Self-Leadership-The case of Nelson Mandela and Winston Churchill

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Abstract: This article analyzes the conduct and lives of Nelson Mandela ad Winston Churchill, two charismatic leaders who influenced and shaped global politics and governance. Through comparing and contrasting their self-leadership roles, the article explores the rate at which they implemented various components and examines how their personalities led to success and failures during crises. A comprehensive review of primary and secondary sources is drawn through qualitative research approaches. A famous British Prime Minister, Winston Churchill, illustrated exceptional leadership styles during the Second World War. His visionary outlook, resiliency, and stable determination enabled him to rally Britons through his steadfast decision-making procedures and compelling speeches hence the excellency in emotional self-awareness, acknowledging and managing his attitudes and feelings while encouraging citizens. In contrast, his leadership style was intermittently marked by an aversion to compromise the rule of law and stubbornness, thus compromising his ability to overcome post-war challenges effectively. Moreover, Nelson Mandela, an iconic leader, and the revered South African anti-apartheid leader, demonstrated remarkably self-leadership qualities in all his years of struggle for equality and Justice and subsequent presidency. The South African president had extraordinary forgiveness, humility, and commitment to inclusivity demonstrated through self-control, self-awareness, and social awareness. His empathic attributes and societal integration were essential in leading the great nation toward a peaceful transition and reconciliation from the British colonialists to democracy. His steadfast adherence to his principles during immense adversities revealed transformative actions embodying the essence of self-leadership. These leaders faced significant challenges. However, their approaches were different due to their distinguished attributes. Winston Churchill's decisiveness and tenacity influenced Britons morale during the Second World War, and Mandela's ability, willingness, and humility to engage in dialogue improved a sense of healing and unity in post-apartheid South Africa. Therefore, these personal attributes are vital in determining their leadership success and failures. Through a comprehensive analysis, this study contributes to the nuanced understanding of self-leadership and its applications in historical contexts. The lessons from Mandela and Churchill's experiences inform contemporary leaders and encourage them to nurture self-awareness, resilience, empathy, and adaptability, developing effective leadership impact globally.

Keywords: self-leadership, Nelson Mandela, Winston Churchill, global politics, leadership impact globally.

1. INTRODUCTION

Leadership is a complex and multifaceted concept transforming history and influences individuals' lives locally and internationally. The iconic leaders, Winston Churchill, and Nelson Mandela, are prominent and accomplished examples of leaders who developed indelible footprints and marks in their respective nations, leaving desirable and lasting legacies reverberating globally (Burgess et al., 2021). This study examines the conduct and lives of these two iconic figures, determining how they practiced multiple components of self-leadership while analyzing their attributes influencing success and failures during crises. Winston Churchill, a distinguished British leader, was a Prime Minister during World War II, navigating his nation through one of the most globally challenging periods (Khuwaja et al., 2020). He had committed leadership and powerful rhetoric, playing a pivotal role in protecting Britons from forces of tyranny.

In his part, Nelson Mandela, the most respected and revered global anti-apartheid leader, and former South African president, navigated his country toward democracy and reconciliation after decades of oppressive racial discrimination and segregation. His outstanding and unwavering commitment to the rule of law and his ability to transform reveals the potential impact of self-leadership in attaining transformative change (Garba & Akuva, 2020). This study analyzes how Mandela and Churchill exemplified significant leadership components such as self-control, self-motivation, adaptability, and self-awareness in leading their people. Through the evaluation of primary and secondary sources, including historical accounts, speeches, and biographies, the personal attributes of these two leaders that underpinned their leadership styles and determined their actions and responses during critical moments in their respective leadership roles are discerned.

Recognizing and understanding the self-leadership practices and attributes of Mandela and Churchill provides valuable insights for current leaders facing governance and leadership complexities. In analyzing and studying the life and legacy of these two iconic individuals, lessons applicable to leadership in diverse contexts are derived, thus guiding leaders in establishing and implementing emotional intelligence, self-awareness, and the ability to develop cohesive and inclusive societies (Kittikunchotiwut, 2019). Therefore, this study contributes to the scholarly discourse of self-leadership, demonstrating its relevance in contemporary and historical leadership spheres. A comprehensive analysis of Mandela and Churchill's conducts and lives ultimately influences a nuanced understanding of the imminent impacts of self-leadership on the global leadership landscape.

Background of the Study

Leadership is an enduring and explorative subject critical in transforming societies, organizations, and nations. The leadership study entails multiple models, theories, and frameworks demonstrating the behaviors and qualities making influential leaders. The significant framework is the concept of leadership emphasizing the roles of self-management and personal attributes in leadership efficacies (Khattak & O'Connor, 2020). Self-leadership can be explained as the ability to foster, guide and motivate individuals in achieving personal and professional accomplishments, and this comprises self-regulation, self-awareness, adaptability, and self-motivation, thus enabling individuals to be in charge of their emotions, actions, and decision-making processes leading to desirable and appropriate desirable outcomes (Martin, 2023). Nelson Mandela and Winston Churchill are great and iconic leaders who left a legacy profoundly impacting the nations and the globe. Their leadership journeys influenced periods of immense crises and upheaval, compelling them to demonstrate exceptional self-leadership qualities.

