Beyond the Narratives on the Traits of Empathetic Leadership-Discovery from 20 Global Business Leaders

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ABSTRACT- In the leadership literature, "empathetic leadership" as the narration of leadership traits is much more recent than that of other theories. Though empathetic leadership is a new behavior-based narrative of leadership, it has been attracting the attention of a lot of researchers around the world. P Progressing through the trajectory, the narrations on empathetic leadership have been focusing on trait-based theoretical explorations. Beyond narrations of traits and characteristics, inquiries on what empathic leaders do, what activities they focus on to create their enterprises as empathic organizations, whether there are any action-based models of empathetic leaders, etc. may enrich the leadership scholars. The present study is conducted based on examples of their activities and focus areas of empathetic action in order for their organization to examine the theoretical narratives of the earlier study. It has not been an attempt to refute all narrative but has been given an effort for narrative for empathetic leaders to prove with examples of global leaders. The study has clarified many traits and actions of empathetic leaders with a simplified, indicative model for explanation.

KEYWORDS- Generative AI, Global Leader; Inclusive Leader; Value Driven Leader; Innovation Driven, Authentic Leader; Social Leader, Empathetic Organization, Empathetic Company.

I. INTRODUCTION

Effective management requires empathy to create a supportive and productive workplace. Managers who care about their staff can inspire loyalty, dedication, and motivation. Empathy is an important component of leadership nowadays. Empathetic leaders understand the emotions of the team members and address team members' feelings and needs [1]. This enhances communication and teamwork and helps make refined decisions for the team and organization. Empathetic leaders create a happy, supportive workplace by creating strong relationships and earning employee trust. Job happiness, motivation, and dedication rise, boosting organizational productivity and success [2]. Empathetic leadership creates a supportive and constructive workplace necessary for organizational productivity. Empathy is typically considered a soft skill; it is crucial to efficient management and teamwork. Empathetic leadership creates a supportive and constructive workplace necessary for organizational productivity. Leaders who care about their employees can create a supportive workplace that motivates, dedicates, and makes the employees reliable [3]. Building professional relationships with clients also requires empathy to comprehend and respond to their thoughts, feelings, and expectations. Imaginative transformation entails embodying the thoughts, feelings, and actions of another person. Empathy is the process of understanding another person's experience, unique perspective, and the meaning it holds for them. Empathy contains some key features like sharing effectively, self-awareness as well as awareness about others, and own sentiment management [4]. Leaders must embrace an empathic leadership style to meet the changing needs of the team and company. Empathic leadership is not an add-on today; rather, it is indispensable, as employees want leaders who understand and share their feelings [5].

A. Literature on Leadership Narratives

Empathetic leadership is crucial for education [6], business, scientific research, even for theater making [7], child development [8], and for government organization. Article [6], while exploring the benefits and barriers of empathetic leadership in higher education, examined the connections between empathy, leadership, listening, and social justice in higher education. Methy and Lewis [7] stated that empathetic leaders instigate positive outcomes through resonance in the processes of theater-making. In the process of making empathy, the director validates resonance and encourages collaboration and creative participation. Studies revealed that empathetic leadership empowers individuals through compassionate communication and also stated that active empathetic listening is crucial for empathetic leadership practice [9]. A study confirms that an empathetic leader boosts innovation and employee engagement. The same study corroborates the connection between burnout and employee loyalty. Empathy enhances leadership abilities, gains trust, and motivates followers. A leader becomes transformational when leadership becomes transformative due to empathic vision alignment and follower commitment [10]. There is empathetic speech. Empathetic speech is a determinant of employees' organizational citizenship behavior. Meaning-making and direction-giving speeches strengthen leader-member exchange relationships [11]. Empathy helps in understanding others' needs. Empathy ensures relational understanding and moral guidance in leadership [12]. The empathy of a leader can boost employees' job satisfaction and reduce their intention to leave the organization suddenly

[13]. Empathy connects the musical profession [14]. Numerous studies indicate the connection between traits of empathic leadership. Literature using content analysis of existing research to narrate the details of the work of present global leaders, their focus, and their social connection to society and the workforce is still hazy; therefore, this study attempts to elucidate a factual and evidence-based narrative on empathetic leadership in the global context. Empathetic leadership is crucial for education [6], business, scientific research, theatermaking [7], child development [8], and government organization. Article [6], while exploring the benefits and barriers of empathetic leadership in higher education, examined the connections between empathy, leadership, listening, and social justice in higher education. Methy and Lewis [7] stated that empathetic leaders instigate positive outcomes through resonance in the processes of theater-making. In the process of making empathy, the director validates resonance and encourages collaboration and creative participation. Studies revealed that empathetic leadership empowers individuals through compassionate communication and also stated that active empathetic listening is crucial for empathetic leadership practice [9]. A study confirms that an empathetic leader boosts innovation and employee engagement. The same study corroborates the connection between burnout and employee loyalty. Empathy enhances leadership abilities, gains trust, and motivates followers. A leader becomes transformational when leadership becomes transformative due to empathic vision alignment and follower commitment [10]. There is empathetic speech. Empathetic speech is a determinant of employees' organizational citizenship behavior. Meaning-making and direction-giving speeches strengthen leader-member exchange relationships [11]. Empathy helps in understanding others' needs. Empathy ensures relational understanding and moral guidance in leadership [12]. The empathy of a leader can boost employees' job satisfaction and reduce their intention to leave the organization suddenly [13]. Empathy connects the musical profession [14]. Numerous studies indicate the connection between traits of empathic leadership. Literature using content analysis of existing research to narrate the details of the work of present global leaders, their focus, and their social connection to society and the workforce is still hazy; therefore, this study attempts to elucidate a factual and evidence-based narrative on empathetic leadership in the global context.

B. Research Questions and Objectives of the Study

The narratives about empathetic leaders focus mostly on the traits of leaders who exhibit empathetic behavior. It is discernible from the available narratives that an empathetic leader connects to the empathetic organizational culture and productivity. Such relational narratives seem to be logical without any data or facts. Enquiries, such as about their leadership and influencing styles, their concern for employees, their connection to organizational innovation and change, their actions for business development, and their actions for creating their social footprints, are almost rare. The more crucial question is, "How does an empathetic leader create his empathetic company?"

The main objective of the study is to corroborate all these questions with content analysis to narrate beyond a ritual narration. Finally, to conclude, an empathetic leader creates an empathetic company with the help of content commonality analysis.

