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Transformational and Human-Centered Leadership in Public Administration: *Their Impact on Decision-Making Quality and Organizational Resilience amid Crises and Sustainability Challenges*

Haupttitel (Deutsch):

Transformative und Human-Centered Führung in der öffentlichen Verwaltung: *Ihr Einfluss auf die Qualität der Entscheidungsfindung und die organisatorische Resilienz in Krisenzeiten und angesichts von Herausforderungen im Bereich der Nachhaltigkeit*

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ABSTRACT

Public administration increasingly operates in Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments shaped by recurrent crises (e.g., pandemics, geopolitical tensions) and pressing sustainability challenges (e.g., climate adaptation, resource scarcity, wicked problems). In these contexts, effective leadership is essential to sustain administrative performance, public service delivery, and long-term organizational resilience while ensuring high-quality, adaptive decision-making that balances efficiency, accountability, transparency, and responsiveness.

Despite extensive research on leadership theories and decision-making models separately, there remains a notable gap in qualitative, practice-oriented studies that examine how specific leadership philosophies, particularly transformational (inspiration, intellectual stimulation, motivation) and human-centered (empathy, inclusion, well-being) interact with decision-making behavior and resilience outcomes in real-world public administration settings facing combined crisis and sustainability pressures.

This study uses an empirical, mixed qualitative research design that integrates primary qualitative data from semi-structured expert interviews with senior administrative officials with rigorous secondary literature and case study analysis. Structured analysis of academic articles, administrative reports, policy documents, and published case studies (with emphasis on post-2020 and 2023+ materials) from national ministries, European agencies, and local organizations managing crises or sustainability initiatives. Thematic analysis systematically identifies patterns in leadership styles, decision processes, constraints, and outcomes.

The study is expected to reveal context-sensitive insights into: (1) the prominence and mechanisms of transformational and human-centered leadership compared to traditional styles in turbulent settings; (2) how these approaches facilitate or hinder decision quality (adaptability, ethical

consideration, stakeholder involvement) and resilience (adaptive capacity, recovery); and (3) recurring barriers/enablers (institutional rigidities, resource limits, political dynamics).

The findings aim to contribute nuanced, practice-relevant understandings of leadership dynamics in contemporary public administration challenges. They offer implications for leadership development programs, administrative reforms, and strategies to strengthen government effectiveness and public value creation amid uncertainty, while underscoring the context-dependency of these relationships.

Kurzfassung (Deutsch)

Die öffentliche Verwaltung agiert zunehmend in volatilen, unsicheren, komplexen und mehrdeutigen (VUCA) Umfeldern, die von wiederkehrenden Krisen und drängenden Nachhaltigkeitsherausforderungen geprägt sind. In diesem Kontext ist wirksame Führung entscheidend für administrative Leistungsfähigkeit, öffentliche Dienstleistungserbringung, langfristige Resilienz und qualitativ hochwertige, adaptive Entscheidungsprozesse. Trotz umfangreicher Forschung zu Führungstheorien und Entscheidungsmodellen fehlen qualitative, praxisorientierte Studien, die untersuchen, wie transformationale (Inspiration, intellektuelle Stimulation, Motivation) und humanzentrierte Führung (Empathie, Inklusion, Wohlbefinden) gemeinsam Entscheidungsverhalten und Resilienz in realen öffentlichen Verwaltungsstrukturen unter kombiniertem Krisen- und Nachhaltigkeitsdruck beeinflussen. Die vorliegende Arbeit verfolgt einen empirischen, gemischt-qualitativen Ansatz, der semi-strukturierte Experteninterviews mit hochrangigen Verwaltungsvertretern mit systematischer Sekundäranalyse von Literatur, Berichten und Fallstudien (Schwerpunkt ab 2020/2023) kombiniert und mittels thematischer Analyse auswertet. Sie liefert kontextsensitive Erkenntnisse zur Verbreitung und Wirkungsweise beider Führungsstile im Vergleich zu traditionellen Ansätzen, zu deren Einfluss auf

Entscheidungsqualität und organisatorische Resilienz sowie zu zentralen Barrieren und Enablern. Die Ergebnisse tragen zu einem praxisrelevanten Verständnis der Führungsdynamiken bei und bieten Implikationen für Führungskräfteentwicklung, Verwaltungsreformen und Strategien zur Stärkung staatlicher Effektivität unter Unsicherheit, wobei die hohe Kontextabhängigkeit dieser Zusammenhänge betont wird.

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LIST OF ABBREVIATIONS

ADA- Austrian Development Agency

BMEIA- Bundesministerium für Europa, Integration und Äußeres (Federal Ministry for European and International Affairs – Austria)

CSR- Corporate Social Responsibility

EU- European Union

OECD- Organisation for Economic Co-operation and Development

PCD- Policy Coherence for Development

PPPs- Public-Private Partnerships

SMEs- Small and Medium-sized Enterprises

UN- United Nations

VUCA- Volatile, Uncertain, Complex, and Ambiguous

WKÖ- Wirtschaftskammer Österreich (Austrian Federal Economic Chamber)

MLQ- Multifactor Leadership Questionnaire

TFL- Transformational Leadership

HCL- Human-Centered Leadership

RQ- Research Question

COVID-19- Coronavirus Disease 2019

NGO- Non-Governmental Organization

SDGs- Sustainable Development Goals

KEY WORDS

Transformational leadership

Human-centered leadership

Public administration

Decision-making

Organizational resilience

Crisis management

Sustainability challenges

VUCA

Leadership styles

Public sector

Administrative reform

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CHAPTER 1: INTRODUCTION

1.0 Introduction

In an era characterized by frequent crises (like pandemics and geopolitical tensions) and growing sustainability concerns (like resource shortages and climate adaptation), the strategic significance of leadership philosophies in public administration has increased dramatically. Volatile, Uncertain, Complex, and Ambiguous (VUCA) environments have been created by the convergence of global health emergencies (like the COVID-19 pandemic), geopolitical conflicts (like the war in Ukraine and the ensuing energy and supply-chain disruptions since 2022), and accelerating climate-related challenges (like extreme weather events, biodiversity loss, and resource scarcity) (Denhardt & Denhardt, 2015; Jing & Yang, 2025).

Effective leadership and sound decision-making are essential for sustaining performance, public service delivery, and long-term resilience in the increasingly VUCA conditions in which public institutions operate. In order to solve wicked challenges and turbulent situations while striking a balance between efficiency, accountability, transparency, and responsiveness, transformational and human-centered leadership styles have emerged as particularly promising approaches (Denhardt & Denhardt, 2015; recent post-2023 trends).

To navigate this complexity, effective leadership is essential. When quick adaptation, stakeholder engagement, and ethical long-term orientation are needed, traditional bureaucratic or purely transactional leadership styles, focused on compliance, stability, and rule adherence, often fall short (Nazib, 2025; Sott et al., 2025). In contrast, human-centered leadership, which

emphasizes empathy, employee well-being, inclusion, and ethical engagement, and transformational leadership, which is marked by inspiration, intellectual stimulation, and visionary motivation, have come to be recognized as being especially well-suited to cultivating commitment, creativity, psychological safety, and adaptive capacity in turbulent public-sector contexts (Bass & Avolio, 2004; Yukl, 2013; Northouse, 2022; Newstead & Wilson, 2026).

Realizing this potential, however, calls for a cogent public management approach that incorporates particular leadership characteristics with administrative decision-making processes in real-world crisis and sustainability contexts. This goes beyond standard bureaucratic or transactional styles. Public administration decision-making is often criticized for being slow, inconsistent, or ineffectual despite its acknowledged usefulness; this is made worse by institutional rigidities, political pressures, and information constraints (Simon, 1997).

