

## THE HOUSE WHISPERS: EFFECTIVE LEADERSHIP STYLE IN IMPROVING SALES AGENT'S PERFORMANCE, EXPERIENCES OF REAL ESTATE BROKERS AND SALES AGENTS

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### Abstract

Leadership in real estate is critical not only for guiding and motivating sales agents but also for maintaining a competitive edge in a fast-paced and often volatile market. This study aimed to explore the leadership styles employed by real estate brokers in Balayan, Batangas, and examining how these styles influence agents' daily work, motivation, and overall performance. The researchers used a qualitative method with a case study design and selected five (5) real estate brokers and ten (10) real estate agents from RCD Royal Homes via judgmental sampling technique. Through a thematic analysis the collected data were systematically measured and analyzed. The results indicated that effective leadership is multifaceted, with different styles contributing to various aspects of team dynamics and organizational performance. This study highlights the importance of various leadership styles, with transformational leadership being the most influential in motivating and engaging sales agents, while supportive leadership fosters a positive and collaborative work environment. However, challenges such as communication barriers, resistance to change, and operational constraints require leaders to adapt, promote open communication, and prioritize teamwork to ensure organizational success. It is recommended that real estate brokers undergo leadership training, improve communication, foster collaboration, implement feedback systems, and create mentorship opportunities to enhance performance and adaptability within their teams.

**Keywords:** *Leadership, Leadership styles, and Real Estate Industry*

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## INTRODUCTION

The real estate sector is uniquely characterized by its highly localized nature, where market dynamics are heavily influenced by factors such as location, community infrastructure, zoning laws, local economic conditions, and supply-demand imbalances. While national or global economic forces can shape broader real estate trends, success in the industry often hinges on an agent's deep understanding of specific geographic areas. This localized expertise is crucial for navigating the complexities of property transactions, which may involve buying, selling, leasing, or investing in residential, commercial, or industrial properties. Key industry players include real estate brokers, agents, property developers, title companies, mortgage lenders, and real estate lawyers, all of whom interact to facilitate property transactions and ensure legal compliance. Within this intricate ecosystem, leadership plays a pivotal role in driving performance and shaping the organizational culture that supports successful business outcomes.

Leadership in real estate is critical not only for guiding and motivating sales agents but also for maintaining a competitive edge in a fast-paced and often volatile market. Effective leadership helps brokers set clear expectations, provide ongoing support, and foster accountability within their teams. It also influences the organizational culture by promoting collaboration, ethical practices, and high performance, which in turn attracts and retains top talent. Moreover, strong leadership enables brokers to adapt to shifting market conditions, emerging technologies, and evolving regulations. By establishing and nurturing client relationships based on trust and exceptional service, leaders in real estate can build lasting business success.

Different leadership styles have varying impacts on agent performance and job satisfaction. For instance, transformational leadership, which motivates and inspires agents, can lead to higher creativity, stronger client relationships, and greater overall performance. In contrast, transactional leadership, which focuses on clear goals and rewards, may improve short-term productivity but often fails to foster long-term engagement or innovation. Authoritarian leadership, where brokers make decisions unilaterally, can be effective for controlling tasks that require strict oversight but may stifle agent morale and creativity if overused. On the other hand, democratic leadership, which involves agents in decision-making, tends to improve teamwork, job satisfaction, and performance by making agents feel valued and empowered. Lastly, laissez-faire leadership, which allows agents significant autonomy, might benefit experienced agents but can result in a lack of direction and accountability if not carefully managed.

The relationship between brokers and their agents is another critical factor for success in the real estate business. Brokers provide agents with necessary training, support, and resources, while agents contribute to the success of the brokerage by generating business, handling client relationships, and closing transactions. This symbiotic relationship depends on clear communication, mutual respect, and a balance between guidance and autonomy. When leadership is strong and agents are well-supported, brokers can foster a positive work environment that leads to improved performance, greater job satisfaction, and overall business growth. However, if expectations are unclear or if leadership is overly controlling, agent morale and productivity can suffer, undermining the success of the business.

Despite the growing body of research on leadership in sales organizations, there are still significant gaps in our understanding of how leadership styles specifically affect real estate agents' performance, daily activities, and job satisfaction. Studies in other sectors, such as sales and innovation-driven industries, have demonstrated that leadership is crucial for improving employee motivation, performance, and retention. For example, research by Yaing et al., (2024) highlights how leadership styles that promote trust, collaboration, and inclusivity foster innovation in rapidly changing economies. Similarly, studies in emerging markets, such as Cambodia's real estate sector, Kath et al., (2024) show that

leadership styles like transformational and democratic leadership lead to higher employee performance compared to more authoritarian approaches.

However, much less is known about the impact of leadership on the day-to-day operations of real estate agents, particularly in the context of local markets like Balayan, Batangas. Existing research suggests that leadership styles that empower and engage employees—such as transformational, democratic, and servant leadership—are more likely to lead to improved performance and job satisfaction. Yet, questions remain about the specific challenges agents face due to different leadership approaches and which leadership strategies are most effective in fostering high performance in the real estate industry.

This study aims to address these gaps by exploring the leadership styles employed by real estate brokers in Balayan, Batangas, and examining how these styles influence agents' daily work, motivation, and overall performance. Specifically, the study seeks to: (i) Identify and describe the leadership styles recognized by brokers and agents within the local real estate context. (ii) Assess the impact of these leadership styles on agents' motivation, engagement, and sales results. (iii) Investigate the challenges faced by brokers and agents as a result of different leadership styles. (iv) Identify which leadership strategies are perceived as most beneficial by agents, with the goal of improving performance and retention. (v) Propose an intervention program to enhance leadership practices and improve overall business outcomes.

By investigating these dimensions, this research will provide valuable insights into how brokers can better support their agents through effective leadership, ultimately contributing to the growth and success of real estate businesses in Balayan, Batangas, and similar markets.

### **Statements of the Problem**

This study aims to identify the leadership styles that real estate brokers can use to enhance the performance of their sales agents. Specifically, it seeks to answer the following questions:

1. What themes can be identified from the experiences of real estate brokers in relation to the performance of their sales agents?
2. What strategic leadership and effective communication for real estate professionals can be developed for real estate brokers to effectively communicate the impact of different leadership styles on agents' performance?

### **Methodology**

This study aimed to explore the experiences of real estate brokers with the leadership styles they used to improve the performance of sales agents. Using a qualitative research methodology with a case study design, the study gathered detailed insights into brokers' leadership challenges and strategies within their specific contexts. Interviews with real estate brokers served as the primary data source, allowing for an in-depth understanding of how different leadership styles impacted agents' performance. Thematic analysis was applied to identify key patterns and themes related to these leadership styles. Although the case study approach limited generalizability and introduced potential researcher bias, it was well-suited for capturing the nuanced experiences of brokers, offering valuable insights into the leadership practices that supported success in the real estate industry.

### **Population and Sampling**

This study utilized judgmental sampling, also known as purposive sampling, to select participants based on criteria that aligned closely with the study's objectives. This approach was well-suited for targeting individuals with specific expertise and relevant experience in the real estate sector.

Participants were selected based on the following criteria: they were between 25 and 55 years old, had at least five years of experience in the real estate industry—with most participants having between five and ten years of experience—and held a bachelor's degree or higher. Additionally, all participants were required to have a valid PRC license, which was essential for both real estate brokers and sales agents. For brokers, a further requirement was that they had overseen a team of five to ten sales agents.

The study aimed to include five real estate brokers and ten real estate agents from RCD Royal Homes in Sambat, Balayan, Batangas. This location provided a diverse participant pool, making it a suitable site for exploring a range of experiences and insights relevant to the objectives of the research.

### **Participants of the Study**

The participants of the study included five (5) real estate brokers and ten (10) sales agents in Balayan, Batangas, aged between twenty-five (25) and fifty-five (55) years old, with a minimum of five (5) and no more than ten (10) years of experience in the real estate industry. All participants held a bachelor's degree or higher and possessed a valid PRC license.

### **Research Instruments**

The primary data collection instruments used in this study were semi-structured interviews and video recordings, selected for their ability to capture both in-depth insights and non-verbal cues. Prior to the interviews, participants were informed about the study's purpose, the voluntary nature of their participation, and the confidentiality of their responses. Informed consent was obtained, and participants were made aware that they could withdraw from the study at any time without any consequences. Once the ethical considerations were addressed, the researchers began by collecting participants' professional background information to provide context for the study.

To establish rapport and ensure a comfortable environment, interviews started with informal questions about the participants' well-being. After rapport was established, the researchers asked open-ended questions about the participants' experiences with leadership styles employed by real estate brokers to enhance agent performance, focusing on areas such as decision-making, motivation, and communication. Follow-up questions were used as necessary to explore specific topics in more detail.

Video recordings were also utilized to capture non-verbal cues, body language, and other contextual factors that enriched the interview data and allowed for more thorough analysis. These combined instruments provided a comprehensive approach to gathering qualitative data on leadership practices in the real estate sector.

### **Validation Instruments**

The researchers used a semi-structured questionnaire to gather data from real estate brokers. The questionnaire was validated by professionally licensed professors with a master's degree in business administration to ensure the validity and relevance of the research instrument. The validators employed a multi-faceted approach, involving both face validity and content validity, to ensure the instrument accurately measured what it intended to.

### **Data Gathering Procedures**

The researchers utilized a comprehensive approach to gather data for this research study. First, they conducted an extensive review of reliable online resources to collect relevant information, ensuring that the sources were credible and pertinent to the topic. Both primary and secondary data were considered to provide a well-rounded perspective on the subject.

