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Leadershift Today: *Balancing Ego and Altruism*

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Introduction

From all the definitions, theories and proposed strategies out there, the most viable conclusion may be that practicing leadership is based on personal and circumstantial aspects. What works for one leader may not work for another, due to characteristics, team-constructs, and environmental elements. We have also seen situations where a leader who was highly successful in one setting failed miserably in another. This can happen for myriad reasons. A meticulous leader could, for instance, thrive in a highly task-oriented

Abstract

This article addresses a behavioral dichotomy that seems to be a prerequisite in proper leadership performance in today's world, especially in organizational settings that cultivate a culture of wellness and reciprocal progress. While the involved concepts - ego and altruism - are generally familiar human traits, the need for a shift from one to the other once leadership has been attained, has not been discussed as such before. This article therefore aims to evoke within leaders the awareness of the need to shift their mindset, and therefore their behavior, from ego-driven to collective-focused once elevated into a leadership position. The content of this article was garnered through an introspective review, whereby the author reflected on internally and externally observed leadership experiences as a guiding factor toward substantiating or rectifying existing notions. Leadershift has thereby been interpreted as a phenomenon with egoism and altruism as the edges of the leadership continuum. What gets us into leadership is often not the same as what successfully keeps us there. Understanding the balance between the qualities that get us in the leadership position and the ones that will make us stay there - and do so in a satisfactory way - is a critical strategy in today's leadership. This article emphasizes an intuitive contrast that will only become easier to implement as leadership experience mounts and mindfulness is maintained. It confronts leaders with the need to understand and be receptive to paradigm shifts and behavioral adjustments as they transition toward higher career echelons.

environment where efficiency is the motto, but not do well in people-centric environments, where relationships seal the success-deal (Zucker, 2019). Weil & Kimball (1995) clarify this phenomenon by citing Fiedler's contingency theory of leadership, which links a leader's effectiveness to the correlation between their leadership style and control of the situation at hand. According to the contingency theory, task-oriented leaders perform better in environments where the focus is on performance and not so much on relationships, while relationship-oriented leaders thrive when connections are considered more important than rigid performance structures (Weil & Kimball, 1995; Altmäe et al., 2013; Ivanoska et al., 2019).

While Fieldler's often researched theory has a core of truth to it, leaders in today's rapidly shifting work environments can no longer afford to be one or the other. In recent years, the term leadershift has made its way into the leadership literature, and for the right reasons. Maxwell (2019) defines leadershifting as "the ability and willingness to make a leadership change that will positively enhance organizational and personal growth" (p. 5). Leadershifting is a behavioral change that leaders should apply based on the changing needs that emerge as they move onto higher ranks, and the changing circumstances and concerns they encounter. While elevating into a leadership rank usually requires ego-driven behaviors, successful performing as a leader will require a more selfless focus, based on considerations of the wellbeing of all affected stakeholders within and around the organization. Leadershift is the outcome of an internal search toward the establishment of a new – or shifted - internal and external equilibrium. This process will be depicted and further explained in figure 1 later in this article. Today, more than ever, leaders need to acquire the ability to shift between behavioral patterns in order to steer their organizations toward success. Mindfulness is arguably the most prominent internal tool to successfully shift to an agile approach (Younis & Dina Assem, 2022).

Mindfulness as a Leadership Practice
Harvard Business Review published an interview with Ellen Langer in 2014, capturing her longitudinal research on mindfulness. Langer thereby stated that mindfulness helps us beget rather than consume energy, and that paying attention to our surroundings, instead of operating on auto-pilot, enables us to reduce stress, unlock creativity, and boost performance (*"Mindfulness in the Age of Complexity"*). Ashkanasy and Kay (2023) adopted a definition of mindfulness from Bishop et al. (2004), explaining this phenomenon as "self-regulated attention on present-moment experience with an open, nonjudgmental, and accepting attitude" (p. 406). Ashkanasy and Kay (2023) thereby stress that a mindful approach can have positive effects on emotions and behavior in workplaces, resulting in more pro-social interactions, and fewer relational conflicts and undermining practices. Marques (2014) explained mindfulness within the realm of Buddhist psychology, affirming that this practice is strongly represented in Buddhist traditions. Not only does mindfulness hold a pivotal role in all streams of Buddhist meditation, but it is also considered foundational within a larger conceptual and practice-based ethical framework, oriented toward non-harming (Marques, 2014). Roche et.al. (2023), who surveyed 1,237 participants from 28 organizations in New Zealand, found that those who practiced mindfulness demonstrated heightened awareness and greater attention to the present, with less fixation on past or future, resulting in enhanced mental clarity, and in turn, displaying greater self-regulation. Consequential to the above cycle, these mindful workforce members experience greater wellbeing, and are less prone to participate in high turnover rates (Roche et al., 2023). Findings from Resnik (2022) on the