In order to improve organizational resilience and decision-making quality in the face of crisis management and sustainability issues, this thesis looks at how transformational and human-centered leadership styles function in public administration. The study offers context-specific insights into collaborative leadership mechanisms, identifies obstacles, and evaluates their strategic relevance in modern public governance by examining documented cases from national ministries, European agencies, and local organizations managing post-2020 crises or sustainability projects.

1.1 Research Problem, Significance, and Background

The worldwide conditions in which modern public administration operates are extremely volatile, unpredictable, complex, and ambiguous (VUCA). Global health emergencies, post-pandemic recovery pressures, geopolitical instability (such as the war in Ukraine and its subsequent supply-chain impacts), and accelerating climate-related "wicked problems" like biodiversity loss and resource scarcity are all contributing factors to this turbulent baseline (Denhardt & Denhardt, 2015; Jing & Yang, 2025). In these difficult circumstances, civil service institutions are faced with two tasks: they have to coordinate long-term strategic changes, like decarbonization initiatives and the shift to a circular economy, while also maintaining smooth daily public service delivery (Simon, 1997; Pahl-Wostl, 2023).

Deep structural flaws in conventional administrative systems are brought to light by this setting. According to Nazib (2025), traditional bureaucratic structures are designed with compliance, stability, legal predictability, and gradual, rule-bound processing in mind. However, these extremely regulated frameworks frequently fall behind when faced with unexpected emergencies that call for quick adaptation, multi-sector stakeholder interaction, and balanced long-term ethical decisions (Sott et al., 2025). Long-term public trust is harmed, organizational resilience is weakened, and policy execution is delayed as a result of this institutional mismatch, which often produces slow, risk-averse, or inconsistent decision-making results (Simon, 1997; Jing & Yang, 2025).

Public administration literature has increasingly looked to alternative leadership philosophies to address these systemic constraints, particularly human-centered leadership (which emphasizes empathy, inclusion, psychological safety, and employee well-being) and transformational

leadership (which is marked by intellectual stimulation and visionary motivation) (Bass & Avolio, 2004; Yukl, 2013). These adaptive approaches have essentially been explored in academic isolation (Northouse, 2022), despite current theoretical literature identifying them as crucial instruments for fostering employee psychological capital and reducing institutional fatigue (Njaramba, 2024, 2025).

As a result, there is still a critical gap in qualitative, practice-oriented empirical research that assesses how human-centered and transformational styles work together in real-world administrative structures under concurrent sustainability and crisis constraints (Ali et al., 2023; Syamsir, 2025). Public institutions run the risk of becoming path-dependent, where rash decisions harm long-term sustainability goals, if they don't have a firm grasp of these useful mechanisms (Bai et al., 2025). Examining this confluence provides the structural insights needed to create robust public value in the face of widespread macro-level uncertainty by bridging the theoretical gap between leadership behavioral frameworks and restricted administrative choice.

1.2 Research Aim and Objectives

The purpose of this study is to examine how organizational resilience and decision quality in public administration are affected by transformational and human-centered leadership styles while dealing with sustainability and crisis management concerns. The project aims to generate comprehensive, context-sensitive insights into leadership behaviors and their practical implications in order to guide modifications and future research. To achieve this, the study will investigate the following specific objectives:

1. To investigate how public administration's attempts to enhance organizational resilience and decision-making quality in crisis and sustainability contexts are aided by transformational leadership styles.
2. To look into how human-centered leadership approaches help or impede resilient decision-making in challenging administrative settings.
3. To identify the primary barriers that impact leadership influence on administrative outcomes, such as institutional rigidities, resource limitations, and political pressures.
4. To determine the critical success characteristics that allow human-centered and transformational leadership to improve decision-making.
5. To evaluate how sustainability issues and crisis management affect the use and efficacy of certain leadership philosophies in public administration.

1.3 Research Questions

Primary Research Question

- How do transformational and human-centered leadership styles affect the quality of decisions and organizational resilience in public administration in the context of crisis management and sustainability challenges?

Secondary Research Questions

1. In crisis-prone and sustainability-focused environments, which leadership philosophies (especially transformational and human-centered) are most common in public administration?

2. In administrative environments dealing with turbulence and long-term environmental challenges, how do various leadership styles impact the resilience, speed, and quality of decision-making outcomes?
3. What obstacles (such as institutional rigidities, resource restrictions, and political unrest) prevent these public administration settings from making successful decisions?

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

In order to better understand transformational and human-centered leadership, decision-making, and organizational resilience in public administration, this chapter reviews the empirical, theoretical, and conceptual literature. The chapter is arranged according to a theme that directly relates to the issues and goals of the investigation. After reviewing the essential literature on the two leadership philosophies and how they interact with administrative decision-making, it offers an empirical synthesis that highlights areas of overlap, divergence, and convergence. The theoretical and conceptual underpinnings that direct the research are presented at the end of the chapter.

2.1 Literature Review

2.1.1 The Role of Transformational Leadership in Public Administration Decision-Making and Resilience

It has been demonstrated that transformational leadership, which is typified by idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration (Bass & Avolio, 2004), fosters dedication, innovation, and flexibility in public contexts. Leadership in public administration is subject to political accountability and regulatory restrictions, unlike in the private sector (Denhardt & Denhardt, 2015). According to recent research (2023–2025), transformational techniques are linked to increased resilience during crises such as disaster response and post-COVID recovery (Ali et al., 2023; Nazib, 2025; Jing & Yang, 2025). By

promoting stakeholder participation and long-term visioning, these approaches enhance the quality of decisions, especially in sustainability contexts (Bai et al., 2025).

2.1.2 The Role of Human-Centered Leadership in Public Administration

Human-centered leadership places a strong emphasis on ethical involvement, inclusion, empathy, and employee well-being (Yukl, 2013; Northouse, 2022). By addressing the human aspect of providing public services, lowering burnout, and boosting motivation during protracted crises or sustainability transitions, it enhances transformational leadership. This approach fosters psychological capital, which is essential for organizational resilience, and encourages participatory decision-making in public administration (Njaramba, 2024, 2025).

According to recent research, human-centered practices increase employee engagement and foster collaborative decision-making, both of which enhance resilience by fostering team trust and adaptability (Zahari et al., 2024). When paired with transformational components, human-centered leadership promotes more inclusive and morally sound solutions to wicked challenges like social justice in crisis recovery and climate adaptation.

2.1.3 Challenges and Success Factors in Leadership Styles and Decision-Making

Decision-making in public administration is incremental and boundedly rational-structurally limited by stakeholder disputes, ambiguity, and time (Simon, 1997; Mintzberg, 2009). Adaptive leadership is frequently hampered by institutional rigidities, political pressures, and resource constraints (Pahl-Wostl, 2023). Clear mandate alignment, training in adaptive styles, and encouraging corporate cultures that allow transformational and human-centered behaviors to result in superior outcomes are success factors.

2.1.4 Crisis and Sustainability Challenges and their Influence on Leadership Effectiveness

Flexible leadership is more important in VUCA contexts and wicked sustainability issues. While sustainability necessitates long-term ethical balance (Pahl-Wostl, 2023), crises call for quick sensemaking and resilience building (Jing & Yang, 2025). The way leadership styles interact with decision-making processes is shaped by external factors (such as post-2023 geopolitical unrest and climate pressures), which frequently reveal weaknesses in conventional bureaucratic methods.