In addition to the online research, the researchers drafted a formal letter seeking approval from the college dean to conduct interviews with the target participants, which included real estate brokers and sales agents. Upon receiving approval, the researchers sought consent from the participants and proceeded with the interviews, providing assistance as needed to ensure accurate and complete responses.

Using thematic data analysis, the collected data were systematically analyzed to determine the impact of different leadership styles on the performance of sales agents. This thorough approach allowed the researchers to gain valuable insights into how effective leadership could enhance the productivity and success of sales teams in the real estate industry.

### **Data Analysis**

The researchers utilized thematic analysis in their qualitative case study research. This approach was particularly effective for exploring people's views, opinions, knowledge, and experiences within qualitative data. Thematic analysis involved familiarizing the researchers with the data, identifying initial codes, and categorizing these codes into broader themes that reflected the participants' insights regarding leadership styles and their effects on sales agents' performance. Through this systematic analysis, the researchers uncovered patterns and relationships that provided valuable insights into how effective leadership could enhance the productivity and success of sales teams in the real estate industry.

### **Ethical Considerations**

The research employed a qualitative method with a case study design, which necessitated careful ethical considerations. A consent form was prepared, and the researchers thoroughly explained its contents to the participants. Participation was voluntary, and the participants had the right to refuse or withdraw at any time without any negative consequences. The researchers ensured that private information was kept confidential, with participants' identities anonymized to protect their privacy. Any data collected were securely stored to maintain confidentiality. Additionally, the researchers framed interview questions carefully to avoid causing any distress or discomfort to the participants. Participants were also made aware of their right to withdraw from the study at any time, for any reason, without fear of penalization or victimization. Through following these ethical considerations, the researchers aimed to foster a respectful and safe environment for participants, ensuring the integrity of the research process.

## **RESULTS and DISCUSSION**

This chapter presents the data gathered from five (5) real estate brokers and ten (10) sales agents regarding their insights to identify the different leadership styles real estate brokers can use to enhance the performance of their agents.

### **Theme 1: Leadership Styles Characterized by Participants**

Participants provided insights into the leadership styles of their supervisors or managers, highlighting different approaches to team management and decision-making: Transactional Leadership, Transformational Leadership, Democratic Leadership, Supportive Leadership, and Charismatic Leadership.

#### **Subtheme 1: Transactional Leadership (Broker Participant 1, Agent Participant 6)**

Transactional Leadership was identified as a prevailing style among certain participants, particularly Broker Participant 1 and Agent Participant 6, who described their supervisors' emphasis on goal-setting, structured processes, and performance-based rewards. This leadership style focuses on clearly defined objectives and incentive-based motivation, aligning with the transactional approach of leadership.

Broker Participant 1 highlighted the transactional nature of leadership in their team, stating: "We set our short- and long-term goals and discuss them with the team with corresponding incentive programs for targeted goal achievement." This demonstrates a key aspect of transactional leadership, where the leader's primary focus is on defining goals and establishing incentives to motivate employees to meet their targets. The system is performance-driven, with clear expectations set for employees and rewards tied directly to their success in meeting these goals. Furthermore, the participant added, "We highly encourage them to take flexible measures that might help them to achieve their targeted sales for the whole year." This indicates that while the overall structure is transactional, there is some flexibility in how employees can achieve their goals, though the ultimate focus remains on achieving measurable outcomes. Align with one of the studies, transactional leadership can still lead to productive sales performance, especially through the use of contingent rewards, which have been shown to correlate with better sales outcomes. Brown (2014)

Similarly, Agent Participant 6 described their leadership experience in transactional terms, noting: "Transaction." This simple statement underscores the emphasis on a performance-based exchange, where the relationship between leader and employee is defined by the completion of tasks or goals in return for rewards or compensation. The use of the term "transaction" directly reflects the core of transactional leadership, where the leader ensures that employees meet predefined standards and tasks in exchange for benefits.

In summary, transactional leadership as described by both participants revolves around setting clear performance targets, encouraging compliance with established processes, and offering rewards for meeting these targets. Leaders in this framework prioritize efficiency and goal completion, fostering a results-driven environment. While there is room for individual initiative, as indicated by Broker Participant 1, the focus remains primarily on achieving predefined outcomes through structured, incentivized actions.

#### **Subtheme 2: Transformational Leadership (Broker Participants 2, 3, Agent Participants 1, 7)**

Transformational Leadership was a prominent theme among participants, particularly noted by Broker Participants 2 and 3 and Agent Participants 1 and 7. This leadership style is characterized by inspiring and motivating team members to achieve not only organizational goals but also personal growth. Transformational leaders cultivate an environment of trust, vision, and empowerment, encouraging their team members to exceed their own expectations.

Broker Participant 2 described their supervisor as "very Visionary, Humble and with the motto of 'Improving Lives' of every Filipino people." This statement highlights a leader focused on a greater purpose—transforming lives. Prioritizing improvement and social impact, this leader inspires employees to align their efforts with a meaningful cause, fostering a deep connection to their work. The research highlights that emotional intelligence components, such as

personal and social skills, motivation, and empathy, are particularly connected to transformational leadership. Leaders who exhibit transformational qualities, backed by these EI traits, are able to inspire and empower their salespeople to exceed expectations. Brown (2014)

Further emphasizing transformational qualities, Broker Participant 3 stated their leader exhibits “Inspirational motivation, Charismatic Influence, Individualized consideration.” These attributes are essential to transformational leadership, as they underscore the importance of motivating team members through personal connections and tailored support. The mention of “Individualized consideration” indicates that the leader actively recognizes the unique strengths and needs of each employee, enhancing their motivation and engagement

From the agents' perspective, Agent Participant 1 succinctly affirmed, “It’s transformational.” This brief statement emphasizes the impactful nature of their leader's approach, suggesting that the leadership style fosters significant positive change within the team. Similarly, Agent Participant 7 described their leader as “transformational,” reinforcing the notion that this leadership style is focused on uplifting individuals and encouraging growth beyond transactional interactions.

In summary, the insights from these participants illustrate transformational leadership as an approach that emphasizes vision, personal development, and a commitment to the well-being of others. Fostering an environment where individuals feel valued and inspired, transformational leaders motivate team members to contribute actively to both personal and organizational success. The statements provided reflect a leadership style that goes beyond achieving goals; it nurtures a culture of empowerment, collaboration, and meaningful impact.

### **Subtheme 3: Democratic Leadership (Broker Participant 5)**

Democratic Leadership was exemplified by Broker Participant 5, who articulated a collaborative approach to decision-making within their team. This leadership style is characterized by inclusivity, where leaders actively seek input from team members and encourage shared decision-making, fostering a sense of ownership and empowerment among employees.

Broker Participant 5 described their leadership style as “Democratic, kasi actually sila yung pinag-dedecide ko” (“Democratic, because actually, I let them decide.”). This statement highlights a fundamental aspect of democratic leadership—valuing the opinions and contributions of team members in the decision-making process. Stating that decisions are made collaboratively, the broker demonstrates a commitment to inclusivity, ensuring that all voices are heard and considered. Satpathy et al., (2019) Everyone is provided with the chance to participate, ideas are openly shared, and discussion is promoted. While the democratic process emphasizes equality within the group and the free exchange of ideas, the leader still plays a role in providing guidance and maintaining control. The democratic leader is responsible for determining who is included in the group and who has the right to contribute to decision-making.

Further elaborating on this approach, the participant emphasized a sense of fairness and equity, stating: “Hindi naman ako demanding na broker, kasi tulad niyan yun nga sabi nila dapat daw 50 50 yung hatian kasi ako bakit naman 50 50, kung sa akin naman dapat mas lamang sila kasi sila yung tumatrabaho.” (“I’m not a demanding broker because, like they say, it should be a 50-50 split; but why should it be 50-50 for me? They should get more because they are the ones working.”). This reflects a belief in shared responsibility and reward, underscoring the importance of acknowledging the efforts of team members. The broker’s emphasis on fairness suggests a leadership style that prioritizes collaboration and mutual respect, as well as a desire to recognize the hard work and contributions of others.

Adopting a democratic leadership style, Broker Participant 5 fosters an environment where team members feel valued and empowered to contribute to discussions and decisions. This collaborative approach not only enhances team cohesion but also encourages creativity and innovation, as individuals are more likely to share their ideas and insights in a supportive setting. Overall, the insights from this participant highlight the importance of inclusive leadership in building a motivated and engaged team, where everyone plays a vital role in the decision-making process.

#### **Subtheme 4: Supportive Leadership (Agent Participants 8, 9, 10)**

Supportive Leadership was notably highlighted by Agent Participants 8, 9, and 10, who illustrated the importance of fostering a positive and nurturing environment within their teams. This leadership style emphasizes the leader's role in providing assistance, encouragement, and understanding to their team members, which helps to build trust and enhance overall team morale.

Agent Participant 8 described their leader as "Supportive." This straightforward affirmation emphasizes the significance of having a leader who actively supports their team members. Such support can manifest in various forms, including offering guidance, providing resources, and creating an atmosphere where individuals feel comfortable expressing their needs and challenges.

Agent Participant 9 further elaborated on the essence of supportive leadership by stating that a good leader demonstrates "humility and sincerity" and is "always willing to share knowledge." This statement highlights two critical attributes of supportive leaders: humility and a genuine willingness to help. Sharing knowledge, supportive leaders empower their team members to develop their skills and enhance their competencies, fostering a culture of continuous learning and improvement. Moreover, the emphasis on humility indicates that these leaders prioritize the needs of their team over their own, making them more approachable and effective in their support.

