



# Conscience of Leadership

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In the light of the rapid transformations in all fields of our life and due to the requirements imposed by such transformations, several skills are always retrieved to address and adapt to such transformations. Leadership skill, whether self-leadership or other leadership, is the common factor and is on top of different retrieved skills. From this perspective, the role of the leadership conscience is crucial to achieving harmony and concordance between the nation conscience and the leadership conscience; the quality of the nation is reflected by the quality of the human who constitutes the society that belongs to such nation.

Therefore, with all the reform and transformation programs witnessed by the State along with the raising of awareness about the requirements of the New Republic, the level of expectations from leaders gets higher in terms of adaptability, innovation and effective leadership capacity in the light of new and variable developments. Here lies the difference between us as individuals in the motives for, efficiency and effectiveness in using the skills we have to make our dream and aspirations come true. Thus, leadership skills have never been such essential and crucial element for executive leaders, and for institutional and organizational success at all levels.

A leadership conscience has several aspects and elements that start from the informed decision to promote the value of man's humanness in the different work areas and surroundings and dedicate our focus on human values and dimensions of management and leadership. This requires a symmetry between our behavioral motives and acts, and the ethical and value content of our intents in relations to feeling obliged to do what is right and abide by the ethical quality of our individual acts as leaders.

Trust is a top priority of the leadership conscience; it combines the qualities we, as leaders, must have its significant influence on individual and institutional performance style. Trust is a process of building, creation, discovery and enrichment that we take a long time to build and gain, and just a few minutes to lose. Since it is a state of one-to-one ongoing flow between two individuals and between two companies/corporations, we are not certainly the ones who judge our trustworthiness as leaders; rather, the persons we lead and deal with are the ones who judge it, through our credibility and behaviors and refinement of the ethical framework about what we do. Trust in leaders spreads the trust culture, which, in turn, creates the institutional culture.

The leadership conscience is closely and significantly related to the leadership skills; the latter reflects the skills we innately have and those we acquired and developed but how we use all what we have and the motives of our behaviors do reflect the leadership conscience.

This conscience primarily requires infinite integrity and faithfulness with oneself and requires acknowledging and admitting, and stopping what must be stopped and continuing what must be continued, as well as starting to do what must be done for rectification and verification.

As leaders, we always focus on the return on investment in effort, money and time. Just as important as it is, we must not ignore focusing on achieving the return on leadership. It is an essential principle and concept reflected by our thinking and mindset at our different leadership levels. When we make a conscious decision by holding conscience and ethical framework as a compass that establishes the motives of our behaviors

and our decisions, this touches the mind and heart of the persons we lead. The result is informed and sincere commitment and empathy.

As for the several leadership commitments, James M. Kouzes and Barry Z. Posner, in "Leadership Challenges", outlined the following essential ten commitments:

Search for opportunities that challenge change, growth, innovation and improvement. Go through experience, take risks and learn from mistakes. Develop a vision for a future that is based on elevation, dignity and nobility. Enlist others in a shared diversified group by appealing to their shared values, interests, hopes and aspirations. Foster collaboration by promoting shared goals and building trust. Empower and support others by sharing power and discretion, and providing tangible support.

Set the example by aligning actions with the shared values. Generate small wins that foster constant progress and build commitment. Acknowledge individual contribution to success. Celebrate the team achievements from time to time.

Jim Rohn, a well-known motivational speaker in the United States of America, always says: "The challenge of leadership is to be strong, but not rude; be kind, but not

weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly."

Therefore, to enable ourselves to yield efficient results from our leadership approach and style, we ought to profoundly understand and be convinced that the success strategies we adopted in the past are not necessarily success strategies for today or tomorrow. Our future standing depends on our present decisions. We must accept to adopt the change in our past leadership style to address all challenges we had to go through because of the hard circumstances we face. We should

listen when we must listen to other opinions. We should develop our personal skills and awareness of the events that occur all around. We should improve our exploratory skills, professional, institutional and knowledge curiosity.

As leaders, we should definitely be able to identify what we do but should not do

and what we do not do but should do.

Leadership conscience inevitably requires us to accept responsibility and accountability for all what we do, particularly for effective participation in developing the persons we lead. Since we believe that human resources are certainly the most significant competitive advantage we have, our leadership conscience prevents us from placing ourselves on top of our subordinates except in shouldering responsibility and accountability.

Our knowledge, deeds, vision, awareness, understanding, concepts, behavioral styles, composure, reactions and wise use of resources and skills, all reflect who we are and the values and cultures we represent. Since we all reflect the Egyptian identity and act as ambassadors in different fields, we have nothing to do but be ourselves and showcase our best image in the ethical framework of leadership conscience that is an integral part of the nation conscience.

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