In order to meet these two pressures, recent research shows a move toward more inclusive and virtue-based leadership models that combine human-centered principles with transformational vision (Newstead & Wilson, 2026; Sott et al., 2025). The manifestation and effectiveness of leadership styles are further shaped by external contextual elements, such as societal expectations, regulatory complexity, and geopolitical turmoil.

2.2 Empirical Review

A growing body of empirical research indicates that organizational resilience and decision-making quality are significantly influenced by leadership styles, especially in high-uncertainty and crisis situations. Transformational leadership improves organizational adaptability, creativity, and recovery capacity in a variety of industries, according to a large body of research (Madi et al., 2023).

For example, organizations under the direction of transformational leaders reported much higher levels of emergency responsiveness and recovery efficiency, with better coordination mechanisms and quicker decision cycles during crisis events, according to a study by Ali et al. (2023) on disaster-resilient hospitals. In a similar vein, Nazib (2025) found that public institutions with strong transformational leadership showed improved decision adaptability, including faster

policy changes and more successful inter-agency cooperation, in an examination of COVID-19 responses. By demonstrating that dual innovation, (the concurrent pursuit of exploratory and exploitative strategies) is fostered by transformational leadership, which greatly enhances both adaptive and transformative resilience capacities, Bai et al. (2025) offer additional empirical support.



Figure 1: Employee Satisfaction/Engagement/Commitment Percentile by Overall Leadership Effectiveness Percentile (Based on 23,800 Leaders) Adopted from Gallup (n.d.). Source: Adapted from Gallup (n.d.). State of the Global Workplace meta-analysis.

Nevertheless, transformational leadership's efficacy varies depending on the situation. Comparative research indicates that whereas transformational leadership fosters creativity and quick decision-making, workforce dynamics and organizational culture reduce its effects (Vijai, 2025). The constraints of leadership influence in severely limited institutional environments are highlighted by the fact that businesses with tight bureaucratic structures frequently experience slower translation of visionary leadership into practical outcomes (Yukl, 2013; Northouse, 2022).

This implies that in the absence of enabling organizational conditions, leadership is insufficient on its own.

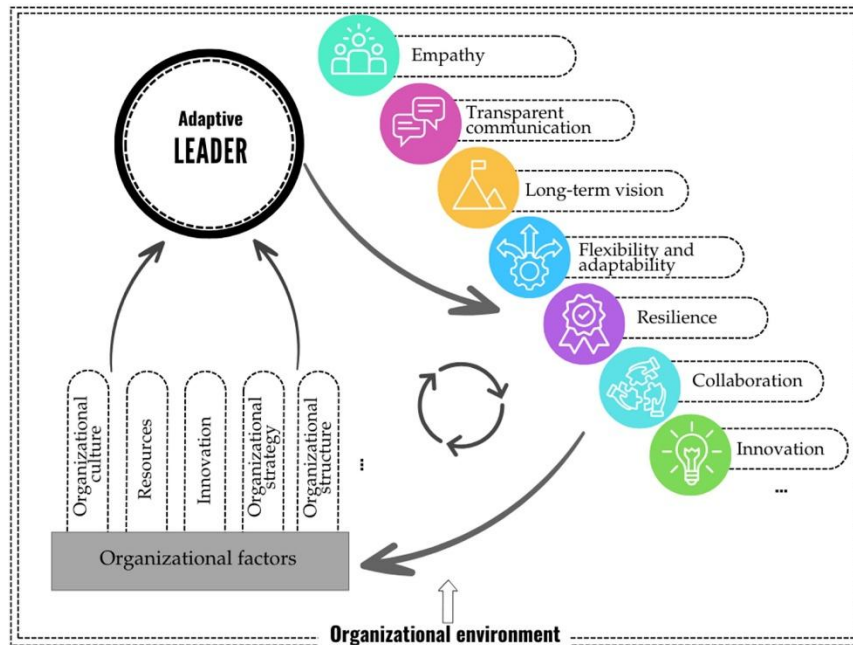


Figure 2: Adaptive Leader Model: Key Competencies and Their Interaction with Organizational Factors and Environment Source: Adapted from Heifetz, R. A., Grashow, A., & Linsky, M. (2009). *The practice of adaptive leadership*. Harvard Business Press.

Simultaneously, empirical research demonstrates the increasing significance of human-centered leadership methods in improving the quality of decision-making through psychological and relational mechanisms. Njaramba (2024, 2025) discovered that companies implementing human-centered practices (like inclusive decision-making, employee engagement programs, and psychological safety) reported increased employee commitment and better decision quality, especially when it came to ethical balance and stakeholder inclusion. These results are in line with larger research showing that psychologically safe settings facilitate more transparent information exchange, lessen choice biases, and enhance group problem-solving results (Carmeli et al., 2014).

These results are further supported by practical applications. Several local governments used participatory decision-making approaches, such as community town halls and cross-sector stakeholder forums, to jointly design climate resilience policies during post-pandemic recovery efforts. According to Zahari et al. (2024), these strategies increased institutional trust while producing more socially acceptable and contextually relevant policies. In a similar vein, Newstead and Wilson (2026) discovered that companies that prioritized inclusive leadership practices and employee well-being had lower turnover rates and better levels of organizational commitment, both of which are essential elements of long-term resilience. This relationship is illustrated conceptually by contemporary crisis frameworks:



Figure 3: The "Results-Based Leadership" (RBL) Framework for Crisis Situations. Adapted from Bawany (2025). Source: Adapted from Bawany, S. (2025). The making of a C.R.I.S.I.S. leader. Business Expert Press.

There are still significant gaps in literature notwithstanding these developments. Struminska-Kutra argues that the majority of current research is quantitative and sector-specific, with a strong focus on private sector organizations, emergency management, and healthcare. Although these studies offer insightful information, they frequently fall short of capturing the intricate, practice-based realities of public administration, where cultural, institutional, and political issues influence decision-making. Furthermore, the majority of research looks at leadership styles separately, paying little attention to how several strategies (like transformational and human-centered leadership) interact to influence resilience and decision-making (Kelstrup, 2024).

This restriction is shown by comparative data from public sector research across Europe. Comprehensive assessments of leadership techniques are still scattered and lack integration across theoretical perspectives, despite the fact that many cases show successful crisis responses beyond 2020, especially in Austrian and wider European contexts (Syamsir, 2025). Furthermore, despite the growing convergence of these forces in modern governance, research on the junction of sustainability concerns and crisis management is scarce.

Major Crisis Models

| | Fink | Gonzalez-Herrero and Pratt | Mitroff | Burnett | Relational Model Jacques |
|-------------|------------|----------------------------|---------------------|---|--------------------------|
| 3-stage | 4-stage | 4-stage | 5-stage | 6-steps | 4-cluster |
| Pre-crisis | Prodromal | Issues management | Signal detection | IDENTIFICATION goal formation | Crisis preparedness |
| Crisis | Acute | Planning-prevention | Probing, prevention | IDENTIFICATION environmental analysis | Crisis prevention |
| Post-crisis | Chronic | Crisis | Containment | CONFRONTATION strategy formulation | Crisis event management |
| | Resolution | Post-crisis | Recovery | CONFRONTATION strategy evaluation | Post-crisis management |
| | | | Learning | RECONFIGURATION strategy implementation | |
| | | | | RECONFIGURATION strategy control | |

Figure 4: Major Crisis Models: A Comparison of Fink, Gonzalez-Herrero and Pratt, Mitroff, Burnett, and the Relational Model by Jacques. Source: Adapted from Fink (1986), Gonzalez-Herrero & Pratt (1996), Mitroff (1988), Burnett (1998), and Jacques (2012).