In a similar vein, Agent Participant 10 affirmed that their leader is "very supported" by the team, suggesting a reciprocal relationship where support flows both ways. This indicates that a supportive leader not only provides assistance but also cultivates an environment where team members feel encouraged to support one another. This sense of community and collaboration enhances team cohesion and strengthens interpersonal relationships among team members.

Overall, the insights from these participants highlight the crucial role of supportive leadership in creating a positive and productive work environment. Fostering trust, encouragement, and a collaborative spirit, supportive leaders enable their teams to thrive and achieve their goals while feeling valued and empowered. The collective experiences of the participants reflect the transformative impact that supportive leadership can have on team dynamics and individual performance.

### **Theme 2: Leadership Styles and its Impact on Daily Work and Overall Performance**

Participants provided insights into how various leadership styles influence their daily work and overall performance, highlighting key themes that emerged from their experiences: Motivation and Drive, Team Dynamics and Collaboration, Accountability and Responsibility, Adaptability and Resilience, Mentorship and Development, Positive Work Environment, Results Orientation and Holistic Influence.

#### **Subtheme 1: Motivation and Drive (Broker Participants 1, 2; Agent Participants 2, 9)**

The theme of motivation and drive emerges prominently from the participants' discussions, highlighting how effective leadership significantly influences their daily work and overall performance.



Broker Participant 1 articulated the impact of structured incentives, stating, "Setting sales targets and corresponding awards, they are motivated to do individual strategies like traditional and the latest mode of sales approach to the market." This statement illustrates how clear goals and rewards can create a strong motivational framework that encourages brokers to adopt various sales strategies, thereby enhancing their productivity and performance.

Similarly, Broker Participant 2 discussed the broader impact of leadership motivation, explaining, "This can serve as motivation or drive the performance to the highest level of leadership that keeps us moving and dream also to become successful in life." This emphasizes that motivation from leadership not only drives individual performance but also inspires a collective aspiration for success among team members. The study finds that emotional intelligence, combined with either transactional or transformational leadership styles, is linked to sales performance, with transformational leaders driving higher performance through motivation and inspiration, while transactional leaders achieve results through structured rewards and policies. Brown (2014)

The importance of personal example and recognition in motivating others was echoed by Broker Participant 1, who shared, "I have always been open about how I started in this business. How I have achieved success and recognitions, the approaches I have made, and seminar and training programs I have joined." Openly sharing their journey and achievements, leaders can significantly boost their team's self-confidence and motivation, fostering a desire for personal and collective success.

Agent Participant 2 reinforced this idea, stating, "If your leader motivates you very well it will affect your daily routine for good performance." This highlights the direct relationship between effective leadership and motivation, suggesting that when agents feel supported and inspired, it positively affects their daily work habits and performance outcomes.

Additionally, Agent Participant 9 succinctly stated, "It motivates me," indicating the personal impact that motivational leadership can have on individual performance. This simple yet powerful affirmation underscores the critical role that leaders play in energizing their teams.

Moreover, Agent Participant 10 emphasized the importance of a positive outlook within the team, saying, "As a team always think positive and always love what you do to get more clients." This statement reflects how a motivated leader can instill a sense of enthusiasm and purpose in their team, which is essential for achieving sales goals and enhancing overall team dynamics.

In summary, the theme of motivation and drive illustrates the profound influence of leadership on the daily activities and performance of brokers and agents. Through setting clear goals, recognizing achievements, and modeling motivational behavior, leaders create an environment that fosters enthusiasm and productivity. The insights drawn from participants' statements reveal that motivated individuals are more engaged and effective in their roles, ultimately contributing to the success of the organization as a whole. Effective leadership that prioritizes motivation is thus essential for sustained performance and team cohesion.

### **Subtheme 2: Team Dynamics and Collaboration (Broker Participants 1, 4; Agent Participants 3, 10)**

The theme of team dynamics and collaboration is crucial in understanding how leadership styles impact the effectiveness of both brokers and agents in their daily work and overall performance. Participants emphasized the importance of teamwork, communication, and supportive interactions in fostering a collaborative environment that enhances productivity and job satisfaction.

Broker Participant 1 highlighted the significance of teamwork by stating, "I am monitoring their activities and sales." This monitoring indicates that an engaged leader is actively involved in team dynamics, facilitating collaboration and ensuring that team members are aligned with their goals. Keeping track of team activities, the leader fosters a sense of accountability, motivating team members to support each other in reaching their sales targets.

Similarly, Broker Participant 4 emphasized the role of enhanced communication in building strong team dynamics, saying, "Improved communication" is a crucial aspect of our leadership approach. This highlights the necessity of open lines of communication within a team, allowing members to share ideas, address challenges, and celebrate successes collectively. Improved communication fosters an environment where team members feel valued and heard, which can significantly enhance collaboration and overall performance. Effective communication and collaboration among team members are identified as key factors in enhancing teamwork quality. Shayidah et al., (2024)

Agent Participant 3 added another layer to this theme by stating, "You can reach your target/goal if your leadership is good." This statement reflects how effective leadership positively influences team dynamics, creating an atmosphere where collaboration is encouraged and supported. When agents feel that their leader is competent and invested in their success, they are more likely to collaborate and work effectively towards shared goals.

Moreover, Agent Participant 10 discussed the importance of a positive team environment, stating, "As a team always think positive and always love what you do to get more clients." This sentiment underscores the role of a collaborative spirit in achieving results. A supportive team dynamic that promotes positivity encourages agents to work together harmoniously, ultimately enhancing their performance and client interactions.

The insights gathered from participants highlight that effective leadership fosters a collaborative environment where team dynamics thrive. Promoting open communication, monitoring activities, and encouraging a positive mindset, leaders can cultivate a culture of teamwork that significantly impacts both daily work and overall performance. As team members collaborate and support one another, they not only achieve individual goals but also contribute to the collective success of the organization.

In summary, the theme of team dynamics and collaboration illustrates how leadership styles that prioritize teamwork and communication create a supportive environment conducive to success. Participants' statements reveal that a collaborative atmosphere enhances individual motivation and overall performance, demonstrating the critical role of effective leadership in shaping positive team dynamics. One of the studies show that the right leadership style and good relationship between leaders and employees can affect the quality of teamwork significantly. Effective communication and collaboration between team members are the most important factors in improving the quality of teamwork.

### **Subtheme 3: Accountability and Responsibility (Broker Participants 2, 4; Agent Participants 4, 6)**

The theme of accountability and responsibility emerges as a vital aspect of leadership that profoundly influences daily work and overall performance among brokers and agents. Participants underscored the significance of holding oneself and team members accountable for their actions and responsibilities, which fosters a culture of reliability and commitment within the workplace.

Broker Participant 2 articulated this concept well by stating, "Leadership also is a big influence in the behavior or attitude of its subordinates." This statement highlights how leaders set the tone for accountability within the team. When leaders demonstrate accountability in their actions, it encourages team members to adopt similar behaviors, reinforcing the importance of taking responsibility for their work and decisions.

Moreover, Broker Participant 4 emphasized the role of accountability in team performance by mentioning that accountability leads to “increased accountability.” This suggests that effective leadership not only holds individuals accountable but also cultivates a sense of collective responsibility among team members. When everyone understands their roles and the expectations placed upon them, it fosters a work environment where individuals are more likely to take ownership of their tasks and contribute to the team's success.

Agent Participant 4 echoed this sentiment, stating, “You need sales every month as a nice way.” This reflects the necessity for agents to meet sales targets regularly, which inherently requires a high level of accountability. The expectation of achieving monthly sales not only drives agents to perform but also reinforces their responsibility to the team and the organization. This pressure can be motivating and push agents to collaborate and support each other in reaching their sales goals.

Additionally, Agent Participant 6 mentioned, “It consumes a lot of time,” in reference to the effort required to meet expectations. This highlights the commitment and responsibility that agents must invest in their roles to ensure that they are contributing effectively to the team’s objectives. The acknowledgment of time investment signifies an understanding that accountability involves dedicating oneself fully to their responsibilities, which can lead to greater personal and team success.

In essence, the theme of accountability and responsibility illustrates how effective leadership instills a culture where individuals feel compelled to take ownership of their actions. Participants' statements demonstrate that when leaders model accountability, it inspires team members to follow suit, thereby enhancing performance and fostering a strong sense of responsibility within the team. Prioritizing accountability, leaders create an environment where everyone is committed to achieving collective goals, ultimately leading to improved daily work and overall performance.

#### **Subtheme 4: Adaptability and Resilience (Broker Participants 1, 4; Agent Participant 5)**

The theme of adaptability and resilience reflects the critical role that leadership plays in helping team members navigate challenges and change effectively. Participants emphasized how various leadership styles foster an environment where adaptability is encouraged, and resilience is built, significantly influencing their daily work and overall performance.

Broker Participant 1 described the impact of their leadership style on their ability to multitask, stating, “They maximized their everyday life through multitasking so that even at home, they can still transact with their clients through several platforms.” This statement highlights how effective leadership promotes adaptability by encouraging brokers to embrace multiple strategies and tools to meet client needs, regardless of their location. This flexibility is essential in the dynamic real estate market, where client interactions and transactions often require quick adjustments and responses to changing circumstances.

Additionally, Broker Participant 4 noted that this leadership style has led to “adaptability to change,” emphasizing the importance of being able to pivot and respond to new challenges. This adaptability is not just beneficial; it is essential for maintaining high performance in an industry marked by fluctuating demands and varying client expectations. When leaders encourage adaptability, they empower their teams to embrace change, fostering a sense of resilience in the face of adversity.