effects of mindfulness in the workplace are identical, stating that mindful individuals are usually more aligned with their values and interests, which strengthens the connection between their attitude and behavior. Indeed, "The need to include mindfulness practices is not merely a wave in today's era, but a well-considered shift that has already proven its advantage to business entities and their leaders" (Marques et al., 2023, p. 6).

Brendel et al. (2016) claim that mindfulness practices are now integrated in leadership development training at a wide range of reputable organizations such as General Electric, Google, Apple, IBM, Starbucks, Goldman Sachs, Pfizer, US Air Force, Mayo Clinic, Procter & Gamble, and AT&T. The reason these organizations have adopted this practice is simply because they have witnessed a positive shift in their leaders when practicing mindfulness (Brendel et. al., 2016). A study entailing 42 modified behavioral-event interviews with senior organizational leaders from ten countries underscored the above, as all interviewees agreed that mindfulness contributed to positive, enduring changes to their awareness, and consequently improving their leadership effectiveness (Lippincott, 2018).

Other Constructive Leadership Practices
Naturally, there are additional behaviors to enhance the report between leaders and their team members. To that end, Aitken and von Treuer (2021) identify the following four leadership behaviors as effective in encouraging connectivity in times of change: 1) effective communication; 2) focus on relationships, 3) stewardship of the organization, and 4) self-management, which encompasses the ability to cope with challenges regarding equanimity, demonstrating appropriate levels of vulnerability and practicing self-care. Knoll and Sternad (2021) add the qualities of openness, resilience and integrity with a cautionary addition of extraversion, dependent on its suitability in the involved stakeholder climate. They explain that openness enhances a leader's receptiveness to change and unpredictable circumstances, with open-mindedness as an embracing mental stance toward differences rather than an alienating one. They allude to resilience as a factor that cultivates a positive attitude, emotional stability, self-confidence, and perseverance. They justify integrity as the quality of being honest, thus trustworthy, which nurtures an atmosphere of reliability (Knoll & Sternad, 2021).

An Introspective Review
This paper comprises an introspective review (Brown, 2006), with findings underscored by secondary rather than formal primary research. Merriam Webster explains "introspective" as "characterized by examination of one's own thoughts and feelings" (2023). The selection of this methodology was based on the author's extensive exposure to leadership positions, varying from entrepreneurial and business, to academic environments, over a timespan of over four decades. Serving as a (co-)founder and principal of five for-profit and two non-profit organizations on two global continents and in multiple industries, and currently also serving as a business school dean, leading a team of highly educated scholars and practitioners, as well as multiple hundreds of students, each with their own needs and quests for developmental support or assistance, has provided the author with ample insights and study opportunities toward the phenomenon at hand. By additionally observing other individuals in leadership positions over time and becoming aware of the shifts that occurred in many of these individuals through maturation, the author approached the current study as a phenomenology, with "leadershift" as the phenomenon, and egoism and altruism as the margins on the leader's behavioral continuum. "Phenomenology helps us to understand the