In order to close these gaps, this study uses a qualitative, integrative methodology to investigate how human-centered and transformational leadership styles interact to affect organizational resilience and decision-making quality in public administration. The study advances a more nuanced understanding of leadership effectiveness in complex and dynamic circumstances by integrating ideas from several theoretical perspectives and anchoring the analysis in real-world contexts.

2.3 Theoretical Framework

To explain how leadership affects decision-making quality and organizational resilience in public administration under crisis and sustainability challenges, this thesis is based on an integrated theoretical framework that integrates three complementary strands of theory. In order to provide a comprehensive lens for analyzing actual public-sector dynamics in VUCA environments, Transformational Leadership Theory, Human-Centered Leadership Approaches, and Administrative Decision-Making and Organizational Resilience Theory are purposefully combined.

The integration is crucial because decision-making and resilience theories explain the institutional, cognitive, and contextual limitations that influence how leadership actually translates into results, while transformational and human-centered leadership provide the relational and motivational drivers. Such multi-theoretical approaches are becoming more and more necessary in

recent scholarship (2023–2025) when examining public leadership in difficult times (Syamsir, 2025; Nazib et al., 2025; Bai et al., 2025).

Transformational Leadership Theory

According to Bass and Avolio's (2004) Transformational Leadership Theory, effective leaders inspire followers to go beyond self-interest and accomplish extraordinary results by cultivating a common vision, intellectual development, and intrinsic drive. Idealized influence, in which leaders serve as role models and cultivate trust; inspirational motivation, which entails articulating a compelling vision and cultivating optimism; intellectual stimulation, which stimulates questioning of presumptions and fosters creativity; and individualized consideration, which emphasizes tailored support and followers' development, are the four main dimensions identified by the theory.



Figure 5: The Four Components (Four I's) of Transformational Leadership. Source: Adapted from Bass, B. M., & Avolio, B. J. (2004). *Multifactor Leadership Questionnaire* (3rd ed.). Mind Garden.

Because traditional bureaucratic organizations frequently place a higher priority on compliance, hierarchy, and procedural rigidity, transformational leadership in public administration is especially pertinent in high-uncertainty and crisis situations (Al-Makhdobiya, 2025). By promoting creativity, teamwork, and shared accountability, transformational leaders move these cultures toward proactive problem-solving and adaptive government (Maolani, 2023). This change is essential to improving the quality of decision-making because it broadens the scope of options taken into account, increases responsiveness, and incorporates a variety of viewpoints into operational and policy choices (Maolani, 2023).

The efficacy of transformative leadership in these situations is supported by empirical data. Leaders in public health ministries showed how to apply intellectual stimulation and inspirational motivation during the COVID-19 pandemic by organizing cross-agency cooperation to create quick testing and vaccination plans that went beyond standard operating procedures (Njaramba, 2024; Nazib et al., 2025). These leadership techniques demonstrated how transformational leadership lessens some of the limitations related to constrained rationality by facilitating quicker decision-making and more organizational adaptability.

Scholars disagree on the extent and constraints of transformational leadership, nevertheless. Although Yukl (2013) warns that an over-reliance on visionary leadership may result in excessive change pressure, employee fatigue, and unrealistic expectations if it is not balanced with practical restrictions, Bass and Avolio (2004) highlight its favorable impact on performance and innovation. In a similar vein, Northouse (2022) emphasizes that while transformational leadership is successful in bringing about change, it may ignore ethical and relational issues if it continues to prioritize vision and performance results.

Transformational leadership is essential for handling the conflict between immediate operational needs and long-term strategic objectives in sustainability situations. Leaders in climate adaption projects, for example, must pursue more general decarbonization and resilience goals while concurrently addressing urgent resource constraints. According to recent empirical research, transformational leadership promotes dual innovation, which directly strengthens organizational resilience. This includes both exploratory (long-term, creative solutions) and exploitative (short-term efficiency gains) innovation (Bai et al., 2025). The adaptive and transformative aspects of resilience are strengthened by this dual capacity, which empowers organizations to effectively address intricate and changing situations.

Human-Centered Leadership Approaches

By putting human well-being, moral relationships, and inclusivity at the center of leadership practice, Human-Centered Leadership Theory expands on conventional leadership paradigms (Yukl, 2013; Northouse, 2022). This approach, which has its roots in humanistic and ethical leadership traditions, places a strong emphasis on active listening, psychological safety, empathy, and the understanding of other stakeholder viewpoints as essential components of effective leadership.



Figure 6: Human-Centred Leadership: Four Core Abilities, (Yukl, 2013). Source: Adapted from Yukl, G. (2013). *Leadership in organizations (8th ed.)*. Pearson.

Human-centered leadership acknowledges that social and emotional variables within companies have a substantial impact on decision-making quality, in contrast to task-oriented or strictly performance-driven leadership styles (Zahorodnia, 2026). Leaders who provide psychological safety create spaces where people feel free to express their opinions, question presumptions, and make significant contributions without worrying about unfavorable outcomes (Surles, 2024). This transparency lowers cognitive biases, improves the quality of information available for decision-making, and promotes more impartial and knowledgeable results (Desai, 2026).

By guaranteeing that many viewpoints are taken into account, empathy and inclusivity further enhance decision-making processes, especially in public administration settings where choices impact a variety of groups. By facilitating stakeholder interaction and openness, inclusive leadership techniques enhance the ethical foundation and validity of decisions. Therefore, human-

centered leadership immediately improves the quality of decision-making, especially when it comes to contextual awareness, ethical balance, and stakeholder inclusion.

Empirical research demonstrates this approach's usefulness. To restore trust and jointly develop climate-resilient urban policies, local government leaders used empathy-driven town hall engagements and employee wellness programs in post-pandemic recovery programs (Zahari et al., 2024; Newstead & Wilson, 2026). By increasing employee psychological capital, lowering burnout, and encouraging long-term commitment, these strategies enhanced organizational resilience in addition to improving decision quality through increased stakeholder participation.

In contrast, human-centered leadership prioritizes relational and ethical aspects, whereas transformational leadership concentrates on vision, innovation, and performance. Instead of being competitive, scholars contend that these methods are complementary. For example, Northouse (2022) emphasizes the significance of striking a balance between performance objectives and ethical duty, whereas Yukl (2013) proposes that integrating task-oriented and relational behaviors maximizes leadership effectiveness. Without this equilibrium, transformational leadership runs the danger of experiencing its "dark side," which includes diminished employee wellbeing, emotional tiredness, and change fatigue.

Human-centered leadership is especially important in sustainability contexts when tackling "wicked problems" that call for cooperation amongst many sectors and stakeholders. This strategy helps businesses deal with complexity and ambiguity more skillfully by promoting trust, inclusivity, and shared ownership (Desai, 2026). By incorporating human welfare and ethical issues into decision-making processes, it promotes both adaptive reactions and long-term reform.

Administrative Decision-Making and Organizational Resilience Theory

In order to explain how decision-making processes in public administration function under situations of ambiguity, complexity, and constraint, this study combines Herbert Simon's theory of bounded rationality with modern organizational resilience theory. Simon (1997) argues that people are constrained by cognitive capability, inadequate information, time restrictions, and institutional limitations, challenging the traditional premise of perfectly rational decision-making. Because of this, decision-makers choose solutions that are adequately acceptable rather than ideal, rather than optimizing. This frequently shows itself in public sector settings as incremental decision-making, dependence on established standard operating procedures, and risk-averse reactions, especially in high-stress situations marked by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA).