Agent Participant 5 contributed to this theme by pointing out the necessity of resilience in their work, stating, “You can motivate your salesforce through incentives and rewards.” This implies that resilience is often cultivated through recognition and support from leadership, allowing team members to bounce back from setbacks and maintain

their motivation. When agents feel supported and recognized for their efforts, they are more likely to exhibit resilience, which is crucial in a competitive and often challenging sales environment. Transactional leaders focus on setting clear goals, offering rewards and penalties based on performance, and maintaining stability. Mittal (2023)

The statements from participants illustrate that leadership plays a pivotal role in developing both adaptability and resilience within the team. Fostering a culture that values flexibility and provides support through challenges, leaders enable their teams to thrive despite obstacles. This adaptability not only enhances individual performance but also contributes to the overall success of the organization, as team members are equipped to navigate the complexities of their roles effectively.

In summary, the theme of adaptability and resilience underscores the importance of leadership in preparing team members to handle change and challenges effectively. Participants' insights reveal that when leaders model adaptability and provide a supportive environment, it enhances team members' ability to remain resilient, ultimately leading to improved daily work performance and overall success in achieving organizational goals.

#### **Subtheme 5: Mentorship and Development (Broker Participants 3, 4; Agent Participants 1, 3)**

The theme of mentorship and development highlights the significant influence that effective leadership can have on the personal and professional growth of team members. Participants expressed how various leadership styles facilitate mentorship opportunities, enhance skill development, and create a supportive environment for continuous learning, ultimately impacting their daily work and overall performance.

Broker Participant 3 illustrated the importance of mentorship in their work environment, stating, "The best approach to encouraging them to do their best is by setting an example." This statement reflects a key aspect of transformational leadership, where leaders actively engage in mentorship by modeling desired behaviors and sharing their own experiences. Demonstrating their journey and successes, leaders inspire team members to strive for similar achievements, fostering an environment of growth and motivation. The findings show that ethical leadership significantly influences salesperson behavior and performance by fostering emulation intentions—the desire to model the manager's ethical conduct. Badrinarayanan et al., (2019)

Further supporting this theme, Broker Participant 4 mentioned the significance of "supportive mentorship" and "open communication." This indicates that effective mentorship goes beyond just providing guidance; it involves fostering an open dialogue where team members feel comfortable seeking advice and sharing their challenges. Such an environment encourages individuals to take risks in their professional development, knowing they have the support of their leaders. Facilitating open communication, leaders empower team members to express their needs, which in turn enhances their development.

Agent Participant 1 added to this theme by emphasizing the impact of mentorship on motivation, stating, "If I saw that my leader works very well and motivates me, I can work with a job well done." This reflects the direct correlation between a leader's commitment to mentoring and the agent's performance. When leaders actively participate in the development of their team members, it instills a sense of purpose and determination to excel in their roles.

Agent Participant 3 further reinforced the idea of mentorship by noting, "You can motivate your salesforce through incentives and rewards." This implies that development is not solely about skill acquisition but also about recognizing and celebrating progress. When leaders provide incentives and rewards for achievements, it not only

motivates individuals but also encourages continuous development. This approach fosters a culture of learning and growth, as team members are incentivized to improve their skills and performance consistently.

In summary, the theme of mentorship and development underscores the critical role of leadership in nurturing the growth of team members. Participants' insights reveal that effective mentorship creates an environment where individuals feel empowered to develop their skills and strive for excellence. Modeling desired behaviors, facilitating open communication, and providing recognition for achievements, leaders significantly impact their team members' daily work and overall performance. This, in turn, leads to a more engaged, motivated, and high-performing workforce that contributes positively to organizational success.

### **Subtheme 6: Positive Work Environment (Broker Participant 5; Agent Participants 2, 10)**

The theme of positive work environment emphasizes the crucial role that leadership plays in creating a supportive and encouraging atmosphere for team members. Participants highlighted how various leadership styles foster a sense of community, respect, and collaboration, significantly impacting their daily work and overall performance.

Broker Participant 5 noted, "Dahil nga democratic kasi nga may option sila meron silang kalayaan mag suggest... pag ganun mag usap-usap kayo kung mas okay yung idea nila." ("Because it's democratic, they have options and the freedom to suggest... when that happens, you can discuss whether their idea is better.") This statement reflects the democratic leadership style, where team members are encouraged to share their ideas and suggestions. This inclusivity creates a sense of belonging and respect among team members, allowing them to feel valued and empowered in their roles. When employees have the freedom to express their thoughts and contribute to decision-making, it fosters a positive work environment that enhances morale and motivation.

Agent Participant 2 emphasized the importance of a positive work atmosphere, stating, "If your leader motivates you very well, it will affect your daily routine for good performance." This underscores the connection between leadership support and individual performance. A motivating leader not only encourages employees but also cultivates an environment where positivity and encouragement thrive. This positive reinforcement contributes to job satisfaction, leading to higher levels of productivity and engagement in daily tasks.

Agent Participant 10 added to this theme by mentioning, "As a team, always think positive and always love what you do to get more clients." This statement highlights the role of leaders in promoting a positive mindset among team members. Encouraging a culture of positivity and passion for their work, leaders inspire individuals to embrace challenges and strive for success collectively. A positive work environment nurtures collaboration and teamwork, where members support one another and share in each other's successes.

In summary, the theme of positive work environment illustrates how effective leadership significantly influences the workplace culture. Participants' insights reveal that fostering an inclusive atmosphere where team members feel respected and valued is essential for enhancing overall performance. Promoting open communication, motivation, and a positive mindset, leaders create a supportive environment that encourages employees to thrive. This positive culture not only improves individual job satisfaction but also enhances team dynamics, ultimately contributing to the success of the organization as a whole.

**Subtheme 7: Results Orientation (Broker Participants 1, 2; Agent Participants 4, 6)**

The theme of results orientation highlights how leadership styles focus on achieving specific goals and outcomes, significantly influencing the performance and productivity of team members. Participants articulated that an emphasis on results drives their daily work, motivating them to meet targets and excel in their roles.

Broker Participant 1 shared, "Setting sales targets and corresponding awards, they are motivated to do individual strategies... This helps us to attain good performance in the company." This statement underscores how establishing clear sales targets and linking them to rewards enhances motivation and commitment among team members. When leaders set specific expectations and provide incentives for meeting those goals, it encourages employees to develop effective strategies and work diligently toward achieving results. This results-oriented approach fosters a culture of accountability, where everyone strives for excellence in their performance. In contrast, to the study highlights that a salesperson's perception of difficulty in meeting sales quotas moderates the relationship between relationship quality and customer orientation. Kirkland et al., (2021)

Broker Participant 2 further emphasized the importance of results orientation, stating, "This can serve as motivation or drive the performance to the highest level of leadership that keeps us moving and dreaming also to become successful in life." This insight reflects how a results-oriented leadership style not only influences day-to-day performance but also inspires individuals to aspire for long-term success. Prioritizing outcomes, leaders instill a sense of purpose and ambition in their team members, encouraging them to push beyond their limits and pursue their professional aspirations.

Agent Participant 4 added, "You need sales every month as no. Zero month follow-up your people member to your group as a nice way." This statement highlights the necessity of consistent performance tracking and follow-up to achieve sales goals. Emphasizing the importance of results and accountability, leaders guide their teams toward maintaining a high level of productivity and performance. This focus on achieving results cultivates a proactive mindset, where team members are continuously working towards their objectives and striving for improvement.

Agent Participant 6 also acknowledged the impact of a results-oriented approach, noting, "It consumes any time a lot." This suggests that the focus on achieving results often requires significant time and effort from team members, reinforcing the idea that dedication and hard work are essential for success in a results-oriented environment. While this may be demanding, it ultimately fosters a sense of accomplishment and fulfillment when team members meet or exceed their targets.

In conclusion, the theme of results orientation demonstrates how effective leadership can drive performance by establishing clear goals and motivating individuals to strive for excellence. Participants' insights illustrate that a focus on results not only enhances individual accountability but also promotes a culture of ambition and success within teams. Emphasizing outcomes and providing the necessary support and incentives, leaders empower their teams to achieve their objectives and contribute to the overall success of the organization.

**Subtheme 8: Holistic Influence (Broker Participants 3, 4; Agent Participant 5)**

The theme of holistic influence reflects how leadership styles affect not just the professional performance of team members, but also their personal growth, attitudes, and overall well-being. Participants emphasized that effective leadership has a comprehensive impact, shaping both individual and collective experiences within the workplace.

Broker Participant 3 stated, "It helps me in everything." This succinct remark encapsulates the profound influence of leadership on all aspects of an individual's life, suggesting that strong leadership fosters an environment

where employees feel supported not only in their work but also in their personal development. When leaders prioritize a holistic approach, they create a workplace culture that nurtures employees' skills, aspirations, and well-being, allowing them to thrive in all areas of life.

Broker Participant 4 elaborated on this theme by noting, "Leadership styles also help me grow not only in position but also as a person. It helps me also develop my personality." This highlights the dual role of effective leadership in facilitating career advancement while simultaneously fostering personal development. Focusing on the holistic growth of employees, leaders can inspire a deeper connection to their work and promote a culture of continuous learning and self-improvement.

Agent Participant 5 added, "Kasi pag ka nag usap-usap kami alam mo yung dahil siguro sa nga kung pano ka makitungo sa kanila parang yung relax lang sila pag na didiscuss kayo" (Because when we talk, you know, perhaps it's because of how you interact with them; they seem relaxed when you discuss things). This statement indicates that a supportive leadership style fosters an open and comfortable environment for team discussions, encouraging collaboration and idea-sharing. This relaxed atmosphere allows employees to engage more freely, contributing to their overall job satisfaction and sense of belonging.