In examining their conduct and lives through self-leadership lenses, we can gain valuable insights into the interplays in leadership efficacy and personal attributes. Winston Churchill, born in 1874, was the British Prime Minster between 1940 to 1945 and then from 1951 to 1955 and is popularly known for his relentless leadership style during the Second World War due to his ability to rally the British against Nazi German threats (Nleya & Chummun, 2022). His indomitable spirit and astute determination were significant in encouraging and influencing his nation and a sense of unity in the darkest periods of the war. He had encouraging and powerful speeches exemplifying and addressing his ability to establish hope and integrate the Britons (Martin, 2023). During his tenure, Churchill demonstrated remarkable self-leadership attributes, such as emotional self-awareness, evident in his ability to acknowledge and manage his emotions despite the immense pressure and adversity caused by the war.

Consequently, he was capable of composing himself and demonstrating confidence and strength to the nation since his self-control enabled him to make tough decisions, including the evacuation of Dunkirk, ultimately saving thousands of lives. Therefore, his consistent belief and motivation in the British influenced him to work extraordinarily hard to be victorious even when he faced setbacks (Zehndorfer, 2020). In contrast, Churchill's leadership had inconsistencies and flaws due to his reluctance and stubbornness to compromise, especially in the post-war period, thus affecting his ability to overcome complex political and leadership challenges effectively. His government's failure in enacting and implementing long-term economic and social reforms led to the loss of popularity, leading to his eventual political loss and defeat in 1945 (Zehndorfer, 2020). However, despite these shortcomings, Churchill's contributions to the Allied Coalition's victory in the Second World War and his enduring impact on global leadership and politics integrated his position as one of the 20th century's most respected leaders.

Born in 1918, Nelson Mandela became a transformative leader in the struggle against apartheid in South Africa and was imprisoned for 27 years. He symbolized resistance and reconciliation, demonstrating self-leadership principles in his quest

for equality and Justice (Thwala, 2023). After his release in 1990, he played significant roles in negotiating the end of apartheid and monitoring a peaceful transition to democracy. His attributes were influential in his leadership journey since his deep self-awareness enabled him to acknowledge the injustices of apartheid and the desire for change (Robinson et al., 2020). Furthermore, his resiliency and self-control were illustrated throughout his imprisonment because he maintained principles of non-violence and pursued education and personal growth.

As a result, he had remarkable abilities to motivate himself and others since he inspired the nation to overcome the legacy and challenges of racial segregation and opted for reconciliation. His notable and unique attribute was his empathy of capacity. Despite suffering in imprisonment, he endured and advocated for understanding and forgiveness in building bridges between racial and ethnic communities in South Africa (Rifaldi et al., 2019). Therefore, his commitment to inclusivity and ability to recognize, understand and connect with people from various backgrounds was essential in the success of the Truth and Reconciliation Commission, which healed the wounds of apartheid.

Mandela's ability to adapt was significant in the transition to democracy since he recognized the need for collaborations and engagements in dialogue with his political opponents, thus illustrating his willingness to compromise for the greater good of the South Africans. His leadership style influenced a sense of belonging and unity, ensuring the country's transformation was inclusive, equitable, just, and peaceful (Rifaldi et al., 2019). Therefore, by examining the lives of these two leaders, the study deepens the understanding of the roles of personal attributes in leadership efficacy. The citizens' responses during the crises provide nuanced and rich insights into the impacts and applications of self-leadership during challenging times.

This study's findings will contribute to the scholarly discourse on self-leadership and leadership, thus highlighting the significance of personal attributes in effective leadership. In understanding these lessons and experiences, individuals can glean essential insights informing their leadership styles during challenges and crises (Nwunde et al., 2022). Moreover, the research contributes to developing leadership theories influencing positive impacts and change in the global landscape. Notably, understanding the outstanding leadership qualities of these two great leaders during their respective tenures provides a critical context for examining their self-leadership attributes and their ability to overcome challenges during crises.

Winston Churchill's leadership was defined by the challenging period of the Second World War when the survival of Britain and other Allied Coalitions hung in the balance. The threat of Axis powers and Nazi Germany influenced swift and decisive actions. Therefore, his unwavering leadership and unshakable determination were essential in rallying Britons and encouraging them to withstand the challenges and hardships of war (Nleya & Chummun, 2022). He developed speeches conveying and demonstrating a powerful sense of determination and national unity, indicating his mastery of emotional awareness.

He understood the significance of addressing and managing the Briton's emotions and instilling in them an unshakable belief in their strength to overcome adversity (Khattak & O'Connor, 2020). Moreover, the leader's ability to develop self-control and initiate tough decisions was common during his tenure (Martin, 2023). Despite the insurmountable situations during the war, he maintained his composure and made complex choices in evacuating British forces, thus showcasing his ability to control his emotions and prioritize the greater good of his nation over his personal and political considerations.

Churchill's self-leadership attributes had limitations and challenges due to his compromise affecting his efficacy in post-war leadership. Britain evolved from the war with footing challenges such as social reforms and reconstruction; hence his unwavering belief in his visions conflicted with the nation's quest for compromise and consensus (Martins, 2023). This affected his ability to overcome the changing political landscapes, enacting and implementing necessary reforms, resulting in his eventual political defeat in the 1945 elections (Khaliq et al., 2021).

Contrastingly, Mandela's leadership journey was marred by the struggle against apartheid in his country. His self-leadership attributes had significant roles in his prowess to initiate change and navigate against the complexities of a deeply divided nation. His stable self-awareness allowed him to recognize the injustices of apartheid and the reasons for consensus and reconciliation. This was contributed by his long enduring years of imprisonment marked by deprivation and isolation hence his ability to develop resilience and remarkable self-control (Mandela's Successors, 2020). He encountered various challenges but was capable of maintaining his principles of tranquility and opted to focus on his education and growth.