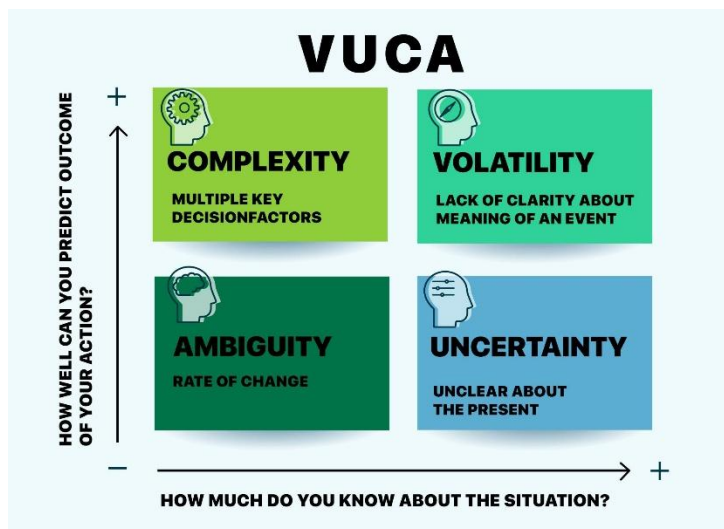


Figure 7: The VUCA Framework: Volatility, Uncertainty, Complexity, and Ambiguity. (Bennett & Lemoine, 2014). Source: Adapted from Bennett, N., & Lemoine, G. J. (2014). What VUCA really means for you. *Harvard Business Review*, 92(1), 27.

Bounded rationality offers a strong explanation for how judgments are made when faced with limitations, but it falls short in explaining how organizations react to and recover from those

decisions. Organizational resilience theory, which highlights institutions' ability to endure, adjust to, and change in the face of crises, fills this gap. Three interconnected dimensions are commonly used to conceptualize organizational resilience: transformative capacity, which involves the ability to fundamentally reconfigure structures and emerge stronger from crises; adaptive capacity, which reflects the ability to adjust processes and strategies in response to changing conditions; and absorptive capacity, which refers to the ability to endure shocks without significant loss of function. This is clearly illustrated in the following diagrams;

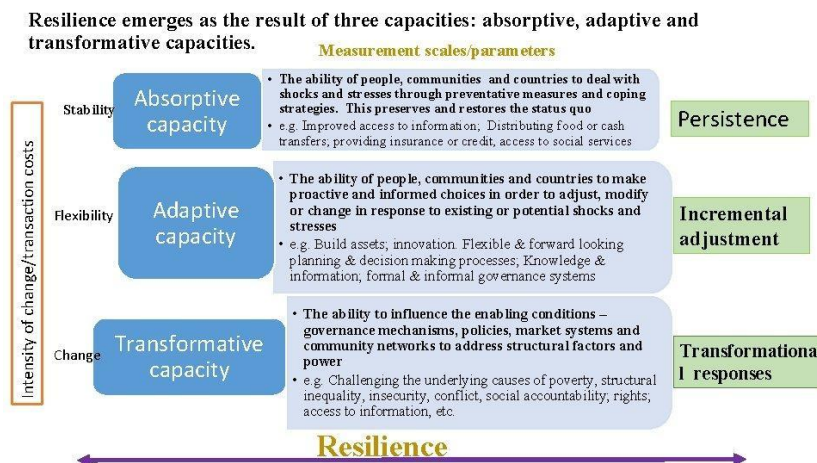


Figure 8: Resilience Emerges as the Result of Three Capacities: Absorptive, Adaptive and Transformative Capacities. Adopted from Béné et al. (2012). Source: Adapted from Béné, C., Wood, R. G., Newsham, A., & Davies, M. (2012). Resilience: New utopia or new tyranny? IDS Working Papers, 2012(405).

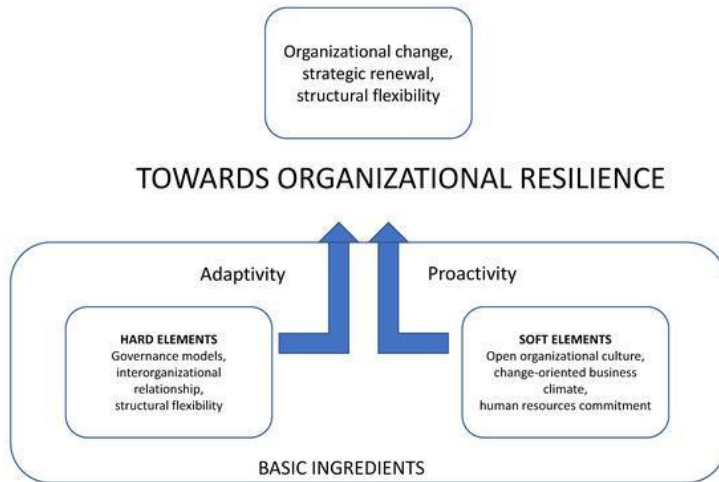


Figure 9: Towards Organizational Resilience: Hard and Soft Elements Leading to Adaptivity and Proactivity. Source: Adapted from Ducheck, S. (2020). Organizational resilience: A capability-based conceptualization.

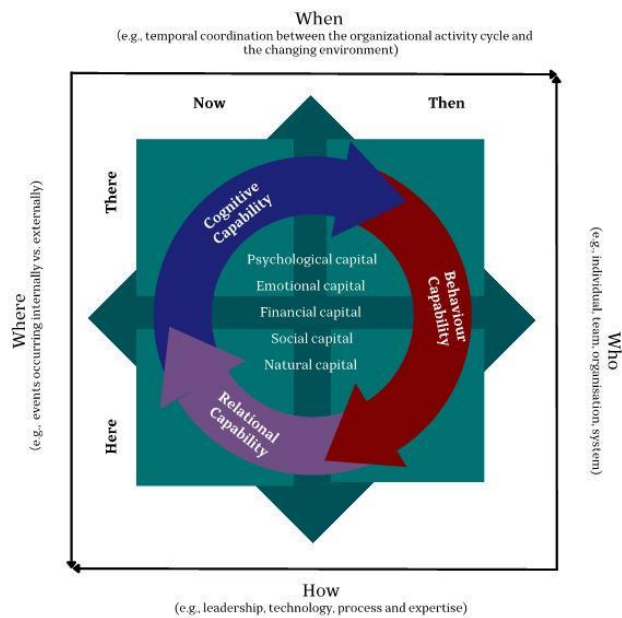


Figure 10: Towards Organizational Resilience: Hard and Soft Elements Leading to Adaptivity and Proactivity. Source: Adapted from Ducheck, S. (2020). Organizational resilience: A capability-based conceptualization.