meaning of people's lived experience. A phenomenological study explores what people experienced and focuses on their experience of a phenomenon" (Duquesne University, 2023, par.1). Creswell (2017) clarifies that, while qualitative research such as phenomenological inquiry, does not have firm guidelines, it does adhere to specific procedures, a focus, a persuasive account, and a reflection of the researcher's own history. In phenomenological inquiry the researcher is perceived as the research instrument (Creswell, 2017). In this particular study, the researcher followed the phenomenological procedure of bracketing themselves by discussing personal experiences with the phenomenon. While many phenomenological studies involve in-depth interviews, this is not a universal practice, as some phenomenological studies, such as the one here presented, may involve "other sources of data, such as poems, observations, and documents" (Creswell & Poth, 2017, p. 77). Since there are no direct interviews included, other than the researcher's observations, reflections, and literature (documents), the typification of "introspective review" was selected. Introspective reviews are not commonly applied in business and organization studies, but more in psychology, where introspection is considered the examination of one's own conscious thoughts and feelings (Schultz & Schultz, 2012). Yet, given that this study comprised a psychological evaluation of leaders' behaviors as they mature in their position, conducted by a researcher with longitudinal leadership exposure, the introspective review served as a proper research vehicle. As applied in this article, the introspection pertains to the researcher's above-mentioned longitudinal confrontation with leaders from various walks of life, and the behavioral shifts they have been observed to implement as they mature in their leadership position, while the concept of leadershift was treated as the phenomenon under research.

A Behavioral Dichotomy

Today's general work milieu is one with far more complexities than those of the past (Marques, 2015). Not only do we encounter greater diversity and higher levels of collective intelligence amongst our direct and indirect stakeholder teams, but the degree of change within and outside the unit we lead oftentimes demands a combination of insight and flexibility that is not compatible with our natural human quest to dwell in comfort zones. Positive developments bring their own learning moments. For instance: a) diversity in a team elevates design thinking, fairness, and expanded stakeholder identification, but it also requires greater conflict resolution skills and sensitivity to a wider range of cultural and traditional customs (Marques, 2008); b) increased collective intelligence within a team raises general insight, environmental awareness, and dealing with complexities (Bonabeau, 2009), but it also requires elevated tolerance for being questioned and criticized about decisions; and c) accelerated change eradicates monotonous routines and organizational myopia, can avoid obsolescence, and may lead to performance excellence, but it can be an energy drain and pose a threat to one's leadership skills and values, thus leading to potential change fatigue and change resistance (McMillan & Perron, 2020).

Still, all the above are external factors that may profoundly influence our leadership trajectory, but don't touch on the most compelling challenge leaders face: the internal one. Fact of the matter is, that most of us embark on leadership positions because we are ambitious, consider ourselves visionaries, and, let's be honest, have a good-sized ego, which, ever since we can remember, propelled us ahead in life long after others gave up. In this article, the word "ego" is interpreted as one's sense of self-worth, which is arguably the most common way of using the term in day-to-day life (Merriam-Webster). Some of the synonyms that may clarify this

interpretation are pride, self-regard, and self-esteem, and when used in an "exaggerated" sense, ego is almost the same thing as conceit (Merriam-Webster). Wrapped in that ego are the indispensable traits of resilience, courage, perseverance, and confidence. Other, often listed leader characteristics are, motivation, self-efficacy, and risk-taking (Phipps Simone, & Prieto, 2021). And they all matter toward good leadership, because decisions have to be made, sometimes with insufficient data, and lack of insight into future trends.

Yet, what gets us into leadership is often not the same as what keeps us there. This thought is the foundational mindset behind the research and reflections presented in this paper. If presented as a proposition, it might be formulated as:

> **P1.** *The behaviors that propel leaders into their position are not the same as the ones that will successfully keep them there.*

Understanding the balance between the qualities that get us in the saddle and the ones that will make us do well is a critical strategy in today's leadership. The greatest learning curve for leaders may very well consist of developing the skill many of us who perceive ourselves as leader material have not been tested on before: altruism, which entails the act of putting others' objectives before our own (Singh & Krishnan, 2008). It is important to understand the difference between altruism and self-sacrifice, since these two constructs are often used interchangeably, which is incorrect. Singh and Krishan (2008) explain that "self-sacrifice does not specify who the beneficiary of the sacrifice would be, while altruism is essentially focused on "giving up" so that the other person benefits" (p. 262). Rohman et.al. (2022) add that "the altruistic individual cares and wants to help even when no benefits are offered or there is no hope of getting them back" (p. 1). The study conducted by Rohman et.al (2022) did not confirm a strong effect of altruistic behavior onto organizational performance, but established its positive effect on the welfare of stakeholders. Salas-Vallina and Alegre (2018) add that altruism, while not often acknowledged as such, is a critical leadership skill that has to do with considering the welfare and rights of others, feeling concern and empathy toward them, and undertaking actions that benefit them.