Moreover, participants indicated that this holistic influence extends beyond individual performance to impact team dynamics and workplace culture. When leaders take a comprehensive approach to their roles, they not only address the immediate needs of their teams but also cultivate a positive work environment where employees feel valued and empowered. This contributes to enhanced morale and collective performance, as team members are more likely to support one another and work collaboratively towards common goals.

In summary, the theme of holistic influence underscores the multifaceted impact of leadership on employees' professional and personal lives. Participants' insights reveal that effective leadership fosters an environment that nurtures individual growth, enhances team dynamics, and promotes overall well-being. Adopting a holistic approach, leaders can significantly enhance the experience of their team members, leading to improved performance and a more cohesive workplace culture.

### **Theme 3: Challenges Encountered Due to Leadership Styles**

Participants provided insights into the challenges faced within their organization, emphasizing how different leadership styles impact their work experiences and team dynamics: Communication Barriers, Resistance to Change, Client Relationship Challenges, Team Dynamics and Collaboration, Leadership Impact on Performance, Geographical and Operational Challenges, and Professional Development and Support

#### **Subtheme 1: Communication Barriers (Broker Participants 4, 5; Agent Participant 1)**

In the context of leadership dynamics, communication barriers emerged as a significant challenge highlighted by participants from both broker and agent groups. This theme encapsulates the various obstacles that impede effective dialogue and understanding within teams, directly affecting performance and collaboration.

Broker Participant 4 emphasized the detrimental impact of insufficient open communication within the organization. They stated, "if the leadership style lacks open communication, it can lead to misunderstanding and misaligned expectation among resistance to change." This lack of clarity can create frustration among team members, as they may feel unsure about their roles, responsibilities, and the objectives they are expected to meet. For instance, without transparent communication regarding project updates or strategic changes, agents may struggle to align their efforts with organizational goals, leading to decreased motivation and performance. The findings indicate that the

appropriate leadership style and strong leader-employee relationships can significantly influence the quality of teamwork. Effective communication and collaboration among team members are identified as key factors in enhancing teamwork quality. As a result, organizations are encouraged to focus on leadership styles and foster teamwork to achieve organizational goals and boost overall employee performance. Shayidah et al., (2024)

Similarly, Broker Participant 5 echoed these sentiments by noting that leading a team requires the ability to unify diverse opinions. They explained, "So yun syempre pag nag-lead ka sa tao may kanya-kanyang opinion magiging challenging dyan paano mo mapapag-isa yung opinion ng bawat isa, kasi may kanya-kanya tayong pag-iisip" (So, of course, when you lead people, everyone has their own opinions, which makes it challenging to unify each person's opinion because we all think differently). This underscores how the absence of open channels for discussion can hinder collaboration and contribute to a culture of resistance to change. When team members are not encouraged to express their opinions or provide feedback, it can result in a lack of buy-in for new initiatives and strategies. This reluctance to engage in dialogue stifles creativity and innovation and undermines team cohesion, as individuals may begin to work in silos rather than collaboratively toward shared goals.

Agent Participant 1 contributed to this theme by sharing their experience of working in a geographically dispersed team. They expressed that "the challenges is to handle people in different area/places in south to north maintaining people is very tough." This comment highlights the complexities involved in managing communication across various locations. The participant noted that the reliance on virtual meetings and digital communication tools often limits the ability to convey tone, intent, and non-verbal cues. This limitation can lead to further misunderstandings, as messages may be misinterpreted without the context that face-to-face interactions typically provide. The participant highlighted that while virtual communication is convenient, it cannot fully replace the richness of in-person discussions, where nuances can be more easily conveyed and understood.

These insights illustrate how communication barriers, driven by a lack of open dialogue and reliance on digital tools, can significantly hinder organizational effectiveness. The challenges highlighted by participants emphasize the necessity for leaders to cultivate a communicative culture that encourages transparency, active listening, and collaborative problem-solving. Addressing these barriers enhances team dynamics, improves performance, and ultimately fosters a more engaged and motivated workforce. The establishment of successful consultancy-client relationships is fundamentally reliant upon the principles of trust and transparent communication.

### **Subtheme 2: Resistance to Change (Broker Participant 2; Agent Participant 3)**

The theme of resistance to change surfaced as a significant concern among participants, reflecting the challenges organizations face when implementing new initiatives or leadership styles. This resistance can manifest in various ways, affecting both individual and team dynamics, ultimately impacting overall organizational performance.

Broker Participant 2 highlighted the complexities of managing resistance during periods of leadership change. They observed, "But long after the shift of leadership and the leader's paradigm, they understand now its impact on the organization. Let me point out that leadership change but the MISSION remains the same." This statement underscores how shifts in leadership can lead to uncertainty and reluctance among team members to embrace new directions. Even when leadership changes, the underlying mission of the organization remains constant. However, individuals may struggle to adapt to new expectations, approaches, or strategies introduced by the new leadership. This resistance often stems from fear of the unknown, as employees may worry about their roles, job security, and the potential for increased workloads or different performance expectations.



Agent Participant 3 expressed their perspective on resistance, stating, "Leadership itself is truly challenging, especially when your subordinates are not cooperating." This sentiment highlights the difficulty leaders face in rallying support for new initiatives when team members are hesitant to embrace change. Such resistance can create a disconnect between leaders and their teams, making it challenging to implement new strategies effectively. This lack of cooperation can result in diminished morale, decreased productivity, and an overall lack of engagement among team members. One of the study results emphasize the importance of perceived manager values, revealing that salespeople who perceive their manager as highly customer-oriented report greater job satisfaction and better sales performance. Interestingly, when there is misalignment between manager and salesperson CO values, job satisfaction increases more for salespeople with low CO as they perceive their manager's CO to be higher. Mullin et al., (2014)

The insights from both participants illustrate that resistance to change can significantly hinder an organization's ability to evolve and adapt. Addressing this resistance requires leaders to foster an environment that encourages open communication, active participation, and a sense of ownership among team members. Engaging employees in the change process can help mitigate fears and uncertainties, ultimately leading to a more cohesive and agile organization. Emphasizing the shared mission while facilitating discussions around the changes can also help bridge the gap between leadership and team members, promoting a culture that is more receptive to change and innovation.

### **Subtheme 3: Client Relationship Challenges (Broker Participant 1; Agent Participants 5, 10)**

The theme of client relationship challenges emerged prominently among participants, highlighting the difficulties faced in managing and nurturing relationships with clients in the real estate sector. These challenges can significantly impact agents' effectiveness and the overall success of the organization.

Broker Participant 1 articulated the complexities of navigating client interactions, particularly for newcomers in the industry. They noted, "Normally, the issue comes when you're fresh to the industry. Aside from not being familiar with project updates and form terminologies, the most difficult aspect is reading your clients, whether they are determined to get their house right away, you are speaking with a deciding party, or someone pretending to be a client in order to obtain information they require." This statement reveals that new agents often struggle to interpret client intentions and motivations accurately, which can hinder their ability to provide effective service. Misreading a client's urgency or understanding their needs can lead to missed opportunities and negatively impact the overall client experience.

Agent Participant 5 also highlighted the challenges in fulfilling client expectations, stating, "Bilang isang ahente challenge na makahanap ng isang property na hinahanap ng isang buyer" (As an agent, finding a property that a buyer is looking for is a challenge). This perspective emphasizes the pressure agents face in meeting client demands, particularly when trying to match specific buyer preferences with available properties. The difficulty in locating the right property not only strains the agent-client relationship but also can lead to frustration on both sides, affecting client satisfaction and retention.

Furthermore, Agent Participant 10 pointed to specific client-related difficulties by stating, "Clients' problem with their home reservations." This comment underscores how issues related to property reservations can create tension in client interactions. Problems such as misunderstandings regarding reservation terms or delays in processing can lead to dissatisfaction, which further complicates the relationship between agents and their clients. Addressing these issues promptly and effectively becomes crucial in maintaining trust and rapport with clients.

Together, these insights illustrate that client relationship challenges are multifaceted, encompassing difficulties in understanding client needs, matching preferences with available properties, and addressing reservation-related issues. To mitigate these challenges, organizations can invest in training and support for agents to enhance their communication skills and understanding of client behavior. Encouraging open dialogue between agents and clients can also foster stronger relationships, leading to improved client satisfaction and loyalty.

#### **Subtheme 4: Team Dynamics and Collaboration (Broker Participants 5; Agent Participant 7)**

The theme of team dynamics and collaboration emerged as a significant factor influencing the effectiveness of both broker and agent teams. Participants emphasized how interpersonal relationships, communication styles, and collaborative efforts within teams play crucial roles in achieving organizational objectives.

Broker Participant 5 highlighted the challenges of aligning diverse opinions within the team, explaining, "So yun syempre pag nag-lead ka sa tao may kanya-kanyang opinion magiging challenging dyan paano mo mapapag-isa yung opinion ng bawat isa, kasi may kanya-kanya tayong pag-iisip" (So, of course, when you lead people, everyone has their own opinions, which makes it challenging to unify each person's opinion because we all think differently). This acknowledgment of varying perspectives underscores the importance of fostering an environment where all team members feel valued and heard. When leaders encourage open dialogue and actively seek input from team members, they create opportunities for collaboration, allowing for a synthesis of ideas that can lead to innovative solutions and stronger team cohesion.