His ability to interact with his citizens through empathy was essential in the quest for reconciliation. Furthermore, his compassionate nature influenced him to develop an understanding of the challenges and suffering experienced by South African racial communities (Nelson Mandela, 2019). The quest for cohesion and inclusivity and the nature of empathizing with both the perpetrators and victims of apartheid perpetuated a conducive environment for dialogue and healing among citizens. Moreover, the enactment of the Truth and Reconciliation Commission illustrated his empathetic leadership, enabling the country to confront and overcome the oppressive reign of apartheid and collectively build a shared future as a nation (Robinson et al., 2020). In addition, his ability was significant in the transition to democracy by recognizing the urge for compromise and collaboration and compromise since he engaged in dialogue with his political opponents and sought common ground. This approach ensured the South African transformation was inclusive, peaceful and prevented further conflict.

Therefore, Nelson Mandela and Winston Churchill demonstrated various leadership components in all their leadership journeys. His ability to embrace consistent determination, self-control, and self-awareness integrated the Britons during the Second World War (Robinson et al., 2020). Furthermore, his inability to understand the citizens' sentiments and compromise his stand after the war compromised his leadership. In contrast, Nelson Mandela's ability to be resilient and adapt to the situation in his country influenced his quest for reconciliation and justice in the country (Rifaldi et al., 2019). Therefore, by evaluating these two iconic leaders' practices and personal characters, valuable perceptions and insights are gained in understanding the impact and application of self-leadership during crises (Alkhawlani et al., 2021). Their attributes, responsibilities, and experiences encourage the current global leadership in demonstrating the significance of self-awareness, resilience, adaptability, and emotional intelligence thus managing complex challenges and making lasting global impacts and legacies.

2. LITERATURE REVIEW

Introduction

Self-leadership is a famous concept acknowledging the significance of leadership management globally. In various landscapes, it is referred to as the capability of individuals in managing their actions, emotions, and decision-making procedures in attaining professional and personal goals. The procedures of self-leadership comprise various factors including self-motivation, adaptability, self-awareness, and self-regulation, fostering appropriate leadership outcomes. Therefore, comprehending the applications of self-leadership in iconic leaders such as Nelson Mandela and Winston Churchill is vital. These two leaders possessed remarkable leadership traits and essentially contributed to their nations and the world. In exploring their conducts and lives through the self-leadership lens, valuable insights are achieved into the relation between leadership efficacy and personal attributes during periods of crisis.

Analysis of Nelson Mandela and Winston Churchill

Hai and Van (2021) state that the importance of self-leadership depends on its domain to improve leadership efficacy and establish positive outcomes. Self-awareness is a significant component of self-leadership, enabling leaders to understand their weaknesses, emotions, values, and strengths. Garba and Akuva (2020) postulate that this allows leaders to make effective decisions, develop authentic relationships, and appropriately manage their behavior. Self-regulation is another essential component in managing personal emotions, reactions, and impulses. Hai et al. (2021) assert that leaders capable of regulating emotions are effectively equipped to handle stressful situations, maintain composure and develop rational decisions. Self-motivation drives self-leadership, allowing leaders to remain resilient, focused, and determined in the wake of challenges and setbacks. Leaders who effectively motivate themselves will likely motivate and inspire others, influencing a productive and positive working environment. Hidayah and Nazaruddin, (2019) denote that adaptability is the strength to adjust and thrive in transforming circumstances and is an essential component of self-leadership. Leaders adapt to their approaches, behaviors, and strategies, meeting changing demands and challenges, and are better positioned to lead during distressful times effectively.

Brandt (2020) explains that analyzing self-leadership regarding Churchill and Mandela provides valuable insights into how these two iconic leaders exemplified the significant components of self-leadership and its impacts on their leadership efficacy. Churchill's effective leadership approaches during the Second World War and Nelson Mandela's transformative leadership during apartheid reveal the strength of self-leadership attributes in guiding individuals and nations in challenging times (Martin, 2023). Examining these two leaders' self-leadership attributes can identify best practices and lessons relevant

to contemporary leaders. Nleya and Chummun (2022) assert that understanding self-awareness, self-motivation, adaptability, and self-regulation fostered by these two leaders can inform the establishment of leadership development practices and programs cultivating effective attributes among current and upcoming leaders.

Winston Churchill: A Self-Leadership Perspective

Winston Churchill's transformative leadership during the Second World War is a remarkable example of determination and resilience in global history. Khattak and O'Connor (2020) explain that as a British Prime Minister from 1940 to 1945, he was at the forefront of his nation during the most trying and challenging periods of the war. His unshakable role in defending the British and its allies was relevant in inspiring the citizens and integrating the war's struggles (Tang, 2019). The primary self-leadership attribute revealed by this iconic leader was his emotional self-awareness and nuanced understanding of his feelings and their leadership impacts. Even though he faced immense obstacles and trials of adversity and immense pressure, he composed himself and resolved to integrate, projecting the nation's confidence and strength. Through emotional self-awareness, he indicated a sense of determination and optimism, inspiring his citizens during the challenging period of war (Younis et al., 2022). Furthermore, his speeches were related with emotional resonance, and substantial rhetoric was vital in integrating the nation and encouraging a collaborative sense of unity and resilience.