Being altruistic when you have catapulted yourself up the career ladder through your ego-driven skills is actually a behavioral dichotomy, but it is one that has become a prerequisite for proper leadership performance in today's world. Leaders' altruism becomes critical when the overall quality of a team is being assessed, and the leader realizes that the team is only as strong as its weakest link. So, what's the most appropriate strategy here? Either replacing the weakest link, but since that's easier said than done with human lives and a wide range of legal and ethical ramifications, it may be much better and consciously sound to elevate the strength of the weakest link. Key here are motivation and support. Strengthening the weaker members in a team can be time consuming, and sometimes frustrating, because there is generally no personal gain for the leader in this act, other than knowing that they did the morally right thing. Having focused most their life on individual excellence, this aspect can be a tough lesson to learn for leaders.

A Paradigm Shift

One of the most frequent ways for leaders to engage in altruistic behavior is through writing letters of support to evaluating entities when subordinates are up for promotion or contract renewal, or even when they apply for another job. Another act of altruism is to go the extra mile in advocating to the human resources department or – if applicable – senior management, for sponsored skill-enhancement training of team members. Yet another could

be spontaneous mentoring of junior team members, including personal sponsorship of skill enhancing tools (training), to help them gain confidence and, hopefully, mastery in executing their tasks. Mallén et al. (2015) add some additional examples of altruism in work settings, such as assisting others who have to carry a heavy workload, guiding colleagues who are confused, or bringing those who were absent up to speed. Salas-Vallina and Alegre (2018) underscore that altruism is a common feature in a variety of leadership styles and supports a positive climate, as it compels the leader to think about the welfare and rights of other people, be empathetic toward them, and focuses on their progress. While some of these acts may serve the leader's reputation well, this is most often not the driving motive toward performing them, so there is still an admirable degree of selflessness embedded in helping others excel. Additionally, such behaviors from a leader oftentimes contribute to an atmosphere of reciprocity, whereby subordinates may support the leader should he or she ever land in a precarious position. Fortunately, the viewpoint of future support is rarely the driving motive to engage in leadership altruism.

Within the context of leadership, the altruistic approach entails elements of various theories and styles described in recent decades, such as, but not limited to,

- ❖ Spiritual leadership, whereby the leader works consciously from a connection with transcendence, something beyond the material, driven by a powerful sense of higher purpose, love and service to others (Altman, 2010). Spiritually and developmentally mature leadership expressed through hope, faith, altruistic love, joy, peace and serenity are potential products of spiritual leadership (Allen & Fry, 2019). Within the context of spiritual leadership, Parameshwar (2005) describes an ego-transcendence-based leadership model, which compels a leader to focus on a higher purpose and engage in self-sacrifice, specifically under challenging circumstances. Parameshwar (2005) claims that leaders' ego-transcendental behavior, based on moral principles, can help transform challenges into opportunities.

- ❖ Awakened leadership, whereby the leader performs from the heart and soul by practicing a holistic and authentic approach in every environment and at every time (Marques, 2010). Awakened leaders focus on highly ethical behavior in order to govern, assist, and lead their employees in completing tasks and adhering to prescriptive policies in promoting a culture of good accountability practices. The qualities they prescribe to are kindness, courage, commitment to high moral and ethical principles, enthusiasm, dedication, and vision when it comes to directing every employee (Kamil et al., 2022). Marques (2010) reported that awakened leaders have learned from their prior mistakes, engaged in thorough self-reflection, and subsequently realized that they had been sleepwalking through life, and that they needed to awaken to contemporary reality and needs. Some additional qualities Marques (2010) mentioned as being embedded in the practice of Awakened Leadership are, morals and values, ethics, integrity, honesty and trust, deep listening, respect, justice, forgiveness, love, and spiritual connection, each of these characteristics being conducive to altruism.