C. Methodology of the Study

Qualitative studies for narrating a lot of information connected to the behavior of a person can now be generated in support of generative artificial intelligence (GAI). Initially, author Barman attempted to define an empathetic leader with the help of elicited traits from literature. In the next stage, researchers asked artificial intelligence using the AI prompt, i.e., "*List 25 empathetic leaders of the world."* The list generated incorporated four empathetic leaders who were in the field of politics; the remaining 25 were the business leaders of globally reputed organizations. In the next stage level, a single AI prompt *"name as an empathetic leader"* searched one after another for all 21 listed leaders (see Table 1, Column 2) found in the earlier list. The outputs of AI prompt execution revealed a long text explaining what leaders do, where they are involved, and how they are treated as leaders. Based on the generated sub-outlines, the researcher generated common codes describing the contents to fit in the table to count the repetition of the generated contents for headlines and sub-headlines. Considering the generated content counts and analysis, the study finally used content analysis research methods. Qualitative studies for narrating a lot of information connected to the behavior of a person can now be generated in support of generative artificial intelligence (GAI). Initially, author Barman attempted to define an empathetic leader with the help of elicited traits from literature. In the next stage, researchers asked artificial intelligence using the AI prompt, i.e., "*List 25 empathetic leaders of the world."* The list generated incorporated four empathetic leaders who were in the field of politics; the remaining 25 were the business leaders of globally reputed organizations. In the next stage level, a single AI prompt *"name as an empathetic leader"* searched one after another for all 21 listed leaders (see Table 1, Column 2) found in the earlier list. The outputs of AI prompt execution revealed a long text explaining what leaders do, where they are involved, and how they are treated as leaders. Based on the generated sub-outlines, the researcher generated common codes describing the contents to fit in the table to count the repetition of the generated contents for headlines and sub-headlines. Considering the generated content counts and analysis, the study finally used content analysis research methods.

Presentation

The original narrative section is presented under the headline of empathetic leadership framework and the analysis of the contents to derive beyond narrative, which means, explaining content commonalities on empathetic leaders' behaviour by common attributes, focus and influences and comprehending how an empathetic creates an empathetic company has been presented in under framework of empathetic company creators.

II. EMPATHETIC LEADERSHIP FRAMEWORK

Empathy: Empathy is the first narrative of an empathic leader. Empathy is the ability of a business leader to sense and connect with employee's feelings. Deep listening, being present, and learning to identify and adapt to varied working and communication styles help business leaders achieve this quality (Tony Robbins 2024). It is the most important characteristic of an empathetic leader.
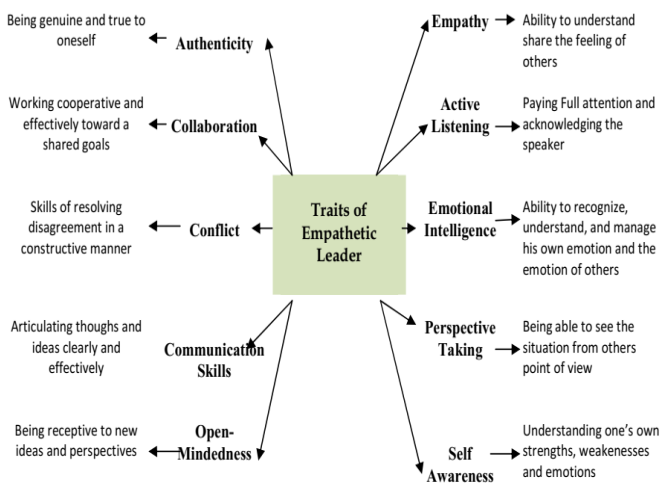
(Source: Arup Barman (2024))

Figure 1: Basic Traits of Empathetic Leader

Connecting the descriptor empathy as the leadership attribute [15] Barman (2024) explained the traits of empathetic leaders in the above figure 1, as described as follows:

- He is an active listener;
- He holds strong emotional intelligence and competence;
- He is a perspective---taker...
- He is an authentic person;
- He holds strong collaborative bility.
- He is an efficient conflict handler.
- Empathetic leaders are skilled communicators;
- He holds the genuine attribute of open-mindedness.

Explaining the traits of an empathetic leader [15], stated that emotional intelligence and competence are prime narrators or an extremely important component of empathetic leadership. In the above figure 1, emotional intelligence is described as one's ability to recognize, recognize, understand, and manage his own emotions and the emotions of others. In the context of an emotionally intelligent leader, he recognizes and controls his own emotions as well as the emotions of the employees to attain organizational objectives. Emotional intelligence is the ability that empowers managers to track their own and the employees' emotions, distinguish and categorize them, and use emotional information to drive the thoughts and behavior of the employees to enhance organizational productivity [16]. The traits of an empathetic leader are multifaceted, as Barman (2024) in this paper attempted to define as "an empathetic leader (EL) is a positive leader with a set of common and fixed specific traits symbolizing empathy and with a set of specific traits or abilities of a leader that facilitate contextual situations to get a final adjective, i.e., 'empathetic' for the followers".

A. Some Important Traits of Empathetic Leadership

i) Compassion- The prime difference between empathy and compassion lies in action. Empathy is a spark that ignites compassion [17]. Empathy is feeling other employees' problems and challenges, but compassion is acting on them to help the employees. Empathy gathers data, whereas compassion applies what leaders learned from the data. Empathy helps bosses understand what motivates the employees, which is used to boost employee's performance with a compassionate approach. It is more a willingness to empathise with the problems and challenges of the employees and a dedication to healing them [18].

ii) Flexibility- In the crisis moment, empathy is essential because leaders can swiftly assess employees' emotional state and adapt to new circumstances. It is important to stay committed to the decisions, but the top management needs to have a flexible approach to combat the crisis. Empathetic leaders thrive at this, never wavering from their strong principles and convictions while sincerely valuing and incorporating others' opinions into their judgements. Flexibility is a cognitive trait that enables the management to make flexible adoption of better alternatives to manage any unfavourable situation [19]. This flexible approach fosters a culture of invention and creativity that manages the catastrophe situation.

iii) Easily Approachable or to Engage- An empathetic leader is perceived by others as a responsive creature, present to engage in social interactions and provide assistance. It is important to remember that leadership does not necessarily involve a hierarchical structure, which might be scary when considering how to approach someone in a higher position. Leadership is primarily associated with being someone whom your team can rely on for direction and support.

iv) Fosters a sense of employee well-being and support- A compassionate leader demonstrates genuine concern for the personal lives, perspectives, emotions, and difficulties that their team members may encounter. Upon carefully considering their input and assessing the situation, this leader will devise strategies to assist them in meeting their requirements, establishing a harmonious and effective dynamic inside the team. The empathetic leader exemplifies empathy and self-care and promotes these qualities in their team members to enhance their ability to bounce back from challenges.

v) Engages other individuals in the dialogue- They can involve the entire team in assessing the team's performance, by expressing their viewpoints, providing feedback, and collaborating on ideas to enhance or solve obstacles collectively.

vi) Adaptable- A leader who possesses empathy is capable of adjusting to others and acknowledging and affirming their ideas and viewpoints. If a team member proposes a novel and groundbreaking proposal that has the potential to greatly benefit a certain project and shares it with the accessible leader, they will attentively consider and confirm the validity of this idea, and incorporate it if it appears to be promising.

