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## Political leadership: a study of the constituents and constraints

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### **Abstract**

*Political leadership plays a pivotal role in different countries and at different stages, and its influence increases whenever these leaders are closer to the positions of political decision-making in particular, or he is responsible for the formulation of the State's general policy, and by which the political and social systems are affected. The leader himself is a source of the centrality of the leadership action through his characteristics that help effectively in strengthening his role positively from the point of view of the followers, the laws that support him, the strategies he adopts that translate his goals and many other factors that together constitute enormous influences in the progress of the leadership process equally. Some impact negatively the tasks of the leaders on the personal level, and there are on the other level elements and obstacles that are beyond the will and control of these leaders, and which are linked to each other by a relationship that links them to other fields, forming a network of mutual influence among them and on the leadership as well.*

**Keywords:** *political leadership, elite, leadership performance, digital leadership, constituents, obstacles.*

### **Research Objective**

The research aims to identify the important foundations in the performance of political leadership's duties concerning the obstacles and determinants and how to deal with them according to the circumstances surrounding the work assigned to these leaders.

### **Research problem**

Political leaders face success at times or failure at others, and this is a result of several factors, some of which are personal and others are external, whether within or outside the national borders, but in the end they all can influence the performance of the leaders of political systems positively or negatively. Therefore, the research will answer the following questions:

1. What are the various circumstances and factors surrounding political action that political leaders will have to deal with?
2. How political leaders deal with the influences in leadership performance since it is not

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possible to deal with improvisational methods. What is needed are thoughtful scientific methods that take all influences into account and determine the correct method of dealing, though it is not ideal but rather takes into account the achievement of the desired goals with the least losses.

## Research hypothesis

The research assumes that there are effective factors influencing the political leaders, which will have a role in creating either opportunities that these leaders must use in advancing political performance, or that they will constitute challenging factors, or even obstruct the performance of leadership tasks, as they are not within the controllable framework due to several variables. The most important of which is the overlap imposed by global development in all fields, including the influence of national policy on political and even non-political conditions emerging around the world.

## Introduction

The political leaders in any country, regime, and under any circumstances represent the most influential element, as they are the ones who can manage the political affairs of the state, which is the source of the decision under which the various activities of all the economic, social and cultural aspects of the state fall under. As these leaders were able to control the reins of affairs and hold the baton of leadership from the middle, which enables them to overcome many of the difficulties they face. However, the presence of influences, some of which are personal, some in the internal environment, and others outside the framework of the possible, sometimes makes the task difficult. To cover these factors, the research will be divided into three chapters:

### *Chapter One: Political Leadership*

### *Chapter two: the elements that contribute to supporting and improving the performance of the political leadership*

### *Chapter Three: Obstacles Facing Political Leadership*

## Chapter One: Political Leadership

### *First: the concept of leadership*

Means the one who leads, as leadership is putting something forward, and the ability to influence others and direct their behavior, it is said that the leader led the army (i.e. he was their chief), and means submitting to something, obedience, and submissiveness<sup>3</sup>. This concept is also one of the thorny terms due to the multiplicity of aspects it covers. The leader is the one who undertakes the completion of tasks or makes others accomplish them. As for leadership, it is the art of influencing

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<sup>3</sup> Boutros Al-Bustani, Muheet Al-Muheet (Bab Al-Qaf), Library of Lebanon, new edition, Beirut, 1987, p. 761.

others in a way that leads to obtaining their obedience, respect, and confidence to accomplish the required work and the desired goal. It also does not mean that the leader should be ambiguous, as Fuchs says because leadership boils down to understanding who we deal with and making them understand what we want, and some express it as a combination of strength, persuasion, and coercion<sup>4</sup>.

A leader is referred to as someone who holds responsibility in a group, organization, or country. There is a political, military, and religious leaders, as the term (leader) refers to the most successful, popular, and wise person, and it is said that he is a global leader in his field of specialization, and leadership is the position that the leader occupies.<sup>5</sup>

It was mentioned in the dictionary (ARISTOTLE) that (leadership) means enjoying the virtue of society, which gives the leader the eligibility to follow him, as well as the power by which he can act, manage the affairs of his followers, and make the decisions necessary for his work.<sup>6</sup>

The concept thus signifies a talent for conducting collective action and moving towards common goals by attracting people through practical or theoretical conviction of the leaders' personalities and goals.