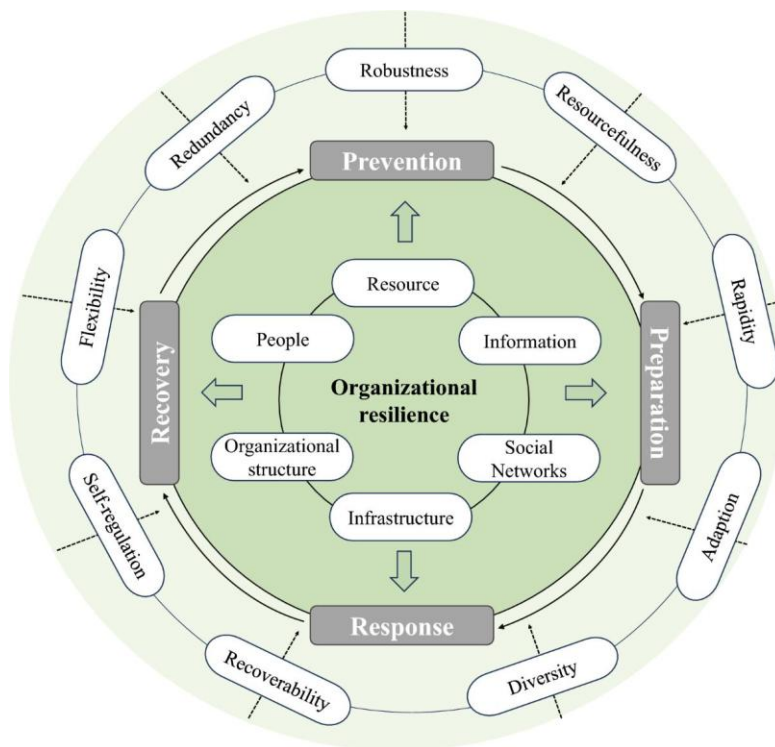


Figure 11: Organizational Resilience Framework: The Interplay of Prevention, Preparation, Response, and Recovery. Source: Adapted from Ducheck, S. (2020). Organizational resilience: A capability-based conceptualization.

Understanding decision-making in modern public administration requires the confluence of these two theoretical stances. Organizational resilience theory analyzes how decisions turn out over

time, whereas bounded rationality discusses the restrictions and constraints within which decisions are made (Vickers & Kouzmin, 2001). When bounded rationality is used alone, it can result in survival-oriented, short-term decisions that put short-term viability ahead of long-term efficacy. Strong resilience capabilities, on the other hand, put companies in a better position to learn from, adapt to, and change in response to disasters.

This integrative viewpoint is supported by empirical data. Senior bureaucrats in European ministries made satisficing decisions in the face of uncertainty and relied heavily on pre-existing contingency plans, demonstrating bounded rationality, according to studies looking at public sector responses to the COVID-19 crisis (Christensen, 2024; Jing & Yang, 2025; Syamsir, 2025). Organizational outcomes, however, showed a great deal of diversity. Agencies that just used procedural responses have a tendency to recover more slowly and be less flexible (Duit, 2016). Organizations that integrated transformational methods, adaptive learning, and satisficing decision-making, on the other hand, showed more resilience and a quicker return to stability, frequently emerging stronger from the crisis (Rhodes et al., 2010).

In the context of sustainability concerns, which are frequently referred to as "wicked problems" because of their complexity, ambiguity, and long-term ramifications, this theoretical integration is equally appropriate. Organizations in the public sector that deal with concerns like climate change must make decisions that represent constrained rationality under institutional, budgetary, and political restrictions (Duit, 2016). Effective solutions, however, necessitate the creation of transformative and adaptive capacities via cross-sector cooperation, ongoing education, and iterative policy development. Resilience in this context refers to the capacity to change and maintain performance throughout time rather than just being able to survive.

Integration of the Three Theories

The integration of transformational and human-centered leadership approaches with bounded rationality and organizational resilience theory to offer a thorough account of decision-making and organizational outcomes in public administration is the study's strongest point (Desai, 2026). This study views these ideas as complementing lenses that together explain how leadership functions in complicated and limited situations, rather than examining them separately (Maolani, 2023).

The framework's contextual basis is provided by bounded rationality and organizational resilience theory, which describe the cognitive and structural limitations that influence decision-making as well as the abilities that dictate how organizations react to change (Bai et al., 2024). This viewpoint emphasizes how decision-makers in public organizations are constrained by time, knowledge, and institutional rigidity, which affects the type and caliber of judgments taken, especially in situations involving crises and sustainability (Rhodes et al., 2010).

The strategic and motivational aspects of leadership are introduced by transformational leadership theory, which builds on this basis (Maolani, 2023). It describes how leaders can overcome these limitations by encouraging creativity, vision, and intellectual stimulation. By encouraging flexibility, innovation, and proactive problem-solving, transformational leadership strengthens the organization's ability to adapt and evolve in response to change while also improving the quality of decision-making.

The framework's relational and ethical component is complemented by human-centered leadership. It highlights how crucial inclusion, psychological safety, and empathy are in influencing decision-making processes. Human-centered leadership strengthens organizational resilience by

boosting cohesion, well-being, and long-term commitment while also improving decision quality through increased stakeholder involvement and ethical balance (Surles, 2024).

Crucially, these leadership philosophies are seen as complementary rather than antagonistic. Human-centered leadership provides the relational "glue" that maintains engagement and avoids the detrimental effects of ongoing change, like resistance and burnout, while transformational leadership provides the visionary "pull" required to propel change and overcome the constraints of bounded rationality (Surles, 2024). When combined, they allow for a more comprehensive approach to leadership that strikes a balance between people-centered concerns and performance (Desai, 2026).

The study's primary variables are directly informed by this integrated approach. Organizational resilience and decision-making quality are considered the dependent variables, whereas transformational leadership and human-centered leadership are thought of as the independent variables. While organizational resilience is demonstrated by absorptive, adaptable, and transformative skills, decision-making quality is demonstrated by flexibility, ethical balance, stakeholder inclusion, and speed.

This multi-theoretical method offers a solid basis for answering the study's research questions by connecting leadership styles to organizational results and decision-making processes in a limited and dynamic setting. In order to better understand leadership effectiveness in complex environments, it is also consistent with recent scholarly calls for integrative frameworks in public leadership research, which highlight the necessity of combining structural, behavioral, and relational perspectives (Syamsir, 2025; Bai et al., 2025; Newstead & Wilson, 2026).

2.3.1 Theoretical Advancements of the Integrated Leadership Framework

Although transformational and human-centered leadership are often assessed as separate behavioral paradigms in traditional public management literature, doing so creates a theoretical blind spot for complex administrative environments (Bawany, 2025; Newstead & Wilson, 2026). By promoting human-centered models only for internal organizational health or placing transformational approaches as the only means of crisis coordination, traditional models frequently produce a false dichotomy (Bass & Avolio, 2004; Yukl, 2013). By showing how these two approaches form a symbiotic structural relationship that actively overcomes the inherent constraints of each particular paradigm, this framework advances current public sector thought.

When applied in high-stress public sectors, standard transformational theory carries an inherent danger since an excessive dependence on top-down visionary charisma can hasten psychological burnout and civil service exhaustion during protracted crises (Bass & Avolio, 2004; Njaramba, 2024). On the other hand, where quick coordination is required by law, fully human-centered or servant-led models may decentralize authority to the point where decision-making speed is compromised (Yukl, 2013). Through three different structural synergies, the integrated framework presented in this thesis addresses this tension.

First, in terms of vision and psychological safety, human-centered leadership simultaneously establishes the baseline of psychological safety while transformational leadership provides the objective strategic direction and high-performance targets (Bass & Avolio, 2004; Northouse, 2022). By combining the two, it is ensured that creative problem-solving is actively translated into intellectual stimulation without inciting an institutional culture of blame or fear (Syamsir, 2025; Njaramba, 2025).

Second, because transformational delegation speeds up decision-making by eliminating unnecessary hierarchical approval loops, the framework balances speed and analytical quality amid unexpected administrative crises (Ali et al., 2023). Human-centered communication loops guarantee that frontline ethical limits and multi-sector stakeholder inputs are dynamically preserved in order to prevent this increased pace from degrading outcomes (Jing & Yang, 2025; Bai et al., 2025).