- ❖ Ethical leadership, which includes ethical behaviors, consistent with appropriate norms, through the leader's actions and relationships, with integrity and fairness as some of the main behavioral drivers (Mishra & Tikoria, 2021). Studies have demonstrated that there is a positive relationship between altruism and ethical leadership; between integrity and ethical leadership; and between ethical leadership and organizational justice (Engelbrecht et al., 2018). In their review of post-Covid practices focused on sustainable

practices, Suryankietkaew etal. (2022) stress the importance of establishing strong ethical principles, moral behaviors and altruism as a critical combination in business conduct for societal wellness and sustainable business practices.

❖ Servant leadership, where the leader aims to serve first, and take care of the priorities of others to help them grow (Greenleaf, 2005). Even though most of us first aspire leadership and then engage in altruistic acts, making the transition to servant leadership should be possible. Key dimensions of servant leadership are charisma, building community, altruism, moral integrity, morale support, stewardship, humility, courage, standing back, and empowerment (Maibvisira & Tefera, 2022). Servant leaders benefit their organization by supporting, involving and developing employees as well as emphasizing the importance of listening to, appreciating, valuing and empowering people (Bass & Riggio 2006). Van Dierendonck and Patterson (2015) stress that servant leadership theory cultivates leaders who serve their followers and help develop them to their fullest potential in different areas such as task effectiveness, community stewardship, self-motivation, and also the development of their leadership capabilities. Thus, Servant Leadership behaviors encapsulate and support the altruistic leadership pattern.

Each of the leadership styles and their practices as described above focus on the motivation of a higher purpose in leading others. Klaus and Fernando (2016) affirm that "[h]igher purpose driven leader initiatives are likely to overcome temptations to further one's ego needs, and drive leaders to explore ways to generate more common good" (p. 88). On the other hand, Naseer et al. (2022) call for a cautious approach in ego-depletion, as this may affect a leader's decision-making processes. Ego-depletion could lead to emotional exhaustion when engaging in impression management and surface acting, but could be kept in balance through a sense of belonging and engagement, as has been observed in servant leadership, transformational leadership, and authentic leadership. Practicing these leadership styles, which all relate to the ones mentioned earlier, positively affect leaders' psychological well-being (Naseer et al., 2022).

The altruistic approach also harbors elements of the more seasoned theory of transformational leadership, which is interpreted as positively transforming and intellectually stimulating onto subordinates through the leader's influence (Bass et al., 1987). Groves and Larocca (2011) confirm the link between altruistic behavior and the transformational empowerment process by explaining that this behavior enables followers to function as autonomous persons and conjures an ethically sound environment, where performance is more effective and more enduring. Transformational leaders have the ability to improve morale, and therefore also productivity and performance, in today's high-paced and volatile work environments. By practicing inclusive strategies resulting in increased senses of ownership amongst employees, they elevate a general sense of belonging and security, as well as commitment (Shayegan, Yavari, & Bazrkar, 2022). This, then, becomes the work climate that is infused with intrinsic motivation, which brings inherent satisfactions, along with the enjoyment of and interest in the task itself, rather than solely for material gain, such as more money, recognition, or rewards (Raad & Atan, 2019).

Leadershift and Organizational Wellbeing
The need for a leader to shift from ego-driven to altruistic behavior makes more sense in today's world than it has ever made before. Contemporary workers, while still in need of their

monthly paycheck, seek – above anything else - intrinsic motivation in their work. They want to feel that what they do matters in the process of performing toward a common goal, and that they, too, improve through the progression of their labor. This is particularly the case as the pace of change accelerates and uncertainty augments, as "[u]ncertainty in business environments is promoting learning as an organizational value" (Al-Gharaibeh & Ali, 2022). Al-Gharaibeh and Ali (2022) affirm that establishing a culture of knowledge sharing (KS) will positively affect employees' intrinsic motivation. Through their behaviors, leaders can influence their followers' and therewith, the organization's innovativeness. Also, employees who feel that their leaders support innovation and provide psychological empowerment oftentimes display higher levels of creativity (Jaithen Abdullah et al., 2019).

Clarifying what propels organizations into "learning organizations," Senge (1992) emphasizes the importance of making continual learning a way of organizational life. Doing so, he explains, will help improve the performance of the organization as a total system. Senge (1992) continues, "[t]his can only be achieved by breaking with the traditional authoritarian, command and control hierarchy where the top thinks and the local acts, to merge thinking and acting at all levels" (p. 30).