### ***Second: Political leadership***

It possesses leadership qualities or can attract the masses by trusting the person of the political leaders in their abilities to move towards achieving common goals and facing the challenges posed, and the political leader may reach his position through election, inheritance, or prominence in the fields of courage, thought, awareness and struggle. It is usually associated with the concepts of power and influence, and it occupies special importance in pluralistic societies, where it must prove its ability to melt groups into temporary majorities, face challenges, overcome antagonistic tendencies, and take the initiative in decision-making.<sup>7</sup>

### ***Third: Types of Leadership***

Researchers go into dividing the types of leadership in various schools, including<sup>8</sup>:

1. Leadership according to the degree of communication and interaction of the leader with his followers, which is divided into: (Persuasive leadership where the degree of communication is high, dominant leadership in which communication is less, and influential leadership without communication, including leaders who specialize in some

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<sup>4</sup> Dr. Ihsan Muhammad al-Hassan, Encyclopedia of Sociology, 1st Edition, Arab House for Encyclopedias, Beirut, 1999, p. 513.

<sup>5</sup> Peter Burgess, Macmillan Essential Dictionary, Bloomsbury Publishing, first published, United Kingdom- china, 2003, p. 407.

<sup>6</sup> Aristotle Dictionary, eds. Thomas P. Kiernan with an Introduction by Theodore E. James , Philosophical Library Inc, New York , 1962 , P.324.

<sup>7</sup> Dr. Abd al-Wahhab al-Kayali, The Political Encyclopedia, Part Four, 5th edition, The Arab Institute for Studies and Publishing, Beirut, 2009, p. 833.

<sup>8</sup> Dr. Ahmed Abdel Aziz Salameh, d. Abd al-Salam Abd al-Ghaffar, Social Psychology, Dar al-Nahda al-Arabiya, Cairo, 1974, p. 209.

arts and sciences).

2. Leadership according to the means that the leader uses in reaching his position, including: (The one who appointed himself as a leader over his group with what he possesses of self-affirmation, and the one whom the group appointed as a leader over it by choosing its members, the executing leader who manages the group based on directions from outside the group).
3. Leadership according to the leader's mental inclinations and interests, which are diverse and include: (leaders for the technical, executive, mental aspects, etc.).

The second category, the most common for leadership styles, includes three patterns:<sup>9</sup>

1. Autocratic leadership: Commanders issue orders to their followers with the identification of the persons responsible for execution without explanation, or praise for the work where the work is conducted condescendingly.
2. Democratic leadership: leaders discuss projects with their subordinates, and leave them the freedom to choose co-workers and express their opinion, allowing activities to be carried out collectively.
3. Indifferent leadership: This type of leader let their employees do whatever they want without any significant contribution, no assistance, even if asked, without blame, praise, or comment on the course of the work.

## Chapter two

### The elements that contribute to supporting and improving the performance of the political leadership

#### *First: Personal Components*

These orientations focus on the genetic background and its effect in selecting leaders, on which one of the explanatory theories of leadership (trait theory) is based. This theory confirms that leaders are born with the talent of leadership and are not made, as their characteristics qualify them to lead by instinct and not by external implantation and influence, which include (Supervisory ability, desire for high achievement, intelligence, decisiveness, self-confidence, initiative), and a relationship was found between the personal characteristics of the leader and effectiveness in leadership<sup>10</sup>. An elite leader has the necessary capacities to contain multiculturalism within a framework that ensures a unified framework that contributes to nation-building, while the lack of

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<sup>9</sup> Dr. Sami Mohsen Al-Khatatneh, d. Fatima Abdul Rahim Al-Nawaisa, Social Psychology, 1st Edition, Dar Al-Hamid for Publishing and Distribution, Amman, 2011, p. 130 - p. 131.