Third, the integration strikes a balance between transformational and absorptive resilience, resolving a frequent flaw in separate theories that attempt to explain how public institutions go from short-term survival to long-term structural learning (Pahl-Wostl, 2023). According to this integrated model, human-centered mechanisms systematically replenish the organization's human capital and anchor those adjustments into long-term civil service reforms, while transformational mechanisms drive the immediate tactical adjustments required to absorb external shocks (Pahl-Wostl, 2023; Njaramba, 2025).

By moving the scholarly focus from individual leader attributes to an integrated, systemic capability, this integration ultimately advances public governance theory (Bawany, 2025; Nazib, 2025). It offers a thorough theoretical framework that demonstrates how modern public administrations can attain operational agility without compromising democratic accountability or worker welfare (Nazib, 2025; Syamsir, 2025).

2.4 Conceptual Framework

This conceptual framework demonstrates the causal connections. Within the context of Crisis Management and Sustainability Challenges, the dependent variables (Decision-Making Quality and Organizational Resilience) are influenced by the independent variables (Transformational

Leadership and Human-Centered Leadership), moderated by identified obstacles and success factors.

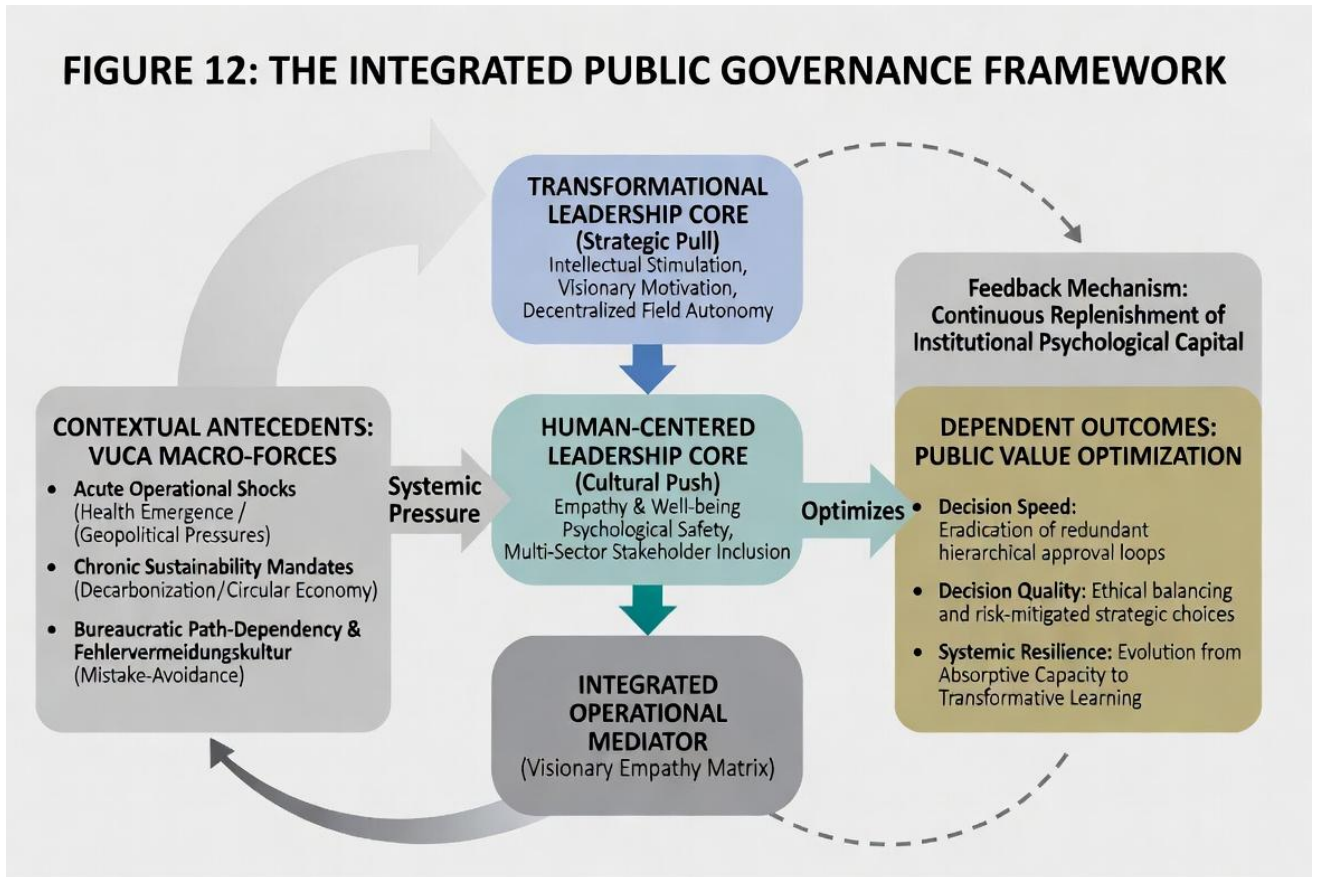


Figure 12: Conceptual Framework Diagram. Source: Author's own illustration (based on the integrated theoretical framework of this study).

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the approach used to examine how human-centered and transformational leadership styles impact organizational resilience and decision-making quality in public administration in the face of sustainability and crisis management issues. was deployed to analyze the data The study uses a qualitative design that combines semi-structured expert interviews with document analysis. This method captures the lived experiences of practitioners directly involved in public leadership during crises and sustainability programs, as well as formal institutional realities. The following sections outline the research design, sample, data collection, quality assurance, and ethical considerations.

3.1 Research Approach and Design

For investigating intricate governance phenomena, underlying patterns, and institutional relationships, a qualitative approach is suitable (Creswell & Poth, 2018). The study's emphasis on "how" inquiries and contextual understanding of leadership-decision interactions are consistent with qualitative investigation.

This study accomplishes methodological triangulation by integrating primary, semi-structured expert interviews with a systematic secondary literature and case study analysis. This method satisfies the institutional requirements for logical coherence between the study topic, data collection, and cognitive aims by ensuring that high-level theoretical notions are systematically cross-referenced and evaluated against actual administrative practices (Yin, 2014, 2018).

Qualitative content analysis, which is based on Philipp Mayring's structural framework and guarantees a methodical, rule-governed classification of qualitative texts, was deployed to analyze

the data. A hybrid coding technique was used; transformational leadership attributes, resilience metrics, and trade-offs between speed and quality were among the first top-level codes that were established directly from the literature study and research questions using deductive category application. Concurrently, unexpected themes that emerged immediately from the transcripts were captured using inductive category development, such as operational "briefing/deployment/debriefing" cycles and psychological management of internal concerns ("Kopfkino"). Data triangulation was made possible by methodically connecting these basic empirical codes to secondary case patterns, guaranteeing a very reliable response to the thesis's central research concerns.

3.2 Sampling and Data Sources

A comprehensive evaluation of scholarly literature, institutional records, and documented administrative case studies forms the basis of this study's foundational phase. With its progression from Traditional Public Administration (TPA) and New Public Management (NPM) to New Public Governance (NPG), this secondary data offers the structural foundation required to define transformational and human-centered leadership within the public sector.

Peer-reviewed publications, public administration textbooks, and official evaluation studies on crisis management (such as the COVID-19 response and climate adaption measures) were the specific targets of the secondary data gathering. To establish a clear baseline for the main empirical investigation, this data was used to map out established theoretical factors, namely resilience, decision-making speed, and qualitative outcomes.

Semi-structured expert interviews were used to collect primary qualitative data in order to ground the theoretical conclusions in modern administrative realities. Because expert interviews

offer access to specialized, practice-oriented systemic knowledge that is rarely fully documented in public literature, they are an excellent methodological tool for public management research.