Inspires and enables their team- A team that is empowered and motivated is exceptionally efficient. Empathetic leaders empower team members by ensuring that they feel heard and valued inside the team. Empathetic leaders also foster a culture of open communication, creativity, active engagement, and embracing new opportunities. They practice delegation among their team members, fostering a sense of trust and belief in their abilities, empowering and motivating their team members to become innovative and address new challenges which make them proficient and

engaging in accomplishing organizational success [20] (Ranchero 2021).

B. Why Empathic is important

i) Reducing Stress Effect- Data suggests the pandemic and the disruptions in our lives and work have caused numerous types of stress, making empathy essential. In a global study conducted by Qualtrics (an American experience management company, https://www.qualtrics.com), it was reported that 42% of participants suffering from declined mental health, 67% of individuals suffering higher stress, 57% worry, and 54% emotional exhaustion, 53% of people are depressed, 50% are irritated, 28% struggle with concentration, 20% take longer to complete work, 15% struggle with thinking, and 12% struggle with juggling duties (qualtrics.com).

ii) Effect on Personal Life- A study in Occupational Health Science indicated work stress impairs sleep. According to University of Illinois research, harsh emails at work lead to negativity in personal life, especially with

partners. A Carleton University study discovered that workplace disrespect makes parents feel less capable.

iii) Effect on Customer Experience, Performance, and Employee Turnover- According to a study, rudeness at work reduces the performance level of employees and makes them less eager to help others. The rudeness of an employee at the workplace is considered workplace incivility. It was identified that when workplace incivility is rising, employee performance and collaboration are highly affected which leads to diminishing levels of customer satisfaction, and turnover rate among the workforce goes very high [21] (Brower, 2021) finally creating negative results for the organization.

III. LEADERS FOR & IN EMPATHETIC COMPANIES

A. Empathetic Companies are Best Workplace

Existing literature has created strong evidence that gauging empathy within organizations is a very complex activity for scholars on the subject of leadership. By applying the suggestive AI prompt, "companies with a high empathy rating" clarified that there is no evidence for any single universally accepted empathy rating for empathetic companies. A historical study, "Harvard Business Review Empathy Index," found that developing perspectives for exploring empathetic companies. However, these indicators refute empathy due to the dynamics of yearly score changes in the review. The available narratives on the characteristics of an empathetic company are put forward for study by those companies that prioritize good work-life balance and employee well-being.

Table 1: Top Empathetic Companies to Work with (2020-2024)

Rank	2020	2021	2022	2023	2024
1	Hilton(Hospitality)	Cisco(IT)	Cisco(IT)	Cisco (IT)	Hilton (Hospitality)
2	ULTIMATE SOFTWARE (IT)	Salesforce.com(IT)	Hilton (Hospitality)	Hilton (Hospitality)	Cisco (IT)
3	Wegmans Food (Markets, Inc.Retail)	Hilton (Hospitality)	Wegmans Food (Markets, Inc. Retail)	American Express (Financial Services & Insurance)	NVIDIA (IT)
4	Cisco (IT)	Wegmans Food (Markets, Inc. Retail)	Salesforce.com (IT)	Wegmans Food (Markets, Inc. Retail)	American Express (Financial Services & Insurance)
5	Workday (IT)	Rocket Companies (Real Estate)	NVIDIA (IT)	Accenture (Professional Services)	Synchrony (Financial Services & Insurance)
6	Salesforce.com (IT)	UKG (IT)	Accenture (Professional Services)	NVIDIA (IT)	Wegmans Food (Markets, Inc. Retail)
7	Edward Jones Financial Services & Insurance	Texas Health Resources, Inc. (Health Care)	Rocket Companies (Real Estate)	Atlassian, Inc. (IT)	Accenture (Professional Services)
8	Stryker Manufacturing & Production	Camden Property Trust (Real Estate)	American Express (Financial Services & Insurance)	Salesforce.com(IT)	Marriott International (Hospitality)
9	American Express Financial Services & Insurance	Capital One (Financial Services & Insurance)	David Weekley Homes (Construction)	Comcast NBCUniversal (Telecommunications)	Cadence (Electronics)
10	Kimpton Hotels & Restaurants (Hospitality)	American Express Financial Services & Insurance	Capital One (Financial Services & Insurance)	Marriott International (Hospitality)	Comcast NBC Universal (Telecommunications)

(Source- compiled from the Report https://www.greatplacetowork.com)

The above table 1 portrays year wise top ten empathetic companies to work with. The data contains last five years data i.e. from 2020 to 2024. According to the list prepared by *greatplacetowork* Hilton, and Cisco [22] held the top position in the list. As per the list, in the year 2020, the top 10 empathetic companies were Hilton (Hospitality), followed by the companies like Ultimate Software (Information Technology), Wegmans Food Markets, Inc. (Retail), Cisco (Information Technology), Workday (Information Technology), salesforce.com (Information Technology), Edward Jones (Financial Services & Insurance), Stryker (Manufacturing & Production) American Express (Financial Services & Insurance), Kimpton Hotels & Restaurants (Hospitality). Next, the list indicates that in the year 2021 Cisco (Information Technology) was at the top of the list followed by salesforce.com (Information Technology), Hilton (Hospitality), Wegmans Food (Markets, Inc. Retail), Rocket Companies (Real Estate), UKG (Information Technology), Texas Health Resources, Inc. (Health Care), Camden Property Trust (Real Estate), Capital One (Financial Services & Insurance), American Express (Financial Services & Insurance). Similarly, in 2022, again Cisco grips the top position followed by Hilton (Hospitality), Wegmans Food (Markets, Inc. Retail), salesforce.com, (Information Technology), NVIDIA (Information Technology), Accenture (Professional Services), Rocket Companies (Real Estate), American Express (Financial Services & Insurance), David Weekley Homes (Construction), Capital One (Financial Services & Insurance). The list was published in the year 2023, with Cisco again at the top of the list for the consecutive three years subsequently Hilton (Hospitality), American Express (Financial Services & Insurance), Wegmans Food (Markets, Inc. Retail), Accenture (Professional Services), NVIDIA (Information Technology), Atlassian, Inc. (Information Technology), salesforce.com (Information Technology), Comcast NBC Universal, (Telecommunications), Marriott International (Hospitality). In the year Hilton (Hospitality) from the second number in the list came to the top of the list of empathetic companies. Next comes the name Cisco (Information Technology) followed by NVIDIA (Information Technology), American Express (Financial Services & Insurance), Synchrony (Financial Services & Insurance), Wegmans Food (Markets, Inc. Retail), Accenture (Professional Services), Marriott International (Hospitality), Cadence (Electronics), Comcast NBC Universal (Telecommunications). The above companies signify and manifest the practices of numerous empathetic approaches to make their organization a better place to work.