<sup>10</sup> Dr. Omar Muhammad Ghabayen, Effective Leadership and Effective Leader, 1st Edition, Ithraa for Publishing and Distribution, Amman, 2009, pp. 146-148.

such capabilities by the ruling elites will lead to a dysfunction of power and, in turn, will reflect on society, generating humanitarian disasters<sup>11</sup>. Democratic transformations have allowed the emergence of other features added by the political contribution of women, being more sympathetic and less inclined to violence, even if it is at the individual level and not a general measure. Women's leadership can contribute to ending some conflicts, developing post-conflict integration processes, and finding solutions to problems caused by violence and inequality through the characteristics that distinguish it from the male leader.<sup>12</sup>

### ***Second: the efforts of leaders to give legitimacy to their rule***

leaders tend to do things that differ according to the leaders themselves or the circumstances of leadership to ensure that what they do is legal and legitimate according to their followers, which are as follows<sup>13</sup>:

1. Demonstrating their superior capabilities, whether technical or organizational capabilities, etc.
2. Their knowledge of the traditions, values, and standards of the group, that is, in short, they know (the rules of the game).
3. To play the role of the group's protector and representative, and therefore he must have strong relations with those outside the political group, including commercial and media, which contribute to supporting his position.
4. Polishing the image, that is, he enjoys a prestigious position with another person who is seen by the public as a great leader, such as the endorsement of an ancient political party leader for a local candidate.
5. Works according to the values of coexistence with the general public and seeks to earn their respect.
6. Clarifying goals and helping people to achieve them.
7. Help followers solve work or personal problems.
8. Demonstrating perseverance. Leaders who insist on achieving legitimate public demands earn people's respect.
9. Self-confidence in dealing with others, and dealing successfully with the challenges facing leadership.

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<sup>11</sup> Dr. Hisham Ezz El Din Majeed and d. Ahmed Adnan Kazem Al-Kinani, Rebuilding the State: An Analytical Study in Overcoming the Challenges of Iraqi National Identity after 2003, Journal of International Studies, Issue 91, University of Baghdad, 2022, p. 17.

<sup>12</sup> Batoool H. Alwan & Sana K. Qati & Inass A. Ali , university of Baghdad , Iraqi woman's leadership and state –building , Journal of international women's studies , vol.22 , article.3 , April , 2021 p. p.15 -16 , <https://vc.bridgew.edu/jiws> .

<sup>13</sup> Philip Sadler, a previously mentioned source, pp. 84-86.

A political leader is also presumed to be free from legal proceedings such as electoral fraud, the violent denial of competitors' voting rights, and media bias. As these tensions will stir up other opposition parties and civil society, and they will consider it at that time a stumbling block, which undermines the legitimacy that must be available to be the most important component of its work<sup>14</sup>.

### ***Third: Leadership based on solid principles***

The clear principles on which the leader depends make him enjoy influence and progress and make him a leader who is distinguished from others by characteristics, including: (The tendency towards continuous learning, and the willingness to provide aid to those who deserve it, they have a great deal of constructive energy, faith in others, balance in daily life, solidarity, striving to acquire and renew skills through training and work). All of these features will be driving factors towards progress in the professional and successful performance of the leader, as he will be a committed and highly disciplined person to achieve progress in the level of leadership<sup>15</sup>. The focus of the political leader on achieving the general principles of citizenship and social justice, gaining public confidence, and achieving broad political participation as well as the institutional aspect will achieve security and political stability and support their development in a way that removes or mitigate an important obstacle to whoever assumes leadership<sup>16</sup>. Likewise, the principles of respect for pluralism and tolerance have a great impact on building societies, strengthening national belonging, and establishing the values of peaceful coexistence, whether among groups of the same society or among countries.<sup>17</sup>

### ***Fourth: Paying attention to digital leadership methods***

They are varied, including opening areas for communication and managing public impressions, where political and public figures are keen to communicate with the masses through social media because of the size of the influence they exercise in public opinion and to increase their rates of use significantly, which must include three skills to achieve the desired purpose, which is:<sup>18</sup>

1. Emotional intelligence: It includes emotional expression, and it means the ability to convey emotional messages to the public, which makes them more influential than others in public opinion through motivation and inspiration, which ensure increased efficiency and

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<sup>14</sup> dr. Muntasser Majeed Hameed , University Of Baghdad , Hybird Regimes ; An Overview , IPRI Journal , (1) , 2022, p. 21 , <https://doi.org/10.31945/iprij.220101> .

<sup>15</sup> Stephen R. Covey, Leadership Based on Principles, 1st edition, Jarir Bookstore, Saudi Arabia, 2005, pp. 47-58.