His self-leadership was revealed by his capability to enact and implement tough decisions and develop self-control during challenging times. He demonstrated desirable self-control in containing his emotions, especially during challenges and setbacks (Tang, 2019). This was evident during the evacuation of his army from Dunkirk. During this period, he was calm and resolute hence the complex decision to evacuate British forces regardless of the daunting complexities established by the war (Younis et al., 2022). This decision projected self-control and willingness to prioritize his nation's sovereignty over personal and political ambitions. In adopting and practicing self-control, he led with transparency, clarity and made strategic decisions leading to the Allied Coalition victory.

Analysis of Churchill's Motivation and its Role in Inspiring the British

Tang (2019) asserts that his motivation was the remarkable force of his astute character and self-made leader during the Second World War revealed his unwavering belief in the country's cause and his capability to safeguard the freedoms and values of the nation, inspiring himself and his citizens. This served as a beacon of resilience and hope during the war's darkest hours since his speeches were filled with unwavering rhetorical conviction, thus instilling a sense of determination and unity in the Britons and fuelling their resolve to manage the challenges they faced (Van Wart & Medina, 2023). The motivation was significant in inspiring the nation and influencing a collective spirit of sacrifice and resilience. Even though his leadership during the Second World War was celebrated, he faced post-war periodic challenges. A comprehensive analysis of his leadership style marred with a firm vision, resolute determination, and resolve was appropriate for overcoming the complexities of political scenarios and post-war reconstruction (Zargar, 2019). His sluggishness to compromise his stances in the rapidly changing global political landscape affected his ability to initiate long-term economic and social outcomes, thus being criticized and defeated in the 1945 general elections (Tang, 2019). This revealed his poor adaptability during the war significantly steered the nation through the crisis, defeated his enemies, and contributed to his country's success.

Notably, his capability to manage and control his feelings and emotions led to his composure and focus during the period of immense challenges and pressure enabling him to demonstrate astute confidence and trust to the citizens thus a sense of reassurance. In addition, his decision-making abilities and self-control revealed remarkable rationality and composure and this is evident when he was compelled with the option of negotiation with Nazi Germany or continuing with the war (Zehndorfer, 2020). His self-control compelled him to reject any retreat options and convince the nation to endure hence the motivation being influential on his leadership during the Second World War. Tang (2019) asserts that his deep-seated conviction in defending democracy and freedom influenced his relentless efforts to mobilize the British to maintain their morale. He had the remarkable capacity to adjust his approaches and strategies as the war progressed. Furthermore, he needed to adapt to changing circumstances and revise plans during comprising situations.

Nelson Mandela: A Self-Leadership Perspective

Nelson Mandela's leadership style in the anti-apartheid movement in his country is broadly celebrated as a transformative force for equality, justice, and reconciliation. He devoted his life to advocating against the oppressive apartheid regime in

fighting for the rights of his countrymen despite their race (Zehndorfer, 2020). He led the African National Congress (ANC) and led various civil disobedience, peaceful protests, and negotiations in dismantling apartheid and developing a democratic country.

Analysis of Mandela's Self-awareness and its Influence on his pursuit of Justice

Rifaldi et al. (2019) denote that self-awareness was a distinguished characteristic of Nelson Mandela's self-leadership since he deeply understood his values, principles, and moral imperative in condemning injustice. This leader's self-awareness was instrumental in enabling him to acknowledge the injustices and inequalities caused by apartheid thus compelling him to mobilize citizens in the quest for change (Nleya & Chummun, 2022). Furthermore, when on trial and imprisonment for 27 years in Robben Islands, he illustrated self-control and resiliency by connecting his primary beliefs with his actions (Thwala, 2023). Even though he faced extreme conditions and isolation, he was steadfast and committed to his faith in the strength of reconciliation and forgiveness. This compelled him to develop a sense of purpose and dignity when he was faced with complexities and challenges in the quest for his country's independence (Nelson Mandela, 2019). Moreover, resiliency inspired him to overcome the despicable conditions of imprisonment in Robben Island and be the South African symbol of hope and national unity due to his driving force of motivation.

Consequently, the inspiration influenced his successful leadership style since it established a purposeful sense and vision of a non-racial, united, and democratic South Africa. Furthermore, his inspiration was based on his belief that reconciliation and forgiveness were paramount in healing the country from the impacts of apartheid and nurturing a country based on equality and justice (Mandela Successors, 2020). This motivation was a source of inspiration for his fellow activists and people around the world, admiring his unwavering commitment to the cause.

Assessment of Mandela's Empathy and its Significance in Fostering Healing and Inclusivity

Brandt (2020) asserts that empathy was an essential and defining attribute of Mandela's self-leadership since he had a remarkable ability to connect and understand individuals from all walks of life, overcoming cultural and transcending boundaries. His empathy enabled him to grasp the suffering and pain experienced by individuals and communities affected by apartheid, thus influencing an all-inclusive environment for healing (Mandela Successors, 2020). Through advocating for understanding and forgiveness, he facilitated the Truth and Reconciliation Commission providing a platform for victims and perpetrators to share their ordeals and promoting healing.