Agent Participant 7 added to this discussion by highlighting the need for mutual support within the team. They indicated that effective collaboration is vital for success, implying that when team members support one another and share knowledge, the overall performance improves. This reflects the idea that a collaborative atmosphere can enhance trust among team members, leading to increased morale and motivation. When agents feel supported in their roles, they are more likely to contribute actively to team discussions and initiatives. The study results indicated that both team-oriented leadership and high-quality teamwork positively impact sales performance. Furthermore, strong teamwork is facilitated by team-oriented leadership, meaning that leaders who focus on fostering collaboration and team cohesion can significantly improve sales performance. The study concludes that these two factors—team-oriented leadership and teamwork quality—work together to achieve optimal sales results. Ayuni et al., (2023)

In summary, the insights from participants emphasize that team dynamics and collaboration are essential components of organizational success. To strengthen these elements, leaders should focus on creating a culture of open communication, where diverse opinions are valued and respected. Encouraging teamwork through structured collaboration initiatives, regular team meetings, and brainstorming sessions can foster an inclusive environment. Prioritizing collaboration and mutual support, organizations can enhance team dynamics, ultimately leading to improved performance and greater achievement of organizational goals.

#### **Subtheme 5: Leadership Impact on Performance (Agent Participant 4)**

The theme of leadership impact on performance emerged as a central concern among participants, illustrating how different leadership styles and approaches can significantly influence both individual and team effectiveness within the organization. Insights shared by participants highlighted the direct correlation between leadership practices and overall performance outcomes.

Agent Participant 4 provided a poignant example of the impact of leadership on team morale and productivity. They mentioned, "The challenges encountered in my company RCD Realty my 1st leader is died on pandemic." This

reflects the profound effect that a leader's absence can have on a team, particularly during challenging times. The loss of a leader can lead to uncertainty and disruption, affecting team cohesion and performance. Without strong leadership to guide and inspire team members, individuals may struggle to maintain focus, resulting in decreased productivity and motivation. This underscores the need for continuity in leadership and the importance of effective succession planning to ensure that teams remain supported and empowered, even during transitions.

These insights collectively highlight that leadership plays a pivotal role in shaping the performance landscape within organizations. To maximize team effectiveness, leaders must actively cultivate a supportive and motivating environment. This can be achieved through clear communication of expectations, recognition of individual and team achievements, and fostering a culture of collaboration. Understanding the profound impact of their leadership on performance, leaders can adopt strategies that enhance team engagement, resilience, and ultimately, overall organizational success.

### **Subtheme 6: Geographical and Operational Challenges (Agent Participants 1, 6, 9)**

The theme of geographical and operational challenges highlights the unique difficulties faced by agents in the real estate sector, particularly those related to the diverse locations of their clients and the complexities of conducting business across different regions. Insights from participants reveal how these challenges can significantly impact their ability to perform effectively and meet client needs.

Agent Participant 1 discussed the challenges of managing a team dispersed across various geographical locations, stating, "As a leader of my team, the challenges is to handle people in different area/places in south to north maintaining people is very tough." This statement underscores the difficulties that arise when trying to coordinate and maintain a cohesive team spread over a large area. The physical distance can create barriers to communication, leading to misunderstandings and delays in decision-making. Furthermore, agents may find it challenging to develop strong relationships with team members when face-to-face interactions are limited, potentially impacting team morale and collaboration.

Agent Participant 6 elaborated on the operational aspects of these challenges, mentioning, "It challenges me to focus." This acknowledgment reflects the distractions and complexities that agents face when trying to navigate the demands of working across different regions. The need to adapt to varying local market conditions, regulations, and client expectations can be overwhelming, making it difficult for agents to concentrate on their core responsibilities. The stress associated with managing multiple operational tasks can detract from their ability to provide exceptional service to clients, ultimately affecting performance.

Agent Participant 9 also contributed to this theme by expressing concerns about time management: "Time." This succinct statement highlights how geographical and operational challenges can lead to time constraints. Agents may struggle to balance their workload effectively, especially when coordinating property viewings, meetings, and other essential activities across different locations. Time management becomes critical in ensuring that agents can meet client expectations while also managing their operational responsibilities efficiently.

Collectively, these insights emphasize that geographical and operational challenges are significant barriers that agents must navigate in the real estate industry. To address these issues, organizations can implement strategies that promote effective communication and collaboration among team members, regardless of location. Utilizing technology to facilitate virtual meetings and updates can help bridge the gap created by physical distance. Additionally,

providing training on time management and prioritization can empower agents to handle their responsibilities more effectively, enhancing their overall performance and client service.

#### **Theme 4: Leadership Styles and Approaches Believed to be Advantageous by Participants**

Participants provided insights into the leadership styles and approaches they believe would be beneficial in their current roles, highlighting different perspectives on effective team management: Adaptability and Openness to Change, Collaborative Decision-Making and Support, Proactivity and Transformation, and Challenges and Perseverance.

##### **Subtheme 1: Adaptability and Openness to Change (Broker Participants 1, 2, 4; Agent Participants 9)**

The theme of Adaptability and Openness to Change emerged prominently in the reflections of both brokers and agents regarding effective leadership styles that would benefit their current roles. This theme encapsulates the idea that successful leaders must be flexible and willing to adjust their strategies and approaches in response to evolving situations and the unique needs of their teams.

Broker Participant 1 emphasized the importance of exploring various leadership methods before settling on the most effective one for their organization. They stated, "I explored with different methods before finalizing on this. In reality, there is no such thing as perfect leadership. I can say that it is the best fit—not exactly, but overall. My proof is derived from the group's numbers for sales. And it improves my relationship with them compared to before." This adaptability is not just about changing tactics but also about fostering a mindset that embraces learning and growth. Analyzing sales performance and team interactions, Broker Participant 1 found that their flexible approach significantly improved relationships within the team, demonstrating how adaptability can lead to enhanced collaboration and success.

Broker Participant 2 mentioned situational leadership as a valuable approach, underscoring the necessity of tailoring leadership styles to fit the context. They simply stated, "Situational leadership and servant leadership." This suggests that effective leaders should be attuned to their team members' needs and be willing to modify their approach based on the circumstances at hand. Such situational awareness fosters an environment where team members feel understood and supported, further enhancing their engagement and productivity. The research proposes that servant leadership positively impacts salesperson outcomes by improving the quality of the leader-subordinate relationship. Kirkland et al., (2021)

Broker Participant 4 highlighted transformative leadership, which aligns closely with the idea of adaptability. They articulated, "Transformative leadership," indicating a belief that such an approach is beneficial in navigating changes and challenges. Transformative leaders inspire and motivate their teams to embrace change and innovation. This approach not only encourages flexibility but also cultivates a culture of continuous improvement within the organization. Promoting transformative practices, leaders can create an atmosphere where team members feel empowered to share ideas, take initiative, and contribute to the organization's evolution.

Agent Participant 9 contributed to this theme by expressing a willingness to adopt new leadership styles and approaches if necessary. They stated, "I am willing to adopt to change if there is any." This openness to change reflects a proactive mindset, where individuals recognize that adapting to new circumstances and methodologies is crucial for personal and professional growth. Such readiness to embrace change signifies an understanding that the business environment is constantly evolving, and staying relevant requires flexibility.

Together, these insights illustrate that Adaptability and Openness to Change are essential qualities for effective leadership. Leaders who demonstrate these traits can navigate the complexities of team dynamics and market

challenges, fostering an environment where innovation thrives. Being receptive to new ideas and approaches, they can build stronger relationships with their team members, promote collaboration, and ultimately drive organizational success. This theme reinforces the notion that effective leadership is not a one-size-fits-all model; rather, it is a dynamic practice that requires continuous reflection, learning, and adaptation.

### **Subtheme 2: Collaborative Decision-Making and Support (Broker Participants 5; Agent Participants 1, 4, 8)**

The theme of Collaborative Decision-Making and Support emerged as a vital aspect of effective leadership among both brokers and agents. This theme reflects the significance of involving team members in the decision-making process and providing them with the necessary support to foster a sense of ownership and accountability within the organization.

Broker Participant 5 illustrated this theme by discussing their leadership approach, emphasizing the importance of gathering input from team members during meetings. They stated, “Ang ginagawa ko talaga is kinukuha ko muna ideas nila bago ako mag top up sa idea kung ano talaga yung mas dapat kaya siguro ako nagiging leader” (What I really do is gather their ideas first before I top up my idea on what really should be done, that’s probably why I become a leader). This quote highlights the collaborative nature of their leadership style, where they actively seek out suggestions and feedback from their team before making decisions. Valuing their team members' ideas, this approach not only enhances the quality of decisions made but also fosters a sense of inclusivity and respect among team members, ultimately strengthening team cohesion.

Agent Participant 1 contributed to this theme by acknowledging the importance of support in their leadership experience. They mentioned, “Yes, some helps and been more inspired with their achievements.” This statement reflects how supportive leadership can motivate team members and inspire them to achieve their goals. When leaders provide encouragement and recognize the accomplishments of their team, it creates a positive atmosphere that enhances overall morale and productivity.

Agent Participant 4 echoed this sentiment by emphasizing the role of support in effective leadership. They remarked, “My reflecting my post leader is best to your agent and support if you have like money, or materials” (My reflection on my past leader is that it is best to support your agents if you have resources like money or materials). This statement suggests that providing tangible resources and assistance is crucial for leaders to help their team members succeed. Ensuring that agents have access to the necessary tools and resources, leaders can empower their teams to perform at their best and achieve their objectives.