B. Productivity Paradox through Empathetic Leaders

Productivity does not come only from a focus on productivity**.** The recent study suggests that employees are 48% more innovative and 63% more engaged when they are working with empathic top bosses and it increases 37% more innovation and 43% engagement when working with empathetical managers (Prialto 2024). Also, the prestigious *Fortune 500* list reflects the prominent positions of some of the companies practising empathy. Companies like Nvidia, Cisco, American Express, Salesforce, Hilton, Synchrony Financial, Jones Financial (Edward Jones), Capital One Financial etc. secured their prominent position in the *Fortune 500* list [23] (fortune.com). Almost every successful company usually has a CEO and top management who are highly empathetic in nature [24] (Kamas & Preston, 2020).

The above indicates empathetic leaders connection with (i) employees wellbeing, (ii) productivity as the aspects of empathetic leaders for empathetic company at the global level. Still further inquiry required to suffice how empathetic leaders make their company empathetic. To get an overview, we explored what leaders do in empathetic companies in following section.

C. What Leaders do in Empathetic Companies?

We could not get a clear answer to our central question,What do empathetic leaders do in an empathetic company?". No doubt, empathetic leaders create empathic companies, and so do empathetic organizations. To create an empathetic company or organization, an empathetic leader does not concentrate on employee wellbeing. With this assumption, the author Barman created his own AI-generated prompt for exploration, "*Name of Leader* as an Empathetic Leader." Thus, the same prompt was used for 20 empathetic leaders to generate a conclusive classification of narrations. (see Table 2) We could not get a clear answer to our central question,What do empathetic leaders do in an empathetic company?". No doubt, empathetic leaders create empathic companies, and so do empathetic organizations. To create an empathetic company or organization, an empathetic leader does not concentrate on employee wellbeing. With this assumption, the author Barman created his own AI-generated prompt for exploration, "*Name of Leader* as an Empathetic Leader." Thus, the same prompt was used for 20 empathetic leaders to generate a conclusive classification of narrations (see Table 2).

(Table 2 in Appendix, Here)

Traits and attributes generated through the generative AI for each global leader are classified into five categories connecting the context of organizational management: (I) personal attributes, influence, and leadership styles; (II) work, employees, and organizational and cultural context; (III) innovation context; (IV) business context; and (V) social context. Table 3 explains all attributes of empathetic leaders under the five contextual heads that summarize activities in the organizational and business context of empathetic leaders. Row No. 22 counts the frequency of attributes under the classified context of leadership attributes. Traits and attributes generated through the generative AI for each global leader are classified into five categories connecting the context of organizational management: (I) personal attributes, influence, and leadership styles; (II) work, employees, and organizational and cultural context; (III) innovation context; (IV) business context; and (V) social context. Table 3 explains all attributes of empathetic leaders under the five contextual heads that summarize activities in the organizational and business context of empathetic leaders. Row No. 22 counts the frequency of attributes under the classified context of leadership attributes.

Table 3: Classified Traits and Attributes of Empathetic Leader in Empthetic Companies

SL No	Name	(I) Personal Attributes, Influence and Leadership Style	(II)Work, Employee & Cultural Context	(III) Innovation	(IV) Business Context	(V) Social Context
1	Satya Nadella	ID_1, LR_1, EI, PE, GM, FF, IFL_1	xxxx	DI_1	GL	CSR_1, P&CE
2	Mary Barra	ID_2, LR_2, AL_1, VDL_1, HRE, S&M,	WF_1; S&M, GE, SEV_1	DI_2	XXXX	ES, SC_1
3	Tim Cook	ID_3, LR_3, A&H, VDL_2, TC_1	WLB_1, SEV_2, AfP	DI_4;	CCA_1	SLGBTQ+R; ESC; H-Cov; SJI; PhilE;
4	Arne Sorenson	ID_4, TC_2, VDL_3, PCE,	PCE, SDC, SEV_3, EW, AfP	DI_5	CCA_2	ES, HTA, HCov; SC_2; MDRF; PhilE
5	Ginni Rometty	ID_5, AL_2, LR_4, VDL_4, , $LoE\&I_1$, IFL_2	SDPC, ES, IEV_1	AWTech; E-AI-U; DI_6	HEC; CCA_3	CSR_2; SEd
6	Paul Polman	ID_6, TC_3, AL_3, VDL_5, $LOE\&I_2$, IFL_3	IEV_2, CE, EV	DI_7	FLTV, EBP_1; HEC; R_2GC; RBT_1, DG	SLP, EmpW, SC_3; R_2GC
7	Adena Friedman	ID_7, AL_4, VDL_6, $LoE\&I_3$, IFL_4	FED_1, EE, GenEq, SMH	DI_8 A_2C;	EBP_2;HOC,PSG; RBT_2, CCA_4	CSR_3; CE; HoC
8	Dan Schulman	ID_8, AL_5, VDL_7, $LoE\&I_4$, IFL_5	FED_1, SMH, IEV_3,	DI_9	EEmpfE; EBP_3, FP, CCA_5	LGBTQ+R, SLGBTQ+R,CSR_4 ASJ, HoCov; SC_4
9	Indra Nooyi	ID_9, AL_6, VDL_8, $LoE\&I_5$, IFL_6. TC_4	FED_2, WLB_2, SDC, IEV_4	DI_{10}	EBP_4; PwP; HEC, FP, DG, CCA_6	EmpW; SfEI; SC_4
10	Richard Branson	ID_{10}, LR_5, AL_7, VDL_9, $LoE\&I_6$, IFL_7	ECC. WLB_3, SMH, IEV_5, HCE, SMH	DI_{11}, A_2C;	EBP_5, DBS_1, RBT_2, CCA_7	CSC, PhilE;
11	Dan Schulman	ID_{11}, LR_6, AL_8, VDL_{10}, $LoE\&I_7$, IFL_8	ECC,WLB_4, SMH; IEV_6; HCE; SMH, LoE&I	DI_{12}; A_2C LoE&I	EBP_6; DBS_2, RBT_3, CCA_8	CSC; PhilE
12	Howard Schultz	ID_{12}, TC_5, AL_9, VDL_{11}, $LoE\&I_8$, IFL_9	EBS, FED_2, SMH	DI_{13}	EBP_7; FP, CCA_9	SfLGBTQ+R; CSR_5 SC_5; HoCov;
13	Tony Hsieh	LR_7, AL_{10}, VDL_{12}, LDE, SDPC, IFL_{10}	Holcy&Emp, FoEH, ECV; CB, HAwEmp, LoH&C	DI_{14}	CCA_{10}; FLTV	LD; SSB;
14	Rose Marcario	LR_7, TC_6, AL_{11}, VDL_{13}, $LoE\&I_9$, IFL_{11}	SWEnv, WLB_5, HCE;		EBP_8, DBS_3; RBT_4, CCA_{11}	ES; A&Advo; CSR_6 SC_6; SfSJ, LoE&I,
; 15	Sundar Pichai	ID_{13}, TC_7, AL_{12}, VDL_{14}, $LoE\&I_{10}$, IFL_{12}	SERGs, ESB ECL; SMH	DI_{15}, A_2C	EBP_9, DBS, RBT_5 CCA_{12}	CSR_7, Ph&V, HCov
16	Larry Fink	ID_{14}, TC_8, HES_1, AL_{13}, VDL_{15}, $LoE\&I_{11}$, IFL_{13}	CEB, SDED		CCA_{13}; LTP; HES; DBS_4; RBT_6	ESGF; CPhil, SSJ, HCov
17	Emma Walmsley	ID_{15}, TC_9, HES, AL_{14}, VDL_{16}, $LoE\&I_{12}$, IFL_{14}	SWE, PD, HES, SEDC	LoE, DI_{16}	InvR&D, HES, DBS_5, RBT_7, CCA_{14}	FPN, CSR_8; PhilE; HCov
18	Doug McMillon	ID_{16}, TC_{10}, HES_2, AL_{15}, VDL_{17}, $LoE\&I_{13}$, IFL_{15}, IL,	ESB,T&D, HES.SfEDC, LoE&R		DBS_6; RBT_8, CCA_{15}	CSR_9; PhilE; HoCov
19	Ana Botín7	TC_{11}, AL_{15}, VDL_{18}, $LoE\&I_{14}$, IFL_{16}	ES, WLB_6, HCE,	DT	CF; EBP_{10}; DBS_7, RBT_9	CSR_{10}, SC_7, SSJ, LoE&EA
20	Jessica Tan	TC_{12}, HES_3, AL_{16}, VDL_{19}, $LoE\&I_{15}$, IFL_{17}	SWE, WLB_7, EL&D, HSC; SEW	DT, DI_{17}	CCA_5, EBP_{11} CWB, DBS_8, EBR	CSR_{11}, SC_8
21	Chanda Kochhar	TC_{13}, SDPC, AL_{17}, VDL_{20}, IFL_{18}	M&SFE, FSD, WE HCE, SDPC		EBP_{12}, DBS_9; CCA_{16}	PFinI, SfMicroFin; AWL, CSR_{12}, SC_9
22	**Common Attribute**	**ID=16 TC=12 AL= 17 VDL= 20 IFL= 18 LoE&I= 15 LR=7 HES= 3**	**WLB= 07 IEV=06**	**DI= 17**	**EBP= 12 RBT= 09 DBS= 09 CCA= 16**	**CSR= 12 SC= 09**