Analysis of Mandela's Adaptability and its Role in the Transition to Democracy

Garba and Akuva (2020) explain that Mandela's adaptability was significant in transiting from apartheid to democracy since he recognized the need for collaboration and engagements in dialogue with political opponents such as National Party led by President F.W. de. Klerk. Furthermore, his ability to adopt this approach in negotiating good faith contributed to the smooth transition and development of a democratic South Africa. The inclusive leadership style influenced a sense of belonging and unity, ensuring the transformation of an all-inclusive representation of all South Africans (Hai & Van, 2021). A stable commitment to equality, justice, and reconciliation characterized his leadership in the anti-apartheid movement.

As the ANC leader, he mobilized his fellow citizens and attracted international support for eliminating apartheid. His adaptability led to the development of negotiating approaches in good faith and was substantial in facilitating a peaceful democratic transition, thus fostering a sense of unity and shaping the voice of South Africans (Hai et al., 2021). Therefore, his leadership skills during the anti-apartheid movement demonstrate the power of leadership attributes in influencing transformative change. His nuanced understanding of the injustices caused by apartheid and resiliency during adversities contributed to his success as a transformative leader (Tang, 2019). These self-leadership attributes inspire current lenders, thus demonstrating the significance of meaningful change and establishing inclusive societies.

Comparative Analysis of Churchill and Mandela's Self-Leadership Properties

Comparison of enthusiastic self-awareness between Churchill and Mandela

Alkhawlani et al. (2020) explain that Winston Churchill and Nelson Mandela showed great enthusiastic self-awareness but in diverse settings. Churchill's emotional self-awareness was apparent in his capacity to get it and oversee his feelings amid times of emergency, such as World War II (Brandt, 2020). His discourses and open addresses reflected a profound understanding of the enthusiastic needs of the British individuals, reviving their spirits and ingrained a sense of national

solidarity. In differentiation, Mandela's enthusiastic self-awareness developed in his capacity to empathize with the torment and enduring of people influenced by apartheid (Hai et al., 2021). His ability to interface with individuals from different foundations and get their feelings contributed to his capacity to cultivate healing and compromise in post-apartheid South Africa.

Comparison of Self-control and Decision-Making Approaches

Tang (2019) denotes that Churchill and Mandela both showed exceptional self-control and resiliency. Churchill illustrated self-control by remaining composed and making troublesome choices in times of emergency, such as the Dunkirk clearing. He prioritized the more prominent and put aside individual and political contemplations to form extreme decisions. Mandela showcased self-control amid his detainment, where he remained committed to non-violence and sought compromise despite the hardships he confronted (Hidayah & Nazaruddin, 2019). Both pioneers showed teaching and self-restraint in their decision-making forms, guaranteeing that their activities adjusted with their standards and long-term objectives.

Examination of Motivational Components

Whereas specific causes persuaded Churchill and Mandela, their inspiration was noteworthy in their authority adequacy. Churchill's inspiration stemmed from his profound conviction in guarding opportunity and majority rule government (Hyder et al., 2020). His faithful commitment to the British cause amid World War II motivated versatility and solidarity among British citizens. Mandela's inspiration was established in his interest in equity, correspondence, and compromise. His steadfast conviction in a non-racial South Africa motivated millions to connect the anti-apartheid development and encouraged the mending and change of the country (Khuwaja et al., 2020). Both leaders' inspiration was a driving constraint behind their authority viability, rousing and mobilizing others toward a common objective.

Comparative Assessment of Sympathy

Sympathy played a crucial part in the administration of Churchill and Mandela but in different ways. Churchill's authority was characterized by his capacity to empathize with the feelings and fears of the British individuals amid the war (Memish et al., 2020). His talks and open addresses resounded with the country, ingraining trust and rousing strength. On the other hand, Mandela showed sympathy towards all South Africans, counting both perpetrators and victims of apartheid (Mandela's Successors, 2020). His compassionate approach contributed to the foundation of the Truth and Reconciliation Commission, permitting people to share their experiences and encouraging unity. Both leaders' compassion made a difference in their interface with others and cultivated a sense of understanding and kindness.

Analysis of Adaptability and its Implications for Effective Leadership During Crisis

Mandela and Churchill displayed contrasting levels of adaptability in their leadership approaches. Nwunde et al. (2022) assert that the adaptability of Mandela allowed him to forge alliances and navigate complex situations, ensuring a smooth transition and inclusivity since it was instrumental in the transition from apartheid to democracy. He recognized the need for negotiation and collaboration, leading to a peaceful transition and establishing a democratic South Africa. In contrast, Martin (2023) states that the adaptability of Churchill during the war was evident in his ability to adjust approaches and strategies to meet the evolving challenges posed by Nazi Germany, but his reluctance to adapt to the changing political landscape post-war limited his effectiveness in implementing long-term reforms.

Primadi et al. (2023) explain that adaptability showcased notable differences, with Mandela facilitating the transition to democracy while Churchill displayed adaptability during the war but struggled to adapt in the post-war period. They were motivated by different causes but shared a deep sense of purpose that fueled their leadership effectiveness. Although their political and leadership landscapes varied, these two leaders demonstrated emotional self-control, resilience, and self-awareness (Tang, 2019). In addition, an explorative evaluation and analysis of both leaders' self-leadership attributes reveal similarities and differences in their governance approaches (Ogbari et al., 2022). This exploration offered valuable insights for current global leaders facing diverse challenges during crises and postulates the importance of self-leadership attributes in effective leadership. For example, empathy was essential in influencing their leadership roles, with Mandela revealing empathy towards all South Africans while Churchill empathized with the emotions of his citizens during the war period.