Agent Participant 8 also underscored the importance of collaboration, stating, “Impronounce by attending seminars” (I am improved by attending seminars). This implies that opportunities for professional development and learning, such as seminars, are valuable for fostering a collaborative environment. When leaders encourage their team members to engage in continuous learning, it not only enhances their skills but also fosters a culture of growth and improvement within the organization. Aligned on the results, the study recommends that the FMCG industry in Pakistan could benefit from focusing on transactional leadership, particularly through training programs and leadership manuals, to better develop leaders and enhance performance. Kalsoom et al., (2018)

Together, these insights illustrate that Collaborative Decision-Making and Support are essential components of effective leadership. Leaders who actively involve their teams in the decision-making process and provide the necessary support create an inclusive environment that encourages innovation and teamwork. Valuing the contributions

of their team members and offering assistance when needed, leaders can cultivate a strong sense of collaboration, ultimately leading to improved performance and job satisfaction. This theme emphasizes that successful leadership is not about dictating decisions from the top; rather, it is about fostering a collaborative culture where everyone feels valued and empowered to contribute.

### **Subtheme 3: Proactivity and Transformation (Broker Participants 3; Agent Participants 2, 5)**

The theme of Proactivity and Transformation highlights the importance of taking initiative and driving change within the organization. This theme reflects the belief that effective leaders not only respond to challenges but also anticipate needs and create opportunities for growth and improvement.

Broker Participant 3 exemplified this theme by emphasizing the significance of being proactive in their leadership approach. They stated, "Being proactive." While this statement is brief, it underscores a fundamental leadership quality—the ability to anticipate challenges and act upon them before they escalate. A proactive leader is one who identifies potential issues and takes preemptive measures to address them, fostering a culture of preparedness and resilience within the team. This attitude can lead to a more dynamic and responsive organization where team members feel empowered to contribute ideas and solutions.

Agent Participant 2 supported this theme by advocating for a specific leadership style. They mentioned, "Yes, boss of the boss style." This reflects a transformational approach where leaders inspire and motivate their team members to achieve their highest potential. The "boss of the boss" concept implies a leadership style that not only involves guiding team members but also empowering them to take ownership of their roles. Creating an environment where agents feel encouraged to take the lead, a transformational leader fosters a proactive mindset that can lead to innovative solutions and improved performance. The study underscores the critical role of transformational leadership in shaping salespeople's attitudes, which ultimately leads to enhanced performance. It highlights how the way sales managers lead can have a profound effect on the attitudes and motivation of their sales teams, which in turn drives better sales results. Gao et al., (2020)

Agent Participant 5 echoed the sentiments of proactivity and transformation by sharing insights from their experience. They expressed, "Base on my experience hindi lahat ng pagkakataon ay madaling makapagbenta ng property pero naniniwala ako hindi puwedeng sukuan agad dahil kapag may tiyaga may chance ka makabenta at kumita sa pagbebenta or pag ahente advantage na rin yun madami ka hawak na property na pwede ioffer sa buyer" (Based on my experience, not every opportunity to sell property is easy, but I believe that you can't give up right away because with perseverance, you have a chance to sell and earn from selling or being an agent; it's also an advantage if you have many properties to offer to buyers). This statement illustrates the transformational aspect of leadership, where persistence and a proactive approach are essential. Encouraging a mindset of perseverance, leaders can inspire their team members to overcome challenges and seize opportunities.

Together, these insights illustrate that Proactivity and Transformation are crucial elements of effective leadership. Leaders who embrace proactivity are not only more likely to navigate challenges successfully but also create an environment that fosters innovation and continuous improvement. Encouraging their teams to take initiative and embrace change, these leaders can drive positive transformation within their organizations, ultimately leading to enhanced performance and satisfaction among team members. This theme underscores the idea that proactive leadership is essential for cultivating a forward-thinking, adaptable organization capable of thriving in a dynamic environment.

#### **Subtheme 4: Challenges and Perseverance (Agent Participants 5, 6, 10)**

The theme of Challenges and Perseverance highlights the resilience and determination required to overcome obstacles in a leadership context. This theme reflects the understanding that setbacks are a natural part of any professional journey, and how leaders respond to these challenges can significantly impact their effectiveness and the morale of their teams.

Agent Participant 5 shared insights into the difficulties faced in the property selling process. They stated, "Base on my experience hindi lahat ng pagkakataon ay madaling makapagbenta ng property pero naniniwala ako hindi puwedeng sukuan agad dahil kapag may tiyaga may chance ka makabenta at kumita sa pagbebenta or pag ahente advantage na rin yun madami ka hawak na property na pwede ioffer sa buyer" (Based on my experience, not every opportunity to sell property is easy, but I believe that you can't give up right away because with perseverance, you have a chance to sell and earn from selling or being an agent; it's also an advantage if you have many properties to offer to buyers). This statement illustrates the challenges inherent in the real estate industry, where not every lead or opportunity is fruitful. However, it emphasizes the importance of perseverance; by remaining committed and adaptable, agents can turn challenges into opportunities for success. This determination not only helps individuals achieve their goals but also sets a positive example for their peers, reinforcing a culture of resilience within the team.

Agent Participant 6 offered a contrasting perspective, stating, "None." This brief acknowledgment highlights a potential challenge in leadership—the feeling of disconnection or lack of guidance in difficult times. This can reflect a lack of support or resources, which can hinder an agent's ability to persevere through challenges. Leaders must recognize such sentiments and work to create an environment where team members feel supported and encouraged to navigate difficulties together, fostering a sense of camaraderie and collective resilience.

Agent Participant 10 also noted, "None," indicating a possible struggle with feeling challenged in their role or a lack of engagement with the challenges at hand. This response may suggest that some agents feel overwhelmed or unsure about how to address difficulties in their work. For leaders, it becomes essential to foster open communication and provide avenues for support, helping team members to articulate their challenges and develop strategies for overcoming them.

Together, these insights reflect that Challenges and Perseverance are integral to effective leadership. Leaders who acknowledge the difficulties faced by their team members and foster an environment of support and resilience can significantly enhance overall team morale and performance. Promoting a culture of perseverance, where challenges are viewed as opportunities for growth rather than setbacks, leaders can empower their teams to navigate obstacles confidently and effectively. This theme emphasizes that success in leadership is not merely about achieving goals but also about how one responds to challenges and inspires others to do the same.

#### **Strategic Leadership and Effective Communication for Real Estate Professionals**

##### **Objective:**

To address the challenges faced by real estate professionals, particularly in leadership, communication, and team dynamics, organizations need clear strategies that promote collaboration, adaptability, and performance.

COMPONENTS	OBJECTIVES	ACTIONABLE STRATEGIES	KEY PERFORMANCE INDICATORS
<p><b>1. Improve Communication and Transparency</b></p>	<p>Ensure that communication within teams is clear, consistent, and open to foster collaboration and reduce misunderstandings.</p> <p>Strengthen leadership-employee relationships through transparent, two-way communication to build trust and alignment with organizational goals.</p>	<p><b>Regular Team Meetings:</b> Establish weekly or bi-weekly team meetings to ensure consistent updates, address concerns, and keep everyone aligned with organizational goals.</p> <p><b>Active Listening Training:</b> Implement workshops on active listening to ensure that team members feel heard and valued, which fosters a culture of openness and mutual respect.</p> <p><b>Implement Collaboration Tools:</b> Use project management software (like Trello, Slack, or Asana) to enhance communication and facilitate real-time updates across locations.</p>	<p><b>Survey Results on Communication Satisfaction:</b> Target: Achieve at least 85% satisfaction rate in communication-related surveys from team members. Measure: Percentage of respondents who rate communication as "effective" or "very effective" on internal surveys.</p> <p><b>Response Time for Inquiries:</b> Target: 90% of internal communication (emails, messages, etc.) should be responded to within 24 hours. Measure: Percentage of inquiries or messages answered within the set timeframe.</p>
<p><b>2. Foster a Culture of Adaptability and Change Management</b></p>	<p>Equip agents and brokers with tools to effectively handle change and foster a mindset of continuous improvement and innovation.</p> <p>Develop leadership strategies that ease transitions, build resilience, and reduce</p>	<p><b>Change Management Workshops:</b> Conduct training sessions to help employees understand the benefits of change and develop the skills to navigate transitions smoothly.</p> <p><b>Engage in Collaborative Decision-Making:</b> Involve team</p>	<p><b>Employee Engagement Metrics:</b> Target: 75% or more of employees actively engaged during organizational changes (e.g., participating in feedback sessions, attending change management workshops).</p>



	<p>resistance to new initiatives or changes in direction.</p>	<p>members in the decision-making process regarding changes, making them feel more invested in the outcome.</p> <p><b>Transparent Communication:</b> Ensure leaders clearly communicate the reasons for changes, expected outcomes, and how changes align with the organization’s mission and values.</p>	<p>Measure: Percentage of employees who report feeling engaged or involved during changes, measured through pulse surveys.</p> <p><b>Rate of Change Adoption:</b> Target: 80% or more of employees adopting new tools, strategies, or leadership styles within the first quarter of implementation. Measure: Percentage of employees who have fully implemented the new changes (e.g., new software, practices, leadership directives) within a defined period.</p>
<p><b>3. Enhance Client Relationship Management</b></p>	<p>Improve agents' ability to understand and meet client needs through better communication, market knowledge, and customer service training.</p> <p>Address challenges around client expectations, from understanding urgency to resolving conflicts in property reservations.</p>	<p><b>Client Relationship Training:</b> Provide agents with training to improve communication with clients, focusing on understanding client needs, managing expectations, and effectively handling difficult situations.</p> <p><b>CRM Software Utilization:</b> Invest in customer relationship management (CRM) tools that allow agents to track client preferences, needs,</p>	<p><b>Client Retention Rate:</b> Target: Achieve a client retention rate of 85% or higher year-over-year. Measure: Percentage of clients returning for repeat business or referring others.</p> <p><b>Customer Satisfaction Scores (CSAT):</b> Target: 80% of clients rating their experience as "satisfied" or "very satisfied" post-transaction. Measure: Percentage of satisfied clients based on post-transaction surveys.</p>