While praising the general context of Senge's theory of learning organizations, Shih-Wei & Lamb (2020), place matters in a contemporary perspective by alluding to the fact that Senge's theory was developed in an era where bureaucracy had to be reduced, and productivity had to increase. Today, these authors attest, the learning organization is even more critical, but the focus needs to shift beyond mere productivity and innovation, and into a wider social and ecological perspective. The call in this article for leaders to actively explore and implement a behavioral shift from ego-driven aspirations to an altruistic approach fits well into Senge's as well as Shih-Wei & Lamb's advocated strategies, as it augments greater team support and organizational flourishing, but also greater intrinsic motivation, which is related to myriad factors of fulfillment. It may also be prudent to stress that the term "leader" pertains here to anyone in a position of responsibility, and not necessarily the person in the C-suite.

Practical and Societal Implications. This paper, and the perspectives included herein, strongly advocates an invitation for a leadershift from ego-driven to altruistically driven behavior. As mentioned before, the shift from an ego-driven pattern of excellence to an altruistically driven one may not come easy to all leaders, as the personal paradigm of fulfillment will have to be adapted. Yet, leaders who practice altruistic behavior help create a more fulfilled and empowered workforce, resulting in less turnover and stress, and more engagement and possible organizational advancement. The pathways leaders could choose toward mastering the altruistic mindset are divergent, entailing meditative practices, requesting mentorship from leaders who successfully practiced the collectivist approach, studying the leadership styles mentioned earlier in this paper (spiritual, awakened, ethical, servant, and mindful transformational leadership), or engaging in other deep reflective approaches.

The benefits this leadershift could bring in workplaces is that employees who admire and advance from the altruistic leadership behaviors may adopt this style toward those they supervise and work with, thus spreading a pattern of reciprocity and mutual appreciation throughout the organization, as well as toward external stakeholders.

It is important, however, that leaders remain aware of refraining from being taken advantage of by being mindful of the possibility of ego-depletion (Nasseer et al., 2022) and how to keep that in constructive balance, rather than having it lead to emotional exhaustion). As Nasseer

(2022) explained, true engagement rather than on-the-surface involvement, may steer leaders into reformatted goal-setting practices for their organizations, entailing augmented inclusion from stakeholders, and resulting in an elevated sense of intrinsic motivation for all.

Practice Makes Perfect

Grasping and internalizing the importance of combining early developed and established leadership abilities - ambition, vision, and ego, along with the embedded aspects of resilience, courage, perseverance, and confidence - with altruistic behaviors, is a gradual, intuitive, and sometimes painstaking path. This path will become easier to tread as leaders mature in their leadership performance, because of the internal gratification it brings through the realization that altruistic behavior solidifies and ennobles their performance. A leader who engages in altruistic behavior will be positively rewarded with a greater receptiveness to learning and collectively performing (Mallén et al., 2015).