Impact of Self-Leadership Attributes on Leadership Effectiveness

Discussion of the Impact of Self-leadership Attributes on Churchill's Leadership Outcomes

Tang (2019) states that Winston Churchill's authority to make complex choices and consider the greater good of his citizens led to strategic victories and the ultimate success of the Allied forces against the Nazi-German-led coalition. The leader's self-leadership attributes highly influenced his leadership proceedings, especially in World War II. For example, his decision-making abilities and self-control were important in developing his leadership outcomes enabling him to be composed and make tough choices, such as the evacuation of Dunkirk, thus saving the lives of thousands of British soldiers (Robinson et al., 2020). In addition, the emotional self-awareness he portrayed enabled him to understand and manage his own emotions, thus inspiring a collective sense of unity and determination, thus compelling him to project strength and confidence to the British, hence influencing the nation's resilience and motivation in the face of adversity.

Robinson et al. (2020) explain that the leader's adaptability influenced his governance outcomes regardless of being famous during the war itself. His attitude to enact and implement strategies to meet changing circumstances, comprising the rapidly evolving politics of the war, compelled him to make strategic decisions and respond effectively. Zargar et al. (2019) affirm that his motivation encouraged citizens to endure in overcoming challenges influencing determination and purpose in the citizens and contributing to their resilience and solutions during the war. The motivational speeches and unwavering faith enabled the nation to defend its values and fight against tyranny. Contrastingly, his limited adaptability in the post-war period led to barriers in implementing long-term reforms, affecting his leadership outcomes in the latter years.

Examination of How Mandela's Self-leadership Attributes Contributed to His Leadership Success

Mandela's self-leadership attributes were critical in his governance success, especially in the transition to democracy in the country and the anti-apartheid movement. Zehndorfer (2020) states that he was capable of initiating reconciliation, being composed, and committed to peace illustrating his remarkable self-leadership. This self-control and resilience were significant in his years of imprisonment, hence the admiration and respect in the country and internationally. This influenced his prowess in mobilizing support and maintaining unity among anti-apartheid activists (Tang, 2019). Furthermore, his self-awareness enabled him to overcome the complexities of the anti-apartheid struggle with an appropriate sense of purpose and integrity thus enabling him to comprehend his principles, values, and the effects of his actions on others.

Mandela's Successors (2020) denotes that the iconic leader's prowess to comprehend and connect with citizens from various backgrounds influenced him to encourage healing, close the gaps and embrace national unity. This strategy for governance was significant in creating the Truth and Reconciliation Commission, a platform for promoting unity and healing in post-apartheid South Africa. This implies that his empathy was an essential factor in his quest for success in his governance. This commitment to unity and reconciliation and equality encouraged and inspired millions in joining the anti-apartheid movement and hence provide hope for a better future (Memish et al., 2020). This was effective in his governance and leadership success sustaining him in his trying times and escalating him to govern with compassion and forgiveness through the power of reconciliation.

Comparative Analysis of the Importance of Self-leadership Attributes in Various Leadership Contexts

Self-control, inspiration, empathy, and emotional intelligence are essential attributes influencing leadership efficacy in various contexts. Their importance extends beyond the specific contexts of Mandela and Churchill; for instance, in times of crisis like social upheaval or war, empathy fosters inclusivity, understanding, and connection, which is essential for effective leadership in complex and diverse environments (Tang, 2019). Conversely, motivation inspires and drives to inspire others toward a shared goal and overcome challenges. At the same time, decision-making abilities and self-control enable leaders to make rational choices, even in high-pressure situations (Memish et al., 2020). Adaptability allows leaders to navigate changing circumstances and adjust strategies accordingly. In contrast, emotional self-awareness will enable them to understand and manage their own emotions while effectively addressing the feelings of others.

Nelson Mandela (2019) asserts that understanding the significance of these self-leadership attributes can guide and inform contemporary leaders in different leadership contexts, enabling them to impact their organizations and societies and enhance their effectiveness positively. However, it is essential to note that these self-leadership attributes' impact and relative importance may vary depending on the specific leadership context. For example, in transitional periods, such as post-conflict reconciliation, self-control, and empathy may be more critical, whereas decision-making abilities and adaptability may carry

greater weight in times of war (Kittikunchotiwut, 2019). Subsequently, self-leadership attributes significantly impact leadership effectiveness in various contexts, and discussions highlight the profound influence these attributes have on leadership outcomes and success.

Lessons for Contemporary Leaders

Relevance of self-leadership Attributes in Contemporary Leadership Contexts

Leaders face numerous uncertainties and challenges in today's complex and rapidly changing world. Thus, self-leadership attributes demonstrated by Nelson Mandela and Winston Churchill hold great relevance for contemporary leaders (Tang, 2019). They include motivation, self-control, adaptability, empathy, and emotional self-awareness, which are crucial for navigating these challenges effectively and inspiring positive change.

Implications of Churchill and Mandela's Experiences for Contemporary Leaders

Khuwaja et al. (2020) asserted that valuable insights are offered by the experiences of Mandela and Churchill for contemporary leaders, for instance, their adaptability showcases the need for leaders to be open to change and adjust strategies to meet evolving circumstances. They effectively influence the feeling of others by demonstrating the power of emotional self-awareness in understanding their own emotions. In addition, Khaliq et al. (2021) state that both leaders displayed empathy which emphasizes the significance of understanding and connecting with others to foster inclusivity and collaboration. The significance of being composed and making sound decisions under pressure was demonstrated through their self-control and resilience in hard times (Tang, 2019). The promising motivation of both leaders signifies the purpose and vision in influencing leadership efficacy.

