key aspects of influence from people matter most
Instilling core values and ethics from a young age.	Providing ongoing mentorship and professional guidance.
Shaping emotional intelligence and self-confidence.	Offering real-time feedback and helping leaders navigate challenges.
Providing early role models for leadership behavior.	Influencing leadership adaptation and decision-making in dynamic environments.
Fostering communication skills in a safe environment.	Supporting the leader's personal and professional growth through meaningful relationships.

Each of these styles has its strengths and weaknesses, and effective leaders often blend different styles to suit their unique circumstances and team dynamics.

**Transformational Leadership:** This style focuses on inspiring and motivating followers to achieve their highest potential. Transformational leaders foster an environment of creativity and innovation.

**Transactional Leadership:** This style is based on a system of rewards and punishments. Leaders set clear goals and expectations, and employees are rewarded for meeting them.

**Servant Leadership:** Servant leaders prioritize the needs of their team members and help them grow and develop. This style emphasizes empathy, listening, and community-building.

**Democratic Leadership:** Also known as participative leadership, this style involves team members in the decision-making process. Leaders seek input and feedback, fostering a collaborative environment.

**Autocratic Leadership:** Autocratic leaders make decisions unilaterally and expect team members

to follow without input. This style can be effective in crisis situations but may lead to resentment.

**Laissez-Faire Leadership:** This hands-off approach allows team members to make decisions and work independently. Leaders provide minimal guidance, which can empower skilled teams but may lead to a lack of direction.

**Situational Leadership:** This adaptive style involves changing leadership approaches based on the specific situation and the needs of the team. Leaders assess the context and adjust their style accordingly.

**Charismatic Leadership:** Charismatic leaders inspire and energize their followers through their personality and enthusiasm. They often have a strong vision and can rally people around it.

## 5. CONCLUSIONS

In conclusion, the development of effective leaders is a multifaceted process that involves a combination of inherent gifts, cultivated skills, and adaptable leadership styles. While some individuals may be born with traits that lend themselves to leadership, it is essential to recognize that leadership is not solely innate. Skills and competencies can be nurtured through education, experience, and practice, enabling individuals to grow into capable leaders. Moreover, the ability to adopt various leadership styles based on situational needs enhances a leader's effectiveness and fosters a productive team environment.

Ultimately, the most effective leaders are those who embrace both their natural abilities and their capacity for growth, continuously seeking to develop their skills and adapt their approaches to meet the challenges of an ever-evolving organizational landscape. Through a commitment to personal development and a deep understanding of their teams, leaders can shape a positive and impactful future for their organizations.

The research into leadership highlights that effective leaders possess a combination of innate traits, developed skills, and adaptable leadership styles.

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