Four elite experts were chosen using a purposive sampling technique because of their extensive expertise making high-level decisions either inside or outside of European public administration settings. Peter Onsongo, who specializes in public policy implementation and capacity creation in difficult situations, and Sean Osei, who offers expertise in international public administration and local government agility, are two examples of the diverse sample. Dr. Karl Testor, a specialist in organizational psychology and executive crisis coaching, and Angelika Flatz, a former senior executive at the Austrian Federal Ministry (Bundesministerium) who provides in-depth knowledge of federal crisis management and strategic civil service reform, are also included in the sample to bridge institutional practice with leadership dynamics.

Semi-structured interviews using secure digital conferencing software or in-person interviews were used to gather primary data. This structure allowed for the pursuit of unanticipated, context-specific findings while guaranteeing that all fundamental research issues were methodically addressed. The daily manifestation of transformational leadership in administration, its perceived influence on crisis decision-making and resilience, and the systemic or cultural barriers restricting agile governance models were the three main thematic axes around which the interview guide was organized. These axes were derived from the research objectives. With the participants' express, signed consent, all sessions were videotaped and transcribed. German-language responses that contained particular local administrative idioms were kept in their original phrasing and translated contextually within the text in order to maintain the genuine, pragmatic sense of the data during analysis.

3.3 Quality of Data: Validity and Reliability

Validity is improved by triangulating documents and expert interviews (Patton, 1999; Yin, 2018). Interviews offer useful contextualization, whereas documents offer formal policy and structural insights. Priority is given to reliable, peer-reviewed, or institutionally approved sources, and comparability is guaranteed by a uniform interview guide that is in line with the theoretical framework. Both deductive (theory-driven) and inductive codes are used to apply thematic analysis consistently to all data, facilitating replication and boosting reliability (Braun & Clarke, 2006, 2019). When appropriate, direct quotes promote transparency.

3.4 Ethical Considerations in Secondary and Interview Research

Participants give their free, informed consent after being fully informed about the goal of the study. Unless specifically authorized for identification, anonymity is preserved. All interview information is safely kept and used only for scholarly research. Document analysis follows correct citation guidelines and only uses publicly accessible sources. By presenting both convergent and divergent viewpoints, the study avoids selective reporting, maintaining academic integrity and respect for individuals and institutions.

| No. | Interviewee | Professional Background | Key Expertise Areas | Date of Interview | Appendix |
|-----|-----------------|--|---|-------------------|------------|
| 1 | Angelika Flatz | Former senior executive in Austrian Federal Administration and Parliamentary Directorate; Managing Director of a municipal company (1,200 employees) | Public leadership, crisis coordination, political-administrative interface, leadership coaching | 23 April 2026 | Appendix 4 |
| 2 | Dr. Karl Testor | Military officer (23+ years), neurocognitive scientist, | Military leadership, crisis psychology, neuroleadership, human | May 2026 | Appendix 5 |

| No. | Interviewee | Professional Background | Key Expertise Areas | Date of Interview | Appendix |
|------------|--------------------|--|---|--------------------------|-----------------|
| | | psychotherapist, leadership consultant and executive coach | factors in high-stress environments | | |
| 3 | Peter Onsongo | Head of Support Services (General Manager) at UNOPS Multi-Country Office; oversees finance, HR, procurement, and shared services across multiple countries | International development, crisis response in developing contexts, people-centered management | 4 May 2026 | Appendix 6 |
| 4 | Sean Osei | Public sector leader with 12–15 years' experience in human capacity and resource management | Public administration, bureaucratic leadership, human capital development in regimental systems | May 2026 | Appendix 7 |

Table 1: Overview of Expert Interview Participants

CHAPTER 4: REPORTING ON RESEARCH FINDINGS

4.0 Introduction

This chapter presents an empirical synthesis of the data gathered from four semi-structured interviews conducted with senior public administration practitioners whose expertise spans military leadership, federal ministries, and international development frameworks. The findings will be presented in graphs, tables and figures for clear representation of data that aligns with the study's three secondary research questions. This will aid in the smooth transition to chapter five where we shall discuss all the findings, conclude the study and give recommendations. Direct quotes are used to illustrate and substantiate the themes. The results are further supported by Tables 1–4 and Figures 13–15.

4.1 RQ1: Prevalence of Leadership Philosophies in Crisis-Prone and Sustainability-Focused Administrative Environments

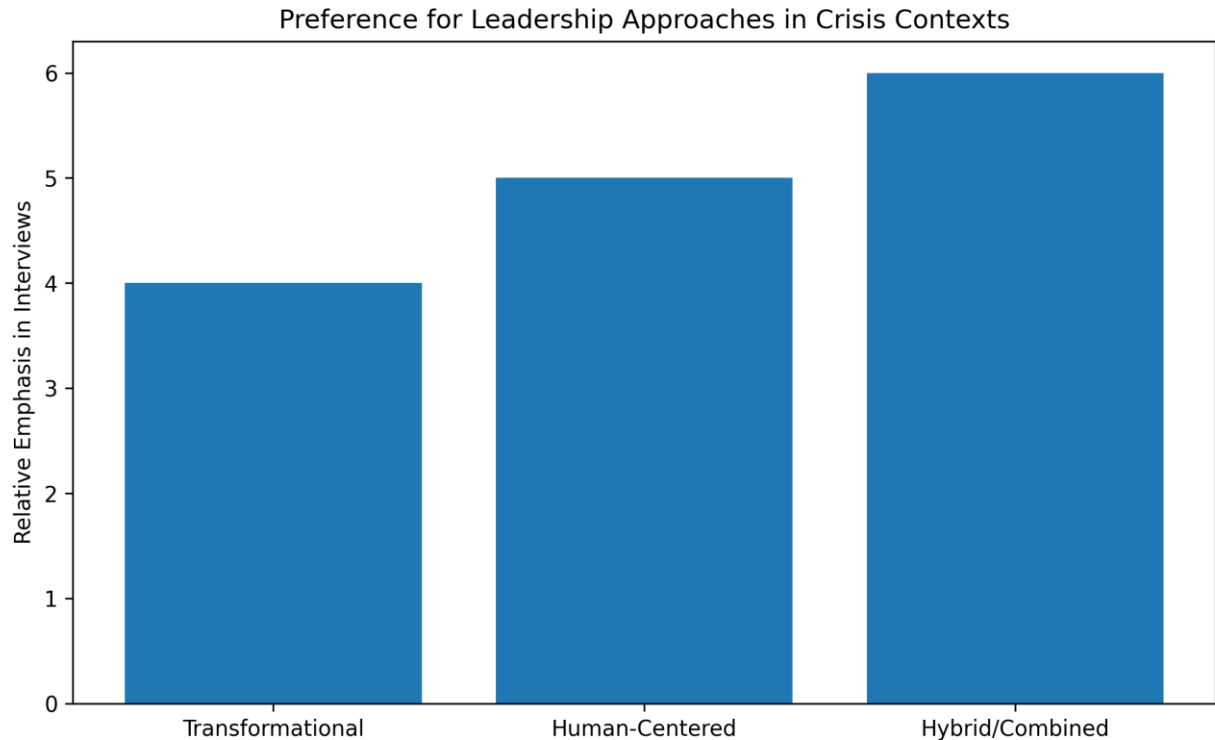


Figure 13: Preference for Leadership Approaches in Crisis Contexts. Source: Author's own illustration (based on interview data).

The above bar chart, illustrates the hierarchy of leadership strategies in public administration. It clearly shows that transformational leadership is popular with a 4 relative emphasis score based on the interviews conducted. On the other hand, