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The Role of Leaders in Shaping Organizational Culture and Ethics

Elena P. Stanoevska and Besiana Dauti

Abstract

Within the bricks and mortar economy, organizations focused more on profitability and require managers who can design and implement strategies over time. Nowadays, within the digital economy, e-business-oriented organizations focus on competitiveness and customer satisfaction, requiring astute leaders. Leaders who rely on intellectual or knowledge resources to initiate and implement a new set of company aims based on e-business initiatives. Leaders who can develop organizational cultures, ethics, and teams that can realize the potential of cutting-edge technology (the Internet of Things, Artificial Intelligence) for their business.

Investing in technology is important, but the critical success factor is getting people to use it effectively. Not every manager is a leader. Managers, as good leaders, should link competencies and resources within the organization to create and sustain a competitive advantage. Incumbent managers as leaders must maximize the e-space available within the organization by developing strategies for shaping culture and ethics that can operate effectively in the new environment. In this direction, the main goal of the paper is through surveying, descriptive analyses and by using practical case studies, to demonstrate leaders' role in cultivating culture and ethics within the organization. Moreover, the paper elaborates how, thanks to skillful leaders, famous and successful organizations try to create organizational culture and ethics that are aligned with their goals for success.

Key words: leaders, organizational culture, organizational ethics

Introduction

When asking what a leader is, most scholars would try to explain something along the lines of “someone who influences others,” or they might use another word like one who “guides,” “inspires,” or “motivates” others. According to Maxwell (2022), leaders should possess several essential characteristics. They should serve as models for others and work to strengthen their own personal values. Effective leaders inspire a common vision by envisioning the future and conveying that vision with enthusiasm, which influences others. They should also encourage others to take action and be willing to accept challenges. Furthermore, leaders seek out and take advantage of opportunities, experiment with new approaches, and are willing to take risks. Promote cooperation, empower those around them, and recognize and reward the contributions of others. Finally, astute leaders celebrate shared values and victories. (Maxwell, 2022)

True leaders should not create separation among people. Instead, they should bring employees in the organization together. They should have vision, function with giving hope and support, and build integrity and collaboration within the organization. Indeed, those are important aspects of being a leader, so it is no surprise that two important things that a leader can influence, among many others, are the organizational culture and ethics.

When trying to understand culture and ethics within an organization, one could think of people’s personal culture and ethics. Just like individuals who have their own culture with specific values, beliefs, and traditions, so do organizations, and just like individuals who follow their own ethical rules and principles, so do organizations.

This research paper examines in more detail the role that leaders play in shaping organizational culture and ethics. Through practical case studies, the main goal of the paper is to explore and answer the following research questions: Why are leaders important for the organization? How do leaders shape organizational culture? How do leaders shape ethics within the organization?

Research Methodology

The primary goal of the paper is to demonstrate the importance of leaders in today’s world in shaping organizational culture and ethics as a prerequisite for organizational success. The methodology applied in this paper is descriptive. During

the research surveying, inductive and deductive methods, as well as analysis and synthesis methods, were applied. For the preparation of this paper, case studies and secondary sources (research papers, reports, journals, expert opinions, blogs, and websites) for analytic and field research were consulted. The Internet was used as a major tool to approach data and literature. Figures have also been employed for visual presentations during the research.

The Importance of the Leader for the Organization

According to Daft (2017), a leader is someone who influences their followers to achieve their shared goals and purposes. Someone who provides direction in the form of a vision, taking into account the challenges and opportunities that can arise and the strategies that will be needed to achieve that vision. A leader is a person who inspires and motivates others to achieve organizational goals. A leader is someone who creates change within an organization and promotes innovation rather than maintaining things as they are (Daft, 2017).

When one tries to define the term leader, the question arises: What kind of traits do leaders typically have? This is a topic that has been studied a lot. Generally, there are five common traits that effective leaders tend to have: optimism, self-confidence, honesty and integrity, and drive. Optimism means that leaders tend to look for the positive in situations, even when others might see a challenge, leaders see the opportunity. Self-confidence means that leaders believe in their own skills, ideas, and ability to make decisions and judgments. Honesty and integrity mean that leaders should be ethical – they should be truthful and non-deceptive, and act according to ethical principles. Drive means that leaders are motivated to put in a lot of effort, they are ambitious, and are concerned with achieving what they want (Daft, 2017). Moreover, anyone who possesses traits listed in Figure 1 below can be regarded as a true leader.

Figure 1:

Characteristics of true leaders

	L - Lead people
	E - Empathy (kind and human)
	A - Awareness of leadership and self-awareness (knowledge)
	D - Develop, create, innovate
	E - Emotional intelligence
	R - Respectful, trustworthy
	S - Systems thinker (look at the big picture)

A leader can influence many things in an organization: the objectives of the organization and the strategies to achieve them, how the employee of the organization will be motivated to achieve those objectives, the collaboration among employee, the organization and coordination of the activities, the training and development of the employees, how resources are allocated, the shared beliefs and values of the organization (the organizational culture), the formal structure and systems, and many more (Yukl, 2012).

Leaders are extremely important for an organization for many reasons.

Firstly, leaders not only have a vision for the organization, but they also successfully communicate that to the members of the organization and guide them into achieving it and make sure that everyone is putting their efforts toward the same purpose (Goodbread, 2023).

Secondly, effective leaders create value for the organization by directing all members of the organization to work towards the same objective, ensuring that everyone is productive and efficient (Goodbread, 2023).

Thirdly, leaders introduce change and explain to their followers why change needs to happen and how it can happen (Baker, 2023).

Fourthly, they create a positive working environment in which they encourage their employees and allow them to contribute (Baker, 2023).

Fifthly, leaders should care about their employees, listening to their needs, showing appreciation and acknowledgment of their efforts to them, and providing guidance whenever necessary (Baker, 2023).

All of this can have an impact on the organization's performance – by providing clear direction of what employees should be doing, it is easier to track and monitor their performance and progress (Goodbread, 2023) and thus identify areas for improvement. Also, by creating a positive working environment, employees will be more satisfied and productive.

On the other side, as Maxwell (2022) has emphasized, there are ten main errors in leadership: 1. Failure to provide feedback; 2. Not having time for the team; 3. Too much “hands off”; 4. Too much kindness; 5. Not defining goals; 6. Misunderstanding motivation; 7. Haste with recruitment; 8. Straying from the “True Path”; 9. Non-delegation; 10. Misunderstanding the role.

Organizational Culture

One way to understand organizational culture is that it refers to how things are done in the organization (Mullins, 2016). More broadly, organizational culture is defined as the shared values, norms, beliefs, and understandings among the members of an organization that are taught to new members as the proper way to think, feel, and behave (Daft, 2020).

According to Schein (2010), there are three levels to organizational culture:

1. Artifacts – refer to the visible aspects of an organization such as the physical environment, technology and product, language, and the way employees dress, communicate, and behave. It also includes myths and stories about the organization, the publicly stated values, and the rites and ceremonies.
2. Espoused beliefs and values – refer to the beliefs and values that are learned when someone (leader or founder) proposes a course of action based on what he or she believes to be correct (e.g., a solution to a problem being faced) and convinces the others to behave according to that. If the members of the organization act based on the leader's suggestion and they like the outcome, then this results in the creation of a shared value and belief.
3. Basic underlying assumptions – once a solution works repeatedly, it is taken for granted. The learned beliefs and values become basic underlying assumptions, which determine the way the members of an organization behave, as well as how they perceive, think and feel about the matters.

An organization's culture can be analyzed from two aspects: the degree to which the competitive environment requires flexibility or stability, and the degree to which the strategic focus and strengths of the organization are internal or external. According to this, there are four types of organizational culture (Daft, 2020):

1. **Adaptability culture** - The adaptability culture is associated with a strategic focus on the external environment, and an emphasis on flexibility and meeting customer needs through change. This culture encourages not only responding quickly to changes in the environment but creating change as well. Innovation, creativity and taking risks are considered very important.
2. **Achievement culture** - The achievement culture is associated with meeting the needs of customers, but without the need for rapid change. The organization has a clear vision about what it wants to achieve, and the goals needed to achieve it, such as sales growth, profitability, or market share. The members of the organization might have a certain level of performance that they are required to achieve, and they are rewarded for it. In some cases, achievement culture is associated with a high level of competitiveness and a focus on profit.
3. **Clan culture** - The clan culture is associated with a high involvement and participation of the organizational members in a rapidly changing environment. The idea behind empowering employees in this way is that it gives them a greater sense of responsibility and ownership, thus their commitment to the organization is increased. The organization is concerned with meeting the needs of the employees to make sure that they are satisfied and, as a result, they perform at high levels.
4. **Bureaucratic culture** - The bureaucratic culture is associated with an internal focus and a stable environment. Organizations with this culture have procedures and practices to accomplish their goals. Involvement of the members of the organization is low, while the level of consistency, conformity, and collaboration among members is high.

An organization's culture is important for several reasons. First, it shows employees how things are done in the organization, i.e., its current methods of operations and what is acceptable and unacceptable behavior (Hellriegel & Slocum, 2010). Second, employees use the shared values and norms when making decisions and when reacting to new and uncertain situations (Jones, 2012). Third, it attracts employees who either share the same values of the organization, or who at least have no problem with those values and accept them (Hitt et al., 2010). These aspects,

on the other hand, have an impact on the organizational performance - employees will perform better, and there will be achievement of the organizational goals when they accept the values of the organization and know exactly what is expected of them.

The Role of Leaders in Shaping Organizational Culture

Organizational culture is created in three ways: from the values and beliefs of the founder (the first leader), the learning experiences of the members, and the values and beliefs of the new leaders. Founders play the most important part because they have the idea about the new organization and most likely the way to achieve it, and they influence their views on their employees, which form the behavior that the new organization will exhibit as it is trying to survive (Schein, 2010). The founder expresses his ideas and values in the form of a vision, strategy, or philosophy. When the organization becomes successful, the organizational culture that is formed reflects the vision and strategy of the founder (Daft, 2020).

Leaders shape organizational culture in different ways: through rites and ceremonies, stories, symbols, and specialized language, by carefully selecting and socializing the new members of the organization, and through their day-to-day activities (Daft, 2017).

Rites and ceremonies: Organizational rites and ceremonies refer to the planned activities that are meaningful for the members of an organization (Hellriegel & Slocum, 2010) and are done for the benefit of an audience (Daft, 2017). Ceremonies are important because leaders use them to showcase the organization's values, employees can grow closer to each other by sharing stories, and employees' achievements are celebrated and rewarded (Daft, 2017).

For example, The Ritz - Carlton is a hotel brand with the motto "We are ladies and gentlemen serving ladies and gentlemen," showing the importance given to both employees and customers. Bill Marriott, Chairman of Marriott Hotels (in 1998, Marriott acquired almost whole ownership of the Ritz-Carlton), who always cares for people, has quoted: "If you take care of your employees, they in turn will take care of the customers and the company will take care of itself ". Thus, by embracing trust, honesty, respect, integrity, and commitment, The Ritz-Carlton cultivates a diverse and supportive work environment that enhances quality of life, fulfills individual aspirations, and strengthens its uniqueness for the benefit of both employees and the company. An important part of its culture is also the "Employee

Promise” and “The Promise to the Employee” to remind employees that without them, they would not have been able to establish a culture of offering outstanding services. Many rites and ceremonies are held in this organization, such as:

- Leaders Meeting where exceptional employees are recognized for their achievements and receive a “First Class” card, which provides them with a free dinner or an award. “Five Star” awards are given quarterly, through which employees receive monetary rewards.
- Annual Gala, which takes place on Halloween, and all employees and their partners are invited. Entertainment is provided and gifts are given, and more importantly, the “Employees of the Year” reward is given.
- Employees’ Appreciation Week, where they can participate in various “team building activities” such as volleyball games, having meals at restaurants, barbecue in the countryside etc. (Protopapadakis & Klapanaris, 2021).

Stories: Stories, which can either be true or fake, are retold and shared among the employees of an organization. They are used by leaders to emphasize the organization’s principal values (Daft, 2017). These stories can be about the founders of the organization, inspirational stories about growing up poor and becoming rich, firing and relocation of employees, dealing with past mistakes, etc. (Robbins & Judge, 2023).

For example, stories are often retold at Apple. Joel Podolny, founder of Apple University, in an interview with Delaney (2024), recalled how often people would tell him stories that they heard were told by Steve Jobs or Tim Cook (Delaney, 2024). Indeed, Steve Jobs was a great storyteller, and he used stories to inspire his employees. He often told the story of how Apple started in a garage where he and co-founder Steve Wozniak built their first computer. He also talked about Apple’s near failure as a lesson to never give up and show determination (Tennant, 2025).

Joel Podolny, in the interview with Kevin J. Delainey, also mentioned that a story that he himself liked to retell was one of when Steve Jobs was leading the Macintosh team. He was preoccupied with how long it took the computer to start, so he wanted his team to reduce that time by 20 seconds. When he was told that that there are certain things that a computer needs to do when starting up and it would not be possible to reduce it, he somehow made a calculation that led him to the conclusion that reducing the time by 20 seconds would save two human lives per day (Delainey, 2024).

Symbols: Symbols refer to the physical setting of an organization and the objects within that setting, as well as people's interpretations of and experiences with the symbols (Rafaeli & Worline, 2000). An organization's symbols can be its headquarters layout, office size, the furniture, perks, dress code, etc. (Robbins & Judge, 2023).

For example, in the Google offices, employees do not work in cubicles but in open spaces, and many perks and in-house services are offered to them such as: getting a haircut, massages, swimming pools, gyms, areas to play different kinds of sport, dry cleaning, meals and snacks, etc. depending on the country where the office is located (Marcene, 2023). This goes back to the founders of Google, Larry Page and Sergey Brin, who believed that it was worth spending money on benefits provided to employees since it saves their time and makes them healthier and more productive (Alphabet Investor Relations, 2025).

However, deeper thinking goes into the office, other than just the perks. Joshua Bridie, Google's director of global interior design, and Michelle Kaufmann, Google's director of research and development for the built environment, talked to Architectural Digest and gave more insight into how Google offices are designed. Kaufmann explains how they want to create offices that are functional and vibrant for years to come, and research done on other buildings led them to the conclusion that they typically have the following attributes: high ceilings, double-height space, access to natural light, space between columns, and exposed structure. Google designers strive to create spaces for concentration, collaboration and meetings, and innovation. Bridie mentions that Google offices around the world are similar, but they are still unique in their own way, and very often the company collaborates with local design firms (McLaughlin, 2022).

Specialized language: Specialized language refers to the slogans and sayings that are used by the leaders, which can then be repeated by the employees. It also includes mission statements and other formal statements that emphasize the organization's values (Daft, 2017).

For example, "If you have a body, you are an athlete" is a saying by Nike co-founder Bill Bowerman that has shaped the organizational culture of Nike. The mission of Nike is "to bring inspiration and innovation to every athlete* in the world," and that asterisk is there because it is always followed by "*if you have a body, you are an athlete", showing how important this quote is in the company. This mission statement shows the commitment to serving athletes through innovation (Nike, 2025).

Selection and socialization: Selection refers to how the new members of an organization are hired, while socialization means how they are taught the organizational culture. Leaders act as role models to the new members and might use training programs or even rituals as tools for socialization (Daft, 2017).

For example, Zappos is a company that sells shoes, clothes, accessories, bags, etc., and has a culture based on 10 values, which, according to the company, will never change even as the company grows and its strategies change (Zappos, 2025). The importance of the culture can be seen from its interesting hiring process, which is not only about technical fit, but cultural fit as well. As part of the hiring process, the candidates have to go through two phone interviews, one about the technical aspects of the job and the other about the cultural fit, and once they pass them, they participate in a “Cultural Assessment” day. They get to see what the culture is during the tour given to them, shadowing, lunch, happy hour, and they also have a one-hour interview to make sure that the candidate possesses the core values (Trimarco, 2021).

However, it does not stop with just the hiring. In his book *Delivering Happiness*, founder and former CEO, Tony Hsieh, explained how every new employee, no matter their position, has to go through the same four-week training program that their call center reps do, and in two of those weeks, they have to take calls from customers. At the end of the first week, they offer the employees a payment for the training spent plus a bonus of \$2,000, so they leave the company immediately. This is done in order to make the employees who only care about their paycheck leave (Rosenbaum, 2010).

Daily actions: Leaders can also shape organizational culture through their daily actions. Employees can learn by analyzing their leaders and what is important to them, what they pay or not pay attention to, what kind of behavior they praise or criticize, what they reward how they respond to and deal with organizational crises and most importantly, employees can examine whether the leaders actually possess the values that they want the employees to have (Daft, 2017; Yukl, 2012).

For example, Hastings & Meyer (2020), founder, former CEO, and now executive chairman of Netflix, strived to create a culture of flexibility, employee freedom, and innovation. He believes that in most organizations, employees, even if they are talented, cannot be given the freedom to make decisions because they do not know the company secrets, but once you create a culture filled with responsible, self-motivated, self-aware, and self-disciplined people, confidential information can be

shared with them. To inspire transparency, he tries to lead by example. This is why he does not have his own office or a cubicle with drawers that close. Throughout the day, he might use a conference room if needed; his meetings are booked at other people's workspaces, and he also likes doing "walking meetings" where he often encounters employees also conducting meetings out in the open. He also believes that leaders should be sharing everything with their employees, and they try to do this at Netflix in a process they call "sunshining" (Hastings & Meyer, 2020).

Leaders can also influence employees based on the organizational culture the organization has. In an adaptability culture, leaders allow employees to make decisions in order to meet the rapidly changing needs of the customers, and they reward innovation, creativity, and risk-taking. In an achievement culture, leaders develop specific targets that need to be achieved and reward those who achieve them (leaders value hard work and personal initiative). In a clan culture, leaders strive to create a friendly place to work, where members feel close to each other, almost like a family. They emphasize cooperation, meeting the needs of both employees and customers, and making sure that there are no status differences. In a bureaucratic culture, leaders emphasize order and following rules (Daft, 2017).

Organizational Ethics

Organizational ethics refers to the moral principles and beliefs that guide the behavior of the members of an organization when dealing with each other and with the stakeholders of the organization. These principles and beliefs show what is right and appropriate behavior, and wrong and inappropriate behavior, as well as provide guidelines as to how to act when faced with an ethical dilemma or ethical issue (Jones, 2012).

According to Jones (2012), three sources of ethical values influence organizational ethics:

1. Societal ethics, which can be part of a society's legal system, as well as reflected in a society's customs and practices, and the unwritten norms and values that people use to interact with each other. Many ethical norms and values become part of a person's own norms and values, and are instinctively followed by them, which in turn strengthens what is considered custom and practice in society when interacting with each other.
2. Professional ethics, which refer to the moral rules and principles that people follow when they perform their job or use resources. In an organization, some

employees who are expected to follow professional ethics include lawyers, accountants, and researchers.

3. Individual ethics, which are people's own personal standards on the way they interact with others. These ethics impact the actions and decisions that a person makes or does not make. People differ on what they consider ethical behavior, so these can influence how a person acts in an organization.

An ethical issue refers to when there are multiple actions that individuals, groups, or organizations have to choose between, and which must be assessed as right or wrong, ethical or unethical. An ethical dilemma refers to a situation in which there are only wrong or unethical actions that individuals, groups, or organizations can choose between (Ferrell et al., 2010). Some of the many ethical issues and dilemmas that can occur in an organization include:

1. Abusive or intimidating behavior is an ethical problem for employees, which includes many things like: physical threats, false accusations, annoying someone, swearing, yelling, insulting someone, being harsh, being unreasonable, bullying, etc. (Ferrell et al., 2010).
2. Lying, in which there are three types: joking without malice, commission lying, and omission lying. Joking without malice refers to when someone makes a joke that is not meant to be hurtful, but entertaining. Commission lying means to purposefully and knowingly lie to someone in order to deceive them and it can be in the form of lying about being at work, performing a job task, purposefully creating "noise" that will confuse the person who receives the message, complex procedures and contracts, puffery in advertising, etc. Omission lying means purposefully omitting negative information about a product, service or company, such as safety warnings, issues, etc. (Ferrell et al., 2010).
3. Conflicts of interest occur when individuals have to choose between improving their own interests, those of the organization, or those of some other group (Ferrell et al., 2010). Typically, an individual's judgment is clouded because there are financial gains or other gains for the individual making a decision or for someone close to them, such as a family member or friend (Treviño & Nelson, 2017).
4. Bribery which is the process of offering something to someone to obtain some kind of advantage (Ferrell et al., 2010). Bribes can be in the form of overt bribes, which include money or something else of value, or they can be in the form of subtle bribes, which include gifts or entertainment (Treviño & Nelson, 2017).

5. People issues, which refer to issues that happen when people work together, and can be in the form of discrimination, sexual (or other) harassment, and the way people interact with each other (Treviño & Nelson, 2017).
6. Fraud, which means intentionally misleading or hiding facts to create a misconception. It can be in the form of stealing office supplies, lying about working extra hours, stealing money, stealing the products of the company, accounting fraud (incorrect information in an organization's financial reports), market fraud (false information regarding how an organization's products are produced, distributed, promoted and priced), etc. (Ferrell et al., 2010).
7. Use of resources, which means employees should use company resources in a responsible manner (Treviño & Nelson, 2017).
8. Customer confidence issues which are related to confidentiality, truth in advertising, product safety and effectiveness, and special fiduciary responsibilities (Treviño & Nelson, 2017).

Ethics is very important for an organization because it provides many benefits such as: employee commitment, investor trust, customer trust and satisfaction, and better financial performance (Ferrell et al., 2010).

The Role of Leaders in Shaping Organizational Ethics

Leaders play a crucial role in shaping ethics as well. They act as role models to their followers and lead by example. Ethical leaders are not too preoccupied with their own desires and interests; rather, they care about the well-being of their employees, customers, and society as a whole. They are honest with their employees, partners, customers, and shareholders and strive to fulfill the agreements and commitments that they have made. They share success with their followers but also take the blame for failures. They help their followers achieve their full potential and allow them to participate in the decision-making process. They speak out against any behavior that they consider wrong (Daft, 2017). A great leader should create more leaders (Taxila Business School, 2025). As Sinek (2009) has stated, when someone tells people what to do, he or she creates workers, but when someone trusts the people to do their job, they create leaders.

Leaders can also ensure ethical behavior through the organizational system and policies, such as implementing open-door policies that encourage employees to speak their minds and give opinions without any fear, creating a code of ethics, re-

warding ethical conduct, and punishing violations of ethics. Most companies have a code of ethics or a list of ethical values to ensure ethical behavior, and some might hire a chief compliance officer (Daft, 2017).

A code of ethics is part of an organization's code of conduct, which shows how the organization expects its employees to behave. A code of ethics defines the structure for due process and how violations should be reported and punished (Ferrell et al., 2010).

For example, under the leadership of CEO Shantanu Narayen, Adobe has been recognized as an inclusive, innovative, and great place to work at (Gomes, 2024). Adobe is committed to being ethical by following six core principles: integrity, respect, honesty, quality, responsibility, and fairness (Adobe, 2025). Adobe's Code of Business Conduct provides principles about how everyone at Adobe, including the Board of Directors, regular employees, temporary employees, contingent workers, and interns, is expected to behave. Compliance with this conduct is expected every time they are conducting work for Adobe, representing the company, or when participating in company-sponsored events. There are many things discussed in this document, including creating a safe, creative, and productive work environment as well as:

- Adobe doesn't tolerate discrimination and harassment based on people's characteristics like: race, ethnicity, color, gender, gender identity or expression, age, disability, marital status, sexual orientation, etc.
- Adobe prohibits the use of illegal drugs, the inappropriate use of lawful medication and recreational drugs, the use of tobacco, and the possession of dangerous weapons.
- Adobe expects its personnel to use company assets only for legitimate business functions and for personal purposes allowed by Adobe policies.
- Confidential information should be protected, and this includes both information about Adobe and information provided to Adobe by third parties. Information should only be provided if the personnel are authorized by Adobe or when talking to government authorities in accordance with the law.

Additionally, other things discussed in the Code of Business Conduct include: acting according to the company values, how to report violations of this code, individual conduct, business relationships, compliance with the law, violations, waivers, responsibility, and related documents (Adobe Code of Business Conduct, 2024).

Conclusion

Leaders should strive to create a climate where employees love to work and are treated fairly. Employees are the organization's most important and invaluable assets, so they need to enjoy a working environment where they can thrive and be the most productive. As many studies have confirmed, along with capital and technology, employees are the third most important pillar within every organization.

The iceberg of ignorance (executives and team managers barely see around ten percent of the organization's problems) reveals that while the company leaders are hardly aware of any of the organization's real problems, employees (staff) detect and become aware of almost all real problems the organization faces. Building organizational culture and creating a functional work ethic can be useful and powerful tools to overcome the dismal state of the modern workplace and to melt the iceberg of ignorance.

The presented practical examples demonstrate how famous and successful organizations try to create organizational culture and ethics that align with their goals for success. Leaders possess a crucial role in those efforts.

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