In consideration of the proposition presented earlier, stating, "the behaviors that propel leaders into their position are not the same as the ones that will successfully keep them there", the reviewed literature supported that such is indeed the case. Leaders will have to ensure a proper balance in their mental and emotional approach toward leading others and their organization toward ongoing growth. The qualities of resilience, courage, confidence, and perseverance will remain, but the aggressive edges of individualism will need to make place for a more collectivist mindset, wherein leaders will increasingly find themselves engaging in acts that benefit their followers, and oftentimes not themselves (see explanation, *Figure 1* below).
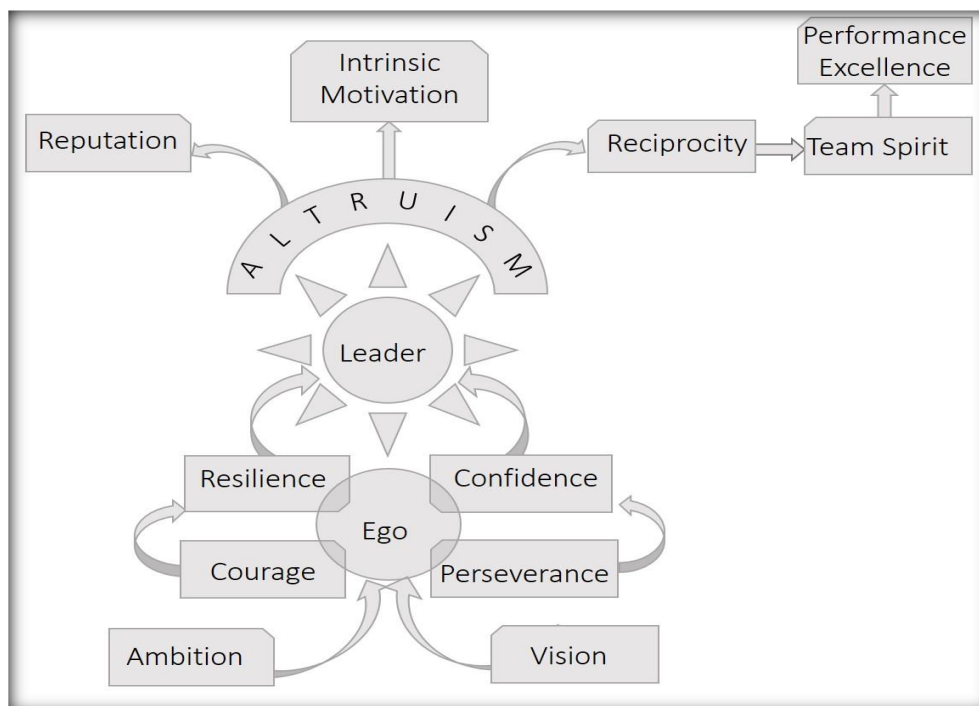
Figure 1:

"What gets us into leadership is often not the same as what keeps us there" (Author's own)

For those of us who believe in everything happening with a purpose it is also rewarding to keep in mind that our altruistic acts of today will result in a future reward that existence has in store for us. Individuals with stronger positive reciprocity beliefs cultivate higher altruistic spirits than the average person (Zhao et al. 2016).

And finally, "it is necessary to incorporate, within organizations, a humanistic point of view in which individuals are motivated by helping others, [and practice] altruism or service to others, instead of focusing on egoistic goals" (Mallén-Broch & Domínguez-Escrig, 2021, p. 712). As *Figure 1* depicts, leaders who engage in altruistic acts become aware of the potential effects their acts have on the organization through greater team spirit, as well as the profound subliminal lesson they teach their team members through their actions.

Explaining Figure 1: *Figure 1* depicts what has been established in this paper and was captured in the proposition (P1), "The behaviors that propel leaders into their position are not the same as the ones that will successfully keep them there." Following the figure from the bottom up, it depicts that most leaders ascend into their positions based on strong individual qualities, fueled by ambition and vision, and supported by character strengths such as courage, perseverance, resilience, and confidence. An argument can be made (or disputed) that courage fuels resilience, and perseverance supports confidence. These characteristics, as laudable as they are, embellish the ego when success starts manifesting itself.

Once the leadership position has been accomplished, and experience sets in, the leader starts to understand that the ego-driven motives need to be shifted toward a more collectivist mindset, and the wellbeing of stakeholders needs to *shift* to the forefront. Whether this is a short-term or a long-term process will depend on the leader's maturity, adaptability, and stakeholder focus. This, then, is where co-workers' intrinsic motivation can make a world of difference between a steady and well-performing workforce and one where exists are rampant. The organization's reputation needs to be safeguarded, while a stance of reciprocity will enhance the team-spirit amongst workers, leading to a greater change of consistent performance excellence.

The cautionary note should be made that the above figure does not reflect the level of complexity or opposition one can experience in leadershift situations. This is all based on the type, size, and readiness within the organization involved.

Implications for Further Research
This article, including the figure depicted above, represents the insights and research of one seasoned scholar, based on leadership experiences in multiple industries and in two global continents. However, it is still a limited view, and the concept of leadershifting could be further investigated, with potential foci on:

❖ Whether and how organizational size, structure, industry, and local culture influence the process of leadershifting.
❖ What behavioral factors could support or impede leadershifting.
❖ Whether leadershifting will work equally well at the tactical, operational, and strategic level of performance.

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