Recommendations for Cultivating Self-leadership Attributes in Leadership Development Programs

Robinson et al. (2020) state that organizations should establish self-leadership traits among their leaders through by combining various recommendations into leadership development programs, improving their efficacy and driving positive change, overcoming complex challenges, and encouraging other citizens. Notably, it is significant to provide individuals with access to mentors and coaches to support, guide, and generate feedback in establishing self-leadership traits in accelerating their productivity and self-awareness (Khaliq et al., 2021). Furthermore, offering training on emotional intelligence focusing on developing effective relationships, managing emotions, and building empathy is significant for leaders to navigate and understand their emotions and those of others during challenging periods such as the apartheid and Second World War.

Consequently, inspiring leaders to partner and engage with individuals from diverse cultural backgrounds influences the growth of empathy and understanding in various societies. This is attainable through establishing conducive environments valuing and promoting multifaceted perspectives, collaborations, and inclusivity (Bosman & Fernhaber, 2021). Furthermore, it is essential in providing opportunities for leaders in conducting self-reflection and introspection enabling them to recognize and comprehend their strengths, weaknesses, and emotional triggers. Through self-awareness, this can be improved by conducting feedback assessments such as 360-degree feedback, skills assessments, and mindful practices (Tang, 2019). The introduction of simulating real-world challenging scenarios influences the current global leaders to initiate and enact complex decisions during challenging periods hence the ability to develop self-control and resiliency. Therefore, allocating opportunities for skill development, knowledge acquisition, and exposure to challenging scenarios through inspiring leaders in establishing a mindset of growth and adopt continuous and lifelong learning.

Theoretical Framework

The Social Cognitive Theory

Burgess et al., 2021 state that this theory was developed by Albert Bandura, who postulated that individuals should acquire and nurture self-leadership skills through observational learning, self-regulation, and self-efficacy beliefs. This affirms the dynamic relations between professional and personal factors, environmental influences, and behavioral outcomes providing desirable and valuable insight into the cognitive factors of self-leadership. This implies that individuals are capable of obtaining self-leadership skills by imitating their influential leaders, more so those illustrating adaptability, self-control, and other desirable self-leadership attributes (Hai et al., 2021). This can be referred to as observational learning enabling leaders to acquire new self-leadership strategies and skills for governance and practicing them in their leadership contexts.

Hai and Van (2019) affirm that leaders having high levels of self-efficacy an individual belief in their ability to successfully implementing specific tasks, are likely to persist during complex situations and navigate through challenging objectives. Therefore, leaders can develop the confidence to control their behaviors, take risks, and make decisions, enhancing their self-leadership effectiveness by fostering self-efficacy. In addition, another critical aspect of self-leadership in the social cognitive theory is self-regulation which involves adjusting behaviors, setting standards, and monitoring progress to achieve desired outcomes (Khattak & O'Connor, 2020). This process allows leaders to align their behaviors, thoughts, and emotions with their desired results, improving self-leadership effectiveness. Therefore, leaders who possess effective self-regulation skills can maintain focus on long-term goals, manage their impulses, and regulate their emotions.

The Self-Determination Theory

Tang (2019) states that according to this theory, individuals have innate psychological needs for relatedness, autonomy, and competence. It focused on the role of intrinsic motivation in self-leadership and was developed by Richard Ryan and Edward Deci. Self-leadership involves moving innate psychological needs by establishing positive relationships, fostering a sense of autonomy in decision-making, and developing competence in relevant skills. Consequently, leaders can cultivate self-leadership by owning their actions and outcomes, setting their own goals, and making choices that align with their values by fostering autonomy (Martin, 2023). They are empowered to control their activities, make decisions, and take initiative since they have a sense of autonomy which is the central element of self-leadership in the Self-determination theory.

Furthermore, a conducive environment to self-leadership is created by leaders who establish a sense of belonging and positive relationships with their colleagues and followers. These leaders can foster a sense of responsibility and ownership, inspire their team members, and enhance their motivation by fostering supportive relationships, open communication, and collaboration (Tang, 2019). In addition, leaders can increase their effectiveness in guiding themselves and others toward desired outcomes and enhance their self-leadership by continuously seeking growth opportunities, learning, and developing skills. They were more likely to feel confident and capable in their abilities to lead effectively after developing competence in relevant knowledge and skills (Primadi et al., 2023). Subsequently, self-determination theory emphasizes the role of relatedness in self-leadership, autonomy, and competence.

In contrast, the social cognitive theory highlights the importance of self-regulation, observational learning, and self-efficacy beliefs. Furthermore, organizations can empower leaders to take control of their actions, thoughts, and emotions, drive positive change within organizations, and enhance their self-leadership skills (Robinson et al., 2020). These theories also offer valuable perspectives on the mechanisms and components of self-leadership.