(Source: Author's Compilation from Table 2)

From the counting of common attributes at the row-22, common attitudes of a globally renowned empathetics leaders in his company are categorized as following-

i) Personal Attributes, Influence and Leadership Styles

- VDL(20), i.e. empathetic leaders are *value driven leader*.
- IFL(18), i.e., empathetic leaders *inspires leadership of others*
- AL (17), i.e., empathetic leaders are bearning traits of *authentic leader*.
- ID(16)- i.e., empathetic leaders are the *drivers of inclusion and diversity*.
- LoE&I(15), i.e. empathetic leaders promotes the activism for maintain *legacy for empathy and inclusion with innovation*.
- TC(12), i.e. empathetic leaders are the *transparent communicator*.
- LR(7), i.e empathetic leader *listen responsively* to employee and others.

Beyond general narration of traits the other distinguished traits, empathetic leaders are emotionally intelligent (EI), uses personal experience (PE), exhibited growth mindset (GM), exhibited as fatherly figure (FF), Handling recalls with empathy (HRE), offers support and mentorships (S&M), maintains their authenticity and humility (A&H), LDE, provide supports during personal challenges (SDPC) as revealed in the category-1 in the column-3 for personal attributes, influence and leadership styles.

ii) Work, Employee & Cultural Context

- WLB (07), i.e. empathetic leaders focused on employees' wellbeing
- IEV (06), i.e., empathetic leaders inspires employee for volunteering

Beyond general narration on the traits relating to work, employees and cultural context of behavior of empathetic leader, they demonstrate - advocacy for privacy (AfP), supports employee volunteering(EV), supports environmental sustainability (ES) drives, handles crisies with empathy (HCE), support for mental health (SMH) of employees, exhibits and exercises holacracy and empowerment (Holcy&Emp), focuses on employee happiness (FoEH), supportive Work environment (SWEnv), employee support and benefits (ESB), promote employee training and development (T&D), maintains high ethical standards (HES), support during crises (SDC), Legacy of Empathy and Responsibility (LoE&R), supports employees learning and development (EL&D), focuses on employee development (FSD), welfare of employee (WE), Encouraging Continuous Learning (ECL).

iii) Innovation Context

- DI (17), i.e. empathetic leaders are the *drivers of innovation* within and outside of an organization.

iv) Business Context

- CCA (16) , i.e., most of empathic leaders adopts *customer centric approach*
- EBP(12), i.e. most of empathetic leaders exercises *ethical business practices* in their organisation.
- RBT(09), i.e., empathetic leaders focussed on *reputation and trust from business* to grow.

- DBS (09), i.e., empathetic leaders are **the driver of business success**.

For business context and development, empathetic leaders demonstrate and engage themselves focussed on long-term value (FLTV), they remain on long term perspectives (LTP); focussed on the high ethical standards (HES) for social benefits; emphasised on community well-being (CWB), contributes encourage research and development for innovation (InvR&D).

v) In Social Context

- CSR(12), i.e., empathetic leader drives *corporate social responsibility* activities.
- SC(09)-i.e., empathetic leaders *support community* development.