<sup>16</sup> dr.Omar Jumaa Imran , The requierments of national democratic project in Iraq post daesh terrorist group stage , journal of political sciences , university of Baghdad , number (59) , 2020 p. p. 55-57 .

<sup>17</sup> Batool Hussein Alwan and Ahmed Adnan Aziz, University of Baghdad, pluralism and tolerance and their impact on promoting community building, Studies Journal / Human and Social Sciences, Volume 46, Issue 2, Appendix 2, 2019, p. 434.

<sup>18</sup> Dr. Enas Mohamed Massad Sarg, Political Leaders: Self-Presentation and Impressions Management via Social Media (Twitter) President Abdel Fattah El-Sisi as a Model, Scientific Journal for Journalism Research, Issue (14), Volume (2018), Cairo University, Egypt, 2018, p.p. P. 573, 582-584.

- performance. It also includes emotional sensitivity through the leader's ability to understand the messages to be communicated, which helps him in assessing their needs and responding to them, and finally emotional control by being able to show control over feelings and physical movements at separate times, including crises, interviews, or times of argument and conflict.
2. Social intelligence: includes social expression by demonstrating the ability to verbally express and involve others in his speeches or meetings, and social sensitivity, which is intended to possess listening skills, understanding situations, and showing the extent to which he is aware of social norms, and social control by acting with dexterity, diplomacy, and high tact.
  3. Values, the nature of the values indicated by the leader, is his focus on human values that achieve the public interests of people or his focus on personal and charismatic values.

Digital leadership takes one of the following two paths, either to be followed in ways that complement successful traditional methods or to create entirely new digital paths in line with societal transformations and technological developments that are available. However, the leaders' use of these methods is a dynamic and free resource, as it is a multidimensional tool through which you can motivate citizens to participate and innovate, which will be the beginning of the change you intend to make.<sup>19</sup>

### ***Fifth: Existence of a methodology that guarantees effectiveness in leadership performance***

The effectiveness of leadership does not depend on the leader, his characteristics only, but is integrated with the leadership team, his position, and the prevailing spirit in the leadership work. There must be a leadership methodology that includes the creation of a positive work environment that motivates all its participants to achieve the goals of the institution, whether it is a country or other formal or informal institutions, which will ultimately result in achieving their personal goals and their public interests at the same time. That is, the presence of moderation between the whole and the part will inevitably result in effective leadership, because it will lead the organization (the whole) and its members (the part) to a great deal of satisfaction, which the leader can reach by following the four steps, considering it a leadership approach, which is (Providing a positive climate, harmonizing goals and objectives, representing individuals before the higher authorities and responding to their demands, following the system of penalties and rewards)<sup>20</sup>, besides, following routine, processes, cultures and values, respecting workers and relationships all have a role to play in making leadership positive and influential at the level of public organizations and

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<sup>19</sup> Schiniger, Eric C. Digital Leadership: Changing Paradigms for Changing Times, translated by Dr. Ajlan bin Muhammad Al-Shehri, 1st edition, Center for Research and Studies / Institute of Public Administration, Saudi Arabia, 2022, pp. 134-135.

<sup>20</sup> The Philosophy Of Public Administration : Aholistic Approach – An Introduction For Undergraduate Students , JSH Geldenhuys , First Edition , Sun Press, 2004 , p.231.

individuals alike.<sup>21</sup>

Sixth: The existence of general rules for political leadership

The interim conditions impose a heavy burden on the political leadership in choosing the appropriate behavior, in addition to specific rules that help in dealing with the phase, as follows<sup>22</sup>:

1. Political realism: The leader deals with the circumstances that he intended to deal with according to the available data, not those that he expects to obtain, and therefore he does not go through an experience in which he exposes the community (followers) to harm and puts him in front of leadership failure.
2. Principled rigidity: It is based on the previous rule, so the leader may not take realism as an excuse to dilute the goals or derogate from the obligations that he must implement. Dealing with situations takes place while adhering to the principles and values that motivate him to take the appropriate action.
3. Interim solutions: Sometimes the available capabilities dictate the need to take temporary measures that are appropriate to the current circumstance and are not required to lead to the achievement of long-term strategic goals. It may be seen as concessions to save the major goals.
4. Accurate diagnosis of the cause: identifying what is behind the defect that puts the leadership in a difficult situation that must be precisely defined for solutions to be useful and not just physically and humanly cumbersome actions.
5. Preserving society's human and material resources, without which the desired goals of the state and society cannot be achieved.
6. Stability: the leader should not be provoked because of the difficulty of the situation he is exposed to. Rather, he must be free from pressure and conscious to control the leadership to continue to look forward and plan for the future.

### ***Seventh: Availability of leadership skills and requirements***

It means influence, that is, the leader's ability to bring about a specific change or provide conviction with the existing matter. This is related to the personal capabilities of the leader's person to do a specific matter on time, and finally, the legal authority that authorizes him to act and provides him with obedience<sup>23</sup> as some leaders tend at certain times to remain silent about political discourse

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<sup>21</sup> Tamara Muhammad Mahmoud Zaqout, Reflections on the Practice of Positive Leadership in the Time of Corona, Journal of Human Resources Development for Studies and Research / Arab Democratic Center, Issue / 13, Berlin / Germany, 2021, p. 160.

<sup>22</sup> Saad Majid, Milestones of Political Leadership of Imam al-Hasan al-Mujtaba (peace be upon him), Journal of the Islamic University College, Issue / 39, Volume / 3, Najaf, 2016, pp. 123-124.

<sup>23</sup> Dr. Mustafa Yousef Kafi, Conflict Management and Organizational Crises, 1st Edition, Dar Al-Hamid Library for Publishing and Distribution, Amman, 2014, p. 142.

after considering it as a tool for preserving dignity or for influence<sup>24</sup> as well as surrounding him with the necessary competencies to deal with the atmosphere of ambiguity through the five basic leadership skills in uncertain conditions<sup>25</sup>:

1. Difficult learning: those things that individuals and institutions find difficult to learn and comprehend.
2. Multiplying energy to the maximum: It is one of the characteristics of those who can deal with ambiguity by accessing their energy sources, or those of others.
3. Influential simplicity: the leader should put his hand on the essence of the issue or the source of the defect to interact, understand, and provide assistance.
4. Intense focus: finding a balance between all goals and dealing with them without neglecting one at the expense of the other.
5. Dexterity in using the inner sense: by following his intuition if the approved data is not available in a manner that guarantees proper handling of the situation.

### Chapter three

#### Obstacles facing political leaders

##### *First: Personal Leadership Motives*

They are the underlying factors that give one member leadership over the others. Several researchers have been interested in studying this topic, and they have concluded that the reasons that drive leadership differ with the different personalities of the leaders, but most of them are the tendency towards achieving personal goals, which constitutes an important obstacle in reaching lofty leadership in accordance with primarily human values, the most important of which can be summarized as follows:<sup>26</sup>

1. The desire to reach a high position and hold positions that give them fame, power, power, and money.
2. Desire for the power that the leader enjoys, and the need of these people to feel the power, and to exercise it with the followers.
3. The need to control feelings and behavior is matched by the need to depend on others (i.e. followers).
4. Desire to obtain the material reward.

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<sup>24</sup> Asst. lect, Amaal Mhmood Ali & Dr. Abdulkareem Yaseen , The meaning of silence and its function in politics , , Alustath Journal for human and social sciences , university of Baghdad m vol.62 , issu.2 , 2023, p.402.

<sup>25</sup> Philip Sadler, a previously mentioned source, p. 215.

<sup>26</sup> Dr. Shafiq Radwan, Social Psychology, 2nd edition, Majd University Foundation for Studies, Publishing and Distribution, Beirut, 2008, p. 244.

***Second: Weak industry and leadership development programs***

Leadership is a skill with innate leadership qualities in some leaders, with both types. Leadership needs to be developed through programs prepared for this purpose that teach the management of operations, activities, and ways in which the leader behaves towards the group. Despite the different styles of leadership and their diversity, transformational leadership (\*) is the most widespread, and such a type is limited to learning leadership skills with a small number of individuals, as well as other challenges and obstacles faced by leadership development programs, including those related to (goals, objectives, nature, and tools). The training of leaders to qualify them for the role they will take on is not done at the required speed, but rather slowly and cumulatively. Sometimes the obstacle to these programs is the financial allocation and then the obstacle to practice. Training alone - that is, the cognitive skill is not sufficient, but it must be combined with the practical aspect of the trainees. Many organizations focus on the aspect of the desired change through these programs, and the philosophy of leadership programs is based on change, which is classified into two categories: (radical change or improvement change / i.e. based on what exists and change as appropriate). There is no doubt that change, to be effective, must be appropriate to the environment in which it is applied, and not as a ready-made model, as in the previous two types. This reflects an image of the current leadership development programs as programs that do not work on creating independent leaders (current or future) who can understand the cognitive development that they received and then transform it into the self-awareness that is part of their leadership personality that later constitutes a motive for innovation and creativity outside the box. Rather, these programs create copies of current leaders who work to continue their approach and devote personal loyalty, which will inevitably affect the service of the targeted community of leadership practice. Therefore, it is necessary to make the development programs based on objectivity and independence and make the leaders the result of the society and the environment in which they exercise their leadership functions, and not leaders according to a fixed approach, no matter how circumstances change.<sup>27</sup>

***Third: the challenges associated with globalization***

As globalization has made leadership with development, sometimes the use of the reasons for the development and digital methods is a reason for the advancement of leadership performance, and sometimes globalization makes the transformation of leadership from old methods to modern ones. Globalization has abolished privacy and usual borders, which put a threat on countries and organizations in dealing with the new situation in terms of assimilating openness culturally and

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<sup>27</sup> Dr. Raed Awashreh, Leadership Development Programs from a Different Perspective, Journal of Human Resources Development for Studies and Research / Arab Democratic Center, Issue / 12, 2021, Berlin / Germany, pp. 29-p. 32, p. 44.

\* Transformational leadership is the type of leadership in which what has been learned is transferred from the largest to the smallest, or from a higher level to a lower level of leadership or authority.

organizationally to make the pace of work proceed in accordance with the dynamic of the transformations taking place in light of globalization, which complicated the course of conditions and made them more intertwined which in turn placed a burden on the shoulders of the leaders and imposed a new challenge in making redoubled efforts to formulate new visions and integrate with the workers more, taking into account their opinions, setting legislation that encourages work, delegating the necessary powers, and then monitoring.<sup>28</sup>

#### ***Fourth: the challenge of achieving political stability***

Political stability is the ability of the political system in the state to successfully deal with crises and conflicts and provide for the needs of the members of society. It also means an agreement on rules between the ruling elite and the masses to be acted upon in the administration of the state, which leads to providing legitimacy for the system. On the other hand, stability indicators affect the performance of political leaders because they are linked to them being the ones who control the executive part of any strategy and its vital part, such as: (Transfer of power through legal means, enjoyment of legitimacy, the stability of the leaders in their positions, working according to the mechanisms of democracy, not deviating from the official authority, whether through a coup or otherwise).<sup>29</sup> The nature of the relationships that leaders have with their constituents also plays an influential role in providing political stability, thus, an increase in the percentage of its legitimacy among citizens. The absence of this relationship is an indicator of the political instability of the country as a whole<sup>30</sup>, and the role of the security media in achieving stability cannot be overlooked, which will reflect positively on government policies through programs that contribute to reducing the tendency to criminal behavior and educational campaigns that elevate societies in terms of increasing their awareness and encouraging cooperation between them and the relevant government agencies to support the government's plans and decisions<sup>31</sup> as well as developing systems that create a body of knowledge aimed at promoting peace.<sup>32</sup>

#### **Fifth: Decision-making in light of the continuous changes**

As the decision-making process has become difficult in the modern era and surrounded by risks,

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<sup>28</sup> Raad Ali Hassan Al-Tal, Creative participatory leadership as a pillar of transformational strategic management based on the methodology of rooting theory and storytelling: Farm management, Jordan University of Science and Technology, unpublished master's thesis, Faculty of Economics and Administrative Sciences, Yarmouk University, Amman, 2014, pp. 44, 52.

<sup>29</sup> Dr. Hamani Mohamed, Zakhrouf Al-Araj, The Role of Political Leadership in Achieving Political Stability, Journal of Cognitive Issues, Issue (7), Volume (1), University of Laghouat, Algeria, 2021, pp. 43, 46-47.

<sup>30</sup> Hashem Haider Khashan Al-Rikabi, Decentralization in Iraq: Addressing the Gap between the State and Society, Journal of Political Science, University of Baghdad, Issue (64), 2022, pp. 341, 343.

<sup>31</sup> Hana Abdel Hamid Ibrahim Abdel Hamid and d. Rasool Mutlaq Muhammed Al-Amiri, Security Media and its Role in Countering Terrorist Activities (An Analytical Study of Iraq's Media Policy - Security Media Cell as a Model), Journal of Arts, University of Baghdad, Volume (3), Issue (144), 2023, p\_p. 315\_316.

<sup>32</sup> Inass Abdulsada Ali, university of Baghdad, Feminist Theorizing In The International Relations Discipline, Journal Of International Womens Studies, Vol.25, Iss.2, Article 13, p. 1, <https://vc.bridgew.edu/jiws/vol25/iss2/13>.

as the challenge lies in it. The leader works in the light of expectations based on forward-looking strategic visions and works to find strategies and material and moral means that are appropriate for this type of work<sup>33</sup>.

Thus, leaders need to have the ability to adapt to an atmosphere of uncertainty and turmoil. In earlier times, leadership was done, as great leaders seemed to know what they were doing, however, since the nineties of the last century and what followed, the conditions became characterized by a lack of objectivity in terms of cause, purpose or nature, so the skill of leadership in a turbulent and unclear atmosphere became one of the necessities of leadership.<sup>34</sup>

### ***Sixth: climatic indicators***

Climate change poses a difficult challenge for decision-makers due to the difficulty of their work to limit these effects on state policy and what it requires to think about the required change and the appropriate timing for it at the level of the type of initiatives to be undertaken and the resources that must be allocated and the parties involved in these procedures. So the challenges that the climate leaves on leaders at all levels, whether planning, design, or implementation, and the related decisions are: (Improving or adapting old infrastructure, dealing with rising water levels, and developing appropriate measures to reduce emissions). Moreover, the measures intended to adapt to the situation will necessitate a major transformation, which is not only linked to the leadership but also to several actors and their political and even social traditions. It requires legal and political changes, financial funding, and intellectual capacities to spread new ideas and facilitate their acceptance, which makes it difficult to manage the risks that lie on the shoulders of leaders.<sup>35</sup>

## **Conclusions**

It is concluded from the foregoing that there are factors affecting the leadership performance of the ruling elites in different regimes, whether they are major countries or even small ones, but regardless of the size of the challenges, it is not possible to compare a developing or small country with a large one. It is also not right to make a comparison between countries that have economic, political, or military ambitions with others that they do not have, nor between countries that possess natural or human resources with others that do not possess them. According to these factors, the burdens borne by the leaders differ, or the classic influencing factors such as area, population, and geography, all of which have a role, as they either correct or hinder leadership performance. Hence, the most important thing that can be done from the researcher's point of view, which represents a solution that can be adopted in the foreseeable future and does not burden the state with any

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<sup>33</sup> Dr. Al-Saeed Mabrouk Ibrahim, *Transformational Leadership and Knowledge Sharing*, 1st edition, Researcher Foundation for Research Consulting, Cairo, 2019, p. 18.

<sup>34</sup> Philip Sadler, *Leadership*, translated by: Hoda Fouad, 1st edition, The Arab Nile Group, Cairo, 2008, p. 214.

<sup>35</sup> Debra Knopman and Robert J. Lambert, *Urban Responses to Climate Change: A framework for decision-makers and supporting indicators*, a report for the RAND Corporation, the RAND Corporation for developing public policies and improving the decision-making process, California, 2016, pp. 2-3, 16, 23-24.

additional costs, is:

(Attention to development programs), and in two parts:

1. Developing self-skills for leaders: It means the qualifications and personal characteristics that will serve the leadership program and make it more mature and flexible in responding to developments. The political leadership also helps in forming and dealing with the leadership team, which represents the first row supporting the leader and performance alike. It also includes giving women a role in practicing actual leadership, not in a formal way, who have the characteristics that serve the leadership goals.
2. Involving leaders in development programs according to the standards of international technical developments in which the aim is to expand the ability of leaders to deal with emergencies and national or external crises such as health crises like the Coronavirus, or wars or terrorism, which constitutes a problem and not only a problem that can be solved quickly, or climate factors that require harnessing great energies to deal with. It also imposes a burden in terms of services that must be provided in return to the citizens of the state. This is done by developing forward-looking skills that contribute to making the leader develop strategic plans based on predicting future events and the possibility of changing them according to developments.

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