The Goal Setting Theory

Primadi et al. (2023) state that the goal-setting theory initiated by Gary Latham and Edwin Locke is a famous theoretical framework emphasizing the importance of challenging and setting clear goals in self-leadership. This theory opines that SMART goals improve focus, attention, and motivation and guide behavior. This theory is significant in self-leadership since it drives efficacy and empowers individuals to take control of their development procedures and success. Furthermore, Tang (2019) asserts that this theory is substantial since it entails defining specific objectives, determining the needed actions, and outlining desired outcomes in achieving these goals. In setting this goal, individuals create a roadmap guiding their actions and behaviors, thus providing a sense of purpose. Within the self-leadership framework, goal setting enables individuals to take ownership of their professional and personal development, aligning their efforts with their aspirations and values in driving their success (Van Wart & Medina, 2023). Therefore, this theory entails significant components contributing to effective self-leadership.

In this theory, goals are well-defined and specific. Clear goals enable individuals to develop clear targets in achieving help and focus their attention and efforts. Van Wart & Medina (2023) postulate that detailed plans demonstrate desired outcomes, precisely eliminating ambiguities, and clarity and specificity influence leadership by empowering individuals with an effective understanding of the priorities and needs to be accomplished, enabling them to deliberate and focus on actions in achieving their objectives. This theory asserts that goals should be challenging but attainable. Challenging goals influence them to explore new possibilities, stretch their capabilities, and push themselves beyond their comfort zones. Establishing or setting challenging goals encourages self-leadership by influencing individuals to achieve higher performance levels and strive for excellence (Younis et al., 2022). However, these goals must be attainable to avoid overwhelming individuals and causing demotivation.

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Younis et al. (2022) assert that in developing effective leadership, individuals should be committed to achieving their goals and wholly accept them since goal commitment entails determination and dedication in achieving set objectives. Individuals committed to their goals invest more effort, resources, and time in achieving them. Since goal acceptance comprises acknowledging the relevance and importance of the goals and aligning them with personal aspirations and values, individuals genuinely accept their goals since they are motivated, focused, and motivated to pursue them, leading to improved self-leadership (Tang, 2019). Furthermore, feedback and monitoring are significant elements of this theory since continuous feedback provides individuals with information on their progress, performance, and improvement areas.

Zehndorfer (2020) denotes that this theory enables individuals to assess their achievements, make necessary adjustments and identify gaps in staying put in their goals. Feedback contributes to self-leadership by influencing self-awareness, allowing individuals to make informed decisions, and promoting self-reflection on their actions and behaviors. This theory recognizes the specificity and complexity that affect goal setting and self-leadership since complexity compels breaking them down into smaller and effectively manageable sub-goals enabling individuals to maintain innovation and track their progress (Tang, 2019). Therefore, these goals outline the desired outcomes, provide individuals with clear direction and vision, and influence self-leadership by guiding their actions and decisions.

Younis et al. (2022) assert that this theory has several consequences for self-leadership and its impacts on leadership efficacy. Setting clear and challenging goals improves motivation by providing individuals with a sense of direction and purpose. Furthermore, self-leadership requires individuals to be effectively self-driven and motivated to achieve their goals. Rifaldi et al. (2019) denote that by setting up meaningful goals aligning with their aspirations and values, individuals can maintain high motivation levels, styling focused on overcoming challenges and obstacles. Through self-leadership, individuals are encouraged to strive for professional and personal growth continuously.

Tang (2019) states that this theory enables individuals to stretch their capabilities and acquire new skills, knowledge, and experiences due to the commitments to personal development, contributing to self-leadership by nurturing a mindset of improvement, continuous learning, and adaptability. This entails being accountable for one's actions and decisions. Individuals become responsible for their actions, progress, and outcomes through goal setting (Primadi et al., 2023). Therefore, setting goals influence a self-assessment framework, thus allowing individuals to evaluate their performance and initiate requisite corrective actions. The accountability part of self-leadership promotes discipline, integrity, and a proactive approach to achieving desired results.

Primadi et al. (2023) explain that self-leadership through goal setting enables individuals to integrate their personal goals with organizational objectives. Through setting goals contributing to the comprehensive mission and vision of the organization, individuals are capable of demonstrating a sense of engagement, commitment, and contribution leading to alignment between personal and organizational goals influencing self-leadership by establishing a sense of coherence, shared direction and a sense of purpose (Tang, 2019). This theory recognizes the significance of adaptability and flexibility in goal setting. In addition, self-leadership enables individuals to monitor their progress, evaluate the efficacy of their strategies and make necessary adjustments (Van Wart & Medina, 2023). In being open to change and embracing a willingness to revise goals, individuals demonstrate resilience, adaptability, and a growth mindset empowering their self-leadership attributes.

3. CONCLUSIONS

Studying the lives of Mandela and Churchill in the context of self-leadership is significant as it showcases the practical application of self-leadership attributes in two renowned leaders who made a lasting impact on their nations and the world. Their examples inspire contemporary leaders to cultivate and apply self-leadership attributes in their leadership journeys. In addition, this paper contributes to our understanding of self-leadership by exploring key models and theories, such as the self-determination theory and the social cognitive theory. These theoretical frameworks provide insights into the motivational, cognitive, and behavioral processes influencing self-leadership and its impact on leadership effectiveness. Furthermore, this paper has examined the lives and conduct of Nelson Mandela and Winston Churchill through the lens of self-leadership, comparing and contrasting the extent to which they practiced the various components of self-leadership. The literature review shows that both of them had remarkable self-leadership attributes that contributed to their success as leaders. This analysis has shed light on the impact of their leadership effectiveness and the personal qualities of both leaders in times of crisis.

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