Empathetic leaders are socially more concerned. In the table 3, beyond CSR and community support, empathic leader exhibits their concern for philanthropist and community engagement (P&CE), environmental Sustainability (ES), support for LGBTQ and protects their rights (SLGBTQ+R); maintains ethical supply chain (ESC). They handled covid crisis (H-Cov); undertakes social justice initiative (SJI); exercises philanthropic efforts (PhilE); supports education of social development (SEd), commitment to the cause of environment (CE), maintain the legacy of empathy and environmental activism (LoE&EA). They also focuses on environmental, social, and governance (ESGF); in addition they rule and administer companies through embedded corporate philosophy (CPhil).
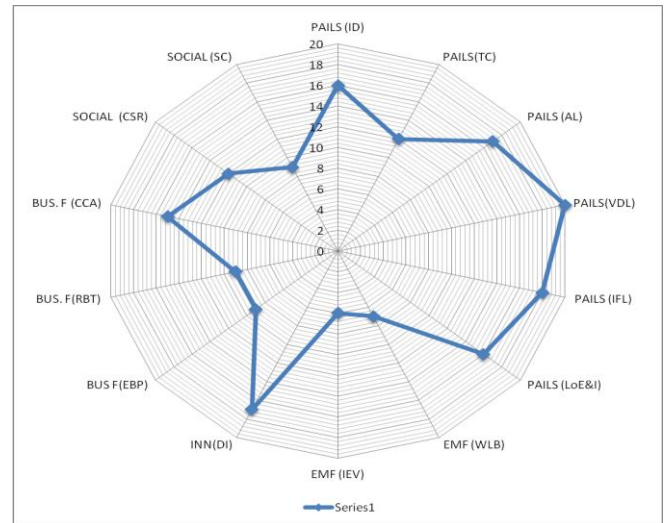

Figure 2 :Empathetic Leader's Action and Atributes for Global Empathetic Company

Considering the large number of narrator for empathetic leaders in the context of activities undertahen in puruit of making empathetic company or organisation, main attributes under five categories plotted a behavioural radder (see Figure 2). Among the all traits in personal attribute and leadership style (PAIL), all global leaders exercised and emphasised on the traits value driven leadership ploted by PAIL (VDL) axis. Second trait among personal attribute and leader style is inspiring future leadership plotted through PAIL (IFL), thus PAIL (AL) axis denated as the Authentic Leadership attribute. PAIL(ID) axis in figure plots the exercise of Authentic Leadership; and PAIL (LoE&I) is plotted for Legacy of Empathy and Inclusion as

the important leadership attribute. Thus, the BUS (CCA) axis dented in the figure narrates global empathetic leader's attribute of customer centric approach (CCA), and INN (DI) is denoting here leader's innovation driven efforts as the highly focused dimensions for globally famous empathetic leaders creating empathetic companies of of the world.
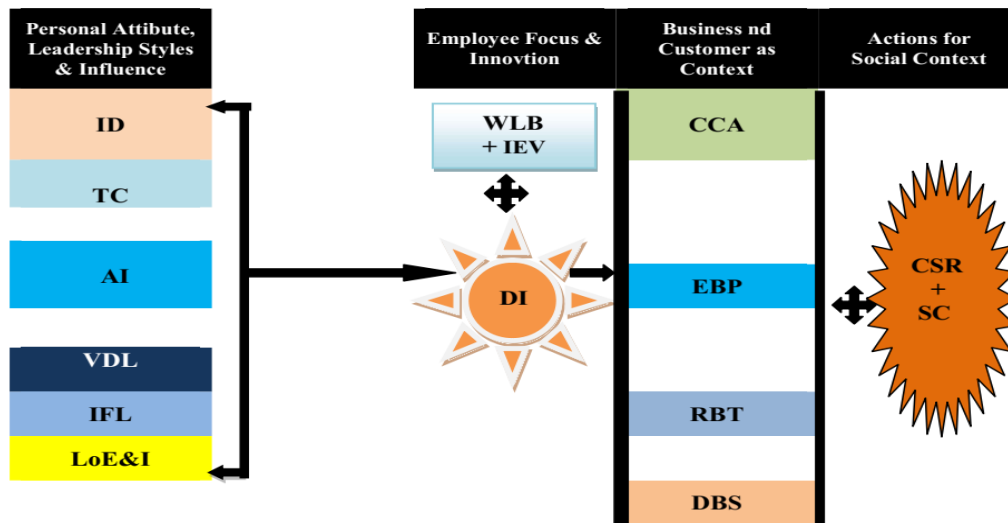
(Source: Barman (2024))

Figure 3: Model for Global Empathetic Leader for Global Empathetic Company

IV. FINDINGS AND DISCUSSION

A. Summary on Research Findings

This exploration has been conveying many facts with evidence produced by recent and earlier surveys and through literature. The study could confirm clear definitions of empathetic leadership in the context of global firms. A clear explanation of the traits of an empathetic leader through Figure 1 may be considered to fill the theoretical gap. This study supports the earlier narration that empathetic leaders foster an empathetic workplace culture through understanding and connection. Empathy in leadership is crucial for creating an inclusive and productive environment [25]. The study supports the view that an empathetic leader motivates organizational citizenship behavior and strengthens relationships in a company. In addition to that, communication strategies based on empathy can develop employee motivation [26]. The study explores the connections of empathetic leaders to enhance organizational relationships, productivity, and well-being. Empathy is to be considered a crucial competency for effective leadership and stakeholder engagement [27]. The study also focuses on how empathetic leaders enhance organizational relationships, productivity, and well-being. Empathy competency is crucial for effective leadership and stakeholder engagement [28], as evidenced by a recent and popular global survey. Empathetic leaders foster a productive work atmosphere by understanding team members' needs. The authors through study corroborate the fact that empathic leaders are a crucial attribute for empathetic company development and its success. [29]. The study clarifies the earlier finding on the attributes of empathetic leaders in connection to stimulating resonance and devising processes for positive outcomes that further foster trust and collaboration in creative theater-making practices. [30]. we got the connection through recent evidence that empathetic leaders are crucial for a company's empathetic culture development. In an earlier study that explained that empathetic leaders emphasize training and

assessment as a priority to instill empathetic communication in organizations [31], the present study also found a similar connection. The present study corroborates the conclusion made [32] that empathetic leadership is crucial for a company's development because it can foster team cohesion and productivity. They handled the COVID crisis, so they paid back to society, as revealed in the study by Jennifer et al. [22]. As a driver of innovation, empathetic leader corroborate the behavior like a heterodox leader[33].

B. Limitations and Contributions of the study

Author attempted to follow in totality of qualitative content analysis from the AI generated contents of information to accomplish this aims of the study. In quality content analysis, coding is a great problem. Though in conducting qualitative content generation, generative AI and prompts were deployed, the contents created for each of the globally renowned empathetic leaders became quite difficult due to the incongruency of the contents. Thus, innumerable and ambiguous codes were generated, and later on, it became so difficult to make 100 percent reliable codes have a definitive meaning. Therefore, many codes could not be used in drawing inferences and conclusions. This has created difficulties in completing the article in a more precise way.

The authors claim here that this study is beyond a narration because the article attempted to verify all the earlier narrations with examples and ongoing practices available through literature, online materials, and other repositories. With the help of generative AI, the evidence collected and collated was presented in the form of content analysis. The tables, figures, and models may serve as the foundation for developing future literature, research, and investigations on empathetic leadership. The study brings to light five major findings—those exceptional from the earlier narrations on empathetic leadership. The study explains empathetic

leadership from the perspective of personal attributes, influence, and leadership styles; from the perspective of work, employee, and cultural context; in the context of innovation; in the context of business; and in the context of society. No earlier study delineated the attributes of an empathetic leader by classifying and categorizing them under the defined attributes. Beyond the main and mentioned attributes, the study contributes many undiscovered traits based on the generative AI application of empathetic leaders in empathetic companies.