		<p>and interactions, ensuring personalized service.</p> <p><b>Regular Check-ins and Follow-ups:</b> Encourage agents to conduct regular follow-ups with clients, whether they are potential buyers or those who have already purchased properties, to maintain strong relationships.</p>	<p><b>Net Promoter Score (NPS):</b>                  Target: Maintain an NPS score above 60%, indicating strong client loyalty and satisfaction.                  Measure: Percentage of clients who would recommend your services to others (NPS = % promoters - % detractors).</p>
<p><b>4. Strengthen Team Dynamics and Collaboration</b></p>	<p>Create a culture of mutual support and cooperation within teams, ensuring that diverse perspectives are valued and integrated into decision-making.</p> <p>Develop leadership skills that encourage active collaboration and knowledge sharing, boosting overall team morale and performance.</p>	<p><b>Team-building Activities:</b> Organize team-building events or retreats to improve interpersonal relationships and strengthen team bonds.</p> <p><b>Knowledge Sharing Sessions:</b> Schedule monthly or quarterly sessions where agents can share tips, strategies, and market insights, fostering collaboration and continuous learning.</p> <p><b>Cross-functional Collaboration:</b> Ensure that different departments (marketing, sales, legal) collaborate regularly, as effective communication across functions supports greater success.</p>	<p><b>Team Productivity:</b>                  Target: Increase team productivity by 15% annually, based on key metrics like properties sold or new clients acquired.                  Measure: Percentage increase in sales, properties closed, or other key outputs compared to the previous year.</p> <p><b>Employee Collaboration Scores:</b>                  Target: Achieve at least 80% collaboration satisfaction in internal team surveys.                  Measure: Percentage of employees who feel that teamwork is effective or “very effective” within their teams.</p> <p><b>Team Engagement Rate:</b></p>

			<p>Target: 90% of team members actively participating in team meetings, brainstorming sessions, or collaborative projects.</p> <p>Measure: Percentage of team members attending and contributing to collaborative events, workshops, or meetings.</p>
<p><b>5. Improve Leadership Impact on Team Performance</b></p>	<p>Develop leadership practices that inspire motivation, drive performance, and improve team cohesion.</p> <p>Focus on leadership development programs to enhance skills in communication, conflict resolution, and decision-making.</p>	<p><b>Mentorship Programs:</b> Establish mentorship programs where senior leaders mentor newer agents and brokers, offering guidance and support to develop their skills and confidence.</p> <p><b>Leadership Training:</b> Implement ongoing leadership development programs to teach key leadership skills like conflict resolution, motivational techniques, and team management.</p> <p><b>Recognition Programs:</b> Create systems for recognizing and rewarding excellent leadership within the organization, ensuring that leadership qualities are modeled and celebrated.</p>	<p><b>Team Morale Scores:</b> Target: Achieve a 90% positive response rate on leadership effectiveness surveys, where employees rate morale as "high" or "very high." Measure: Percentage of team members who rate leadership as motivating, supportive, and performance-enhancing.</p> <p><b>Sales Performance Metrics:</b> Target: Achieve a 20% increase in sales per agent or per team member annually. Measure: Percentage increase in sales compared to the previous period or year.</p> <p><b>Employee Turnover Rate:</b> Target: Keep turnover below 10% annually for high-performing team members. Measure: Percentage of employees who leave the organization each year.</p>
<p><b>6. Navigate Geographical and Operational Challenges</b></p>	<p>Improve communication and coordination for geographically dispersed teams, ensuring that all agents are aligned and supported regardless of location.</p>	<p><b>Virtual Meeting Platforms:</b> Utilize video conferencing tools like Zoom, Google Meet, or Microsoft Teams to ensure that team members across different locations can stay connected.</p>	<p><b>Operational Efficiency Metrics:</b> Target: Achieve 95% of tasks or appointments completed on time despite geographical challenges. Measure: Percentage of tasks completed on time,</p>

	<p>Provide training in time management, organizational skills, and technology tools to streamline operational processes.</p>	<p><b>Time Management Tools:</b> Train agents on time management software to help them prioritize tasks effectively and meet deadlines, especially when managing multiple clients or regions.  <b>Localized Support:</b> Offer training and resources that are specific to the geographical areas agents are working in to help them navigate local market conditions and regulations.</p>	<p>even with operational and geographical constraints.  <b>Time Management Effectiveness:</b>                  Target: Ensure 90% of agents report they are able to manage their time effectively, as measured by self-assessments and surveys.                  Measure: Percentage of agents who feel they are able to manage their schedule efficiently.  <b>Client Satisfaction by Region:</b>                  Target: Maintain at least an 85% satisfaction rate across all regions, ensuring consistent service quality.                  Measure: Percentage of clients in different geographical areas who report being satisfied with their experience, based on region-specific surveys</p>
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**CONCLUSION**

Based on the findings of the study, the following conclusion were drawn:

**Leadership Styles Characterized by Participants**

The findings highlight different leadership styles characterized by participants. Leadership styles that emerged includes transactional leadership, transformational leadership, democratic leadership, supportive leadership, and charismatic leadership. Among all these leadership styles, transformational leadership appeared to be the most prevalent leadership style according to the participants, particularly brokers and agents, transformational leadership is an approach that emphasizes vision, personal development, and a commitment to the well-being of others. While supportive leadership, participants, particularly sales agents, share a crucial role of supportive leadership in creating a positive and productive work environment. Transactional leadership as described by participants particularly agent and broker revolve around setting clear performance targets, encouraging compliance with established processes, and offering rewards for meeting these targets. Describing by the broker, democratic leadership fosters an environment where team members feel valued and empowered to contribute to discussions and decisions. A broker demonstrates the effectiveness of charismatic leadership in driving team performance and cohesion.

**Leadership Styles and Their Impact on Daily Work and Overall Performance**

The findings highlight the impact of leadership styles on daily work and overall performance. The insights drawn from participants' statements reveal that motivated individuals are more engaged and effective in their roles, ultimately contributing to the success of the organization as a whole. Effective leadership that prioritizes motivation is thus essential for sustained performance and team cohesion. As team members collaborate and support one another, they

not only achieve individual goals but also contribute to the collective success of the organization. Prioritizing accountability, leaders create an environment where everyone is committed to achieving collective goals, ultimately leading to improved daily work and overall performance. Participants' insights reveal that when leaders model adaptability and provide a supportive environment, it enhances team members' ability to remain resilient, ultimately leading to improved daily work performance and overall success in achieving organizational goals. Effective mentorship creates an environment where individuals feel empowered to develop their skills and strive for excellence. Fostering an inclusive atmosphere where team members feel respected and valued is essential for enhancing overall performance, focus on results not only enhances individual accountability but also promotes a culture of ambition and success within teams. Statement from participants indicates that a supportive leadership style fosters an open and comfortable environment for team discussions, encouraging collaboration and idea-sharing, indicated that this holistic influence extends beyond individual performance. This relaxed atmosphere allows employees to engage more freely, contributing to their overall job satisfaction and sense of belonging.

### **Challenges Encountered Due to Leadership Styles**

The findings highlighted the multifaceted challenges encountered due to leadership styles. Challenges highlighted by participants emphasize the necessity for leaders to cultivate a communicative culture that encourages transparency, active listening, and collaborative problem-solving. Addressing these barriers enhances team dynamics, improves performance, and ultimately fosters a more engaged and motivated workforce. Resistance to change can significantly hinder an organization's ability to evolve and adapt, addressing this resistance requires leaders to foster an environment that encourages open communication, active participation, and a sense of ownership among team members. Client relationship challenges are multifaceted like understanding client needs, matching preferences with available properties, and addressing reservation-related issue. Addressing these issues promptly and effectively becomes crucial in maintaining trust and rapport with clients. Team dynamics and collaboration are essential components of organizational success, when agents feel supported in their roles, they are more likely to contribute actively to team discussions and initiatives. Leadership plays a pivotal role in shaping the performance, understanding the profound impact of their leadership on performance, leaders can adopt strategies that enhance team engagement, resilience, and ultimately, overall organizational success. Geographical and operational challenges are significant barriers that agents must navigate in the real estate industry. Agents may struggle to balance their workload effectively, especially when coordinating property viewings, meetings, and other essential activities across different locations. Time management becomes critical in ensuring that agents can meet client expectations while also managing their operational responsibilities efficiently.

### **Leadership Styles and Approaches Believed to be Advantageous by Participants**

The findings show different leadership styles and approaches participants believed to be advantageous. Adaptability and Openness to Change are essential qualities for effective leadership. Being receptive to new ideas and approaches, they can build stronger relationships with their team members, promote collaboration, and ultimately drive organizational success. This theme reinforces the notion that effective leadership is not a one-size-fits-all model; rather, it is a dynamic practice that requires continuous reflection, learning, and adaptation. Collaborative and decision making, this theme emphasizes that successful leadership is not about dictating decisions from the top; rather, it is about fostering a collaborative culture where everyone feels valued and empowered to contribute. Proactivity and transformation, transformational aspect of leadership, where persistence and a proactive approach are essential.

Encouraging a mindset of perseverance, leaders can inspire their team members to overcome challenges and seize opportunities. Challenges and Perseverance are integral to effective leadership, promoting a culture of perseverance, where challenges are viewed as opportunities for growth rather than setbacks, leaders can empower their teams to navigate obstacles confidently and effectively. This theme emphasizes that success in leadership is not merely about achieving goals but also about how one responds to challenges and inspires others to do the same.

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