Moreover, the general evidence on the actions and exercises of empathetic leaders in an empathetic company can be a second line of academic defense for the findings of an available global survey on empathetic corporations. The systematic way of delineating the actions and activities of empathetic leaders in an empathetic organization may serve as the foundation for designing the critical hypothesis for future exploration.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

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- https://www.qualtrics.com/

APPENDIX

Table 2: 20-Empathic Global Corporate Leaders

SL No	Name	Actions Undertaken and Behavior Exhibited
1	Satya Nadella (CEO of Microsoft)	Exhibited Growth mindset (GM), inclusivity and diversity (ID), Listening to employees (LR), Emotional Intelligence (EI), CSR, Philanthropist and Community Engagement (P&CE), Personal Experience (PE), Inspiring Leadership (IFL) Fatherly Figure (FF), Inspiring, Innovator (DI); Growth Leader (GL)
2	Mary Barra (CEO of General Motors)	Promote Inclusive Culture(ID); Value Driven(VDL); Listening and Responsiveness (LR); Workplace Flexibility (WF); Handling Recalls with Empathy(HRE); Champion of Diversity (CoD); Gender Equality (GE); Innovation Driver (DI); Environmental Stewardship(ES); Supporter to Community causes (SCC); Supporter to Employee Volunteer (IEV), Authentic Leadership (AL) Self & Mentorship (S&M).
3	Tim Cook (CEO of Apple)	Promotes inclusivity (ID), Support for LGBTQ+ Rights (SLGBTQ+R); Focus on Work-Life Balance(FWLB); Listening to Employees(LR); Environmental Sustainability (ES); Ethical Supply Chain (ESC); Handling of COVID-19 (H-Cov); Social Justice Initiatives (SJI); Authenticity and Humility (A&H); Values-Driven Leadership(VDL); Philanthropic Efforts (Ph-ef); Encouraging Employee Volunteering (IEV); Commitment to Innovation (DI); Customer-Centric Approach (CCA); Advocacy for Privacy (AfP); Transparent Communication (TC).
4	Arne Sorenson (Former CEO of Marriott International)	Personal Connection with Employees (PCE); Support During Crises (SDC); Championing Diversity and Inclusion (ID); Empowering Women (EW), Environmental Sustainability (ES), Human Trafficking Awareness (HTA), Handling of COVID-19 (HCov); Supporting Communities (SC); Marriott Disaster Relief Fund (MDRF); Authentic Leadership (AL); Values-Driven Leadership (VDL); Philanthropic Efforts (PhilE); Encouraging Employee Volunteering (IEV); Commitment to Innovation (C_2I), Customer-Centric Approach (CCA); Advocacy for Privacy (AfP); Transparent Communication (TC)
5	Ginni Rometty (Former CEO of IBM)	Championing Diversity and Inclusion (ID); Advancing Women in Technology (AWTech); Focus on Employee Development (FoED); Listening to Employees (LR); Corporate Social Responsibility (CSR); Ethical AI use (E-AI-U); Handling Economic Challenges (HEC); Support During Personal Challenges (SDPC); Supporting Education (SEd); Employee Volunteering (EV); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Innovation (ID); Employee Satisfaction (ES); Legacy of Empathy and Inclusion (LoE&I); Inspiring Future Leaders (IFL)
6	Paul Polman (Former CEO of Unilever)	Sustainable Living Plan (SLP), Focus on Long-Term Value (FLTV), Promoting Inclusiveness & Diversity (ID), Empowering Women (EmpW), Caring for Employees (CfE), Leadership Development (IFL); Ethical Business Practices (EBP); Transparency and Accountability (TC); Supporting Communities (SC); Employee Volunteering (EV); Handling Economic Challenges (HEC); Response to Global Crises (R_2GC); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Growth and Innovation (DG&I); Reputation and Brand Loyalty (RBT)
7	Adena Friedman (CEO of Nasdaq)	Promoting Inclusivity & Diversity (ID); Gender Equality (GenEq); Focus on Employee Development (FED); Employee Engagement (EE); Transparency in Communication (TC); Ethical Business Practices (EBP); Driving Innovation (ID); Adapting to Change (A_2C); Corporate Social Responsibility (CSR); Community Engagement (CE); Handling of Crises (HCS); Support for Mental Health (SMH); Authentic Leadership (AL); Values-Driven Leadership (VDL); Promotion of Sustainable Growth (PSG); Reputation and Trust (RBT); Legacy of Empathy and Inclusion (LoE&I); Inspiring Future Leaders (IFL)
8	Dan Schulman (CEO of PayPal)	Employee-Centric Culture (ECC); Listening to Employees (L&R); Transparent Communication (TC); Focus on Work-Life Balance(WLB); Support for Mental Health (SMH); Commitment to Social Causes (CSC); Focus on Employee Development (FED); Ethical Business Practices (EBP); Driving Innovation (DI); Adapting to Change (A_2C); Philanthropic Efforts (PhilE); Employee Volunteering (EV); Handling Crises with Empathy (HCE); Supporting Mental Health (SMH); Reputation and Brand Loyalty (RBT); Legacy of Empathy and Innovation (LoE&I);Inspiring Future Leaders (IFL), Championing Diversity and Inclusion (ID); Supporting LGBTQ+ Rights (SLGBTQ+R); Economic Empowerment for Employees (EEmpfE); Ethical Business Practices (EBP); Driving Business Success (DBS); Corporate Social Responsibility (CSR); Advocacy for Social Justice (ASJ); Handling of the COVID-19 Pandemic (HoCov); Supporting Communities (SC); Employee Volunteering (EV); Authentic Leadership (AL); Values-Driven Leadership (VDL); Financial Performance (FP); Legacy of Empathy and Inclusion (LoE&I); Inspiring Future Leaders (IFL)
9	Indra Nooyi (Former CEO of PepsiCo	Championing Diversity and Inclusion (ID); Empowering Women (EmpW); Focus on Employee Development (FED); Focus on Work-Life Balance(FWLB); Ethical Business Practices (EBP); Transparent Communication (TC); Performance with Purpose (PwP); Sustainability Initiatives (SfEI); Handling of Economic Challenges (HEC); Support During Crises (SDC); Supporting Communities (SC); Employee Volunteering (EV); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Growth and Innovation (DG) & (DI); Financial

		Performance (FP); Legacy of Empathy and Inclusivity (LoE&I); Inspiring Future Leaders (IFL)
10	Richard Branson (Founder of Virgin Group)	Employee-Centric Culture (ECC); Listening to Employees (LR); Focus on Work-Life Balance(FWLB); Support for Mental Health (SMH); Commitment to Social Causes (CSC); Ethical Business Practices (EBP); Driving Innovation (DI); Adapting to Change (A$_2$C); Philanthropic Efforts (PhilE); Employee Volunteering (EV); Handling Crises with Empathy (HCE); Supporting Mental Health (SMH); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Reputation and Brand Loyalty (RBT); Legacy of Empathy and Inclusivity (LoE&I);Inspiring Future Leaders (IFL)
11	Howard Schultz (Former CEO of Starbucks)	Employee Benefits and Support (EBS); Focus on Employee Development (FED); Championing Diversity and Inclusion (ID); Support for LGBTQ+ Rights (SfLGBTQ+R); Ethical Business Practices (EBP); Driving Innovation (DI); Transparent Communication (TC);Corporate Social Resposibility (CSR); Support for Communities (SC); HoCov); Supporting Mental Health (SMH); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Innovation (ID); Financial Performance (FP); Legacy of Empathy and Inclusion (LoE&I); Inspiring Future Leaders (IFL)
12	Tony Hsieh (Late CEO of Zappos)	Holacracy and Empowerment (Holcy&Emp); Focus on Employee Happiness (FoEH); Emphasis on Core Values (ECV); Culture Book (CB); Customer-Centric Approach (CCA); Unlimited Call Times (LR); Downtown Project (LD); Support for Small Businesses (SSB); Encouraging Innovation (DI); Focus on Long-Term Vision (FLTV); Authentic Leadership (AL); Leading by Example (LbE); Handling Adversity with Empathy (HAwEmp); Support During Personal Challenges (SDPC); Legacy of Happiness and Culture (LoH&C); Inspiring Future Leaders (IFL)
13	Rose Marcario (Former CEO of Patagonia)	Commitment to Sustainability (ES); Activism and Advocacy (A&Advo); Supportive Work Environment (SWEnv); Emphasis on Work-Life Balance (WLB); Ethical Business Practices (EBP); Transparency and Communication (TC); Corporate Social Responsibility (CSR); Community Building (CB)**;** Handling Crises with Empathy (HCwE); Support for Social Justice (SfSJ); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Brand Loyalty and Reputation (RBT); Legacy of Empathy and Environmental Activism (LoE&I); Inspiring Future Leaders (IFL)
14	Sundar Pichai (CEO of Alphabet Inc. & Subsi. of Google)	Championing Diversity and Inclusion (ID); Support for Employee Resource Groups (SERGs); Employee Support and Benefits (ESB); Encouraging Continuous Learning (ECL); Ethical Business Practices (EBP); Open Communication (TC); Corporate Social Responsibility (CSR); Philanthropy and Volunteering (Ph&V); Handling of the COVID-19 Pandemic (HCov); Support for Mental Health (SMH); Authentic Leadership (AL); Values-Driven Leadership (VDL); Encouraging Innovation (ID); Adapting to Change (A$_2$C); Driving Business Success (DBS), Reputation and Brand Loyalty (RBT); Legacy of Empathy and Innovation (LoE&I); Inspiring Future Leaders (IFL)
15	Larry Fink (CEO of Black Rock)	Long-Term Perspective (LTP); Environmental, Social, and Governance Focus (ESGF); Climate Change Advocacy (CCA); Diverse and Inclusive Workplace (ID); Comprehensive Employee Benefits (CEB); High Ethical Standards (HES); Open Communication (TC)**;** Corporate Philanthropy (CPhil); Support for Social Justice (SSJ); Handling of the COVID-19 Pandemic (HCov); Support During Economic Downturns (SDED); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Reputation and Client Trust (RBT); Legacy of Empathy and Responsibility (LoE&R); Inspiring Future Leaders (IFL)
16	Emma Walmsley (CEO of GlaxoSmithKline)	Focus on Patient Needs (FPN); Investment in R&D (InvR&D); Supportive Work Environment (SWE); Professional Development (PD); Championing Diversity (CDI); Inclusive Leadership(InLead); High Ethical Standards (HES); Open Communication (TC); Corporate Social Responsibility (CSR); Philanthropic Efforts (PhilE); Handling of the COVID-19 Pandemic (HCov); Support for Employees During Crises (SEDC); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Reputation and Trust (RBT); Legacy of Empathy and Innovation (LoE&I); Inspiring Future Leaders (IFL)
17	Doug McMillon (CEO of Walmart)	Employee Support and Benefits (ESB); Training & Development (T&D); Championing Diversity (ID); Inclusive Leadership (IL); High Ethical Standards (HES); Open Communication (TC); Corporate Social Responsibility (CSR); Philanthropic Efforts (PhilE); Handling of the COVID-19 Pandemic (HoCov); Support for Employees During Crises (SDC); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Reputation and Customer Trust (RBT); Legacy of Empathy and Responsibility (LoE&R); Inspiring Future Leaders (IFL)
18	Ana Botín (Executive Chairman of Santander Group)	Customer Focus (CF); Digital Transformation (DT); Employee Support(ES); Emphasis on Work-Life Balance (WLB); Ethical Business Practices (EBP); Transparency and Communication (TC); Corporate Social Responsibility (CSR); Community Building(CB); Handling Crises with Empathy (HCE); Support for Social Justice (SSJ); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Brand Loyalty and Reputation (RBT); Legacy of Empathy and Environmental Activism(LoE&EA); Inspiring Future Leaders (IFL)
19	Jessica Tan (Co-CEO of Ping An Insurance)	Digital Transformation(DT); Customer-Centric Approach (CSA); Supportive Work Environment (SWE); Emphasis on Learning and Development (EL&D); Ethical Business Practices (EBP); Transparent Communication (TC); Corporate Social Responsibility (CSR); Support for Community Development (SCD); Handling Crises with Empathy (HSC); Support for Employee and Customer Well-Being (SfE&CWB); Authentic Leadership (AL); Values-Driven Leadership (VDL); Driving Business Success (DBS); Enhancing Brand Reputation (RBT); Legacy of Empathy and Innovation (DI); Inspiring Future Leaders (IFL)
20	Chanda Kochhar {Former CEO of ICICI Bank)	Promoting Financial Inclusion (PFinI); Support for Microfinance (SfMicroFin); Advocating for Women in Leadership (AWL); Mentoring and Supporting Female Employees (M&SFE)**;** Focus on Employee Development (FSD); Creating a Supportive Work Environment (CSWE); Ethical Business Practices (EBP); Transparency and Communication (TC); Corporate Social Responsibility (CSR); Community Development (SC); Handling Crises with Empathy (HCE); Support During Personal Challenges (SDPC); Authentic Leadership **(AL);** Values-Driven Leadership (VDL); Driving Business Success (DBS); Enhancing Brand Reputation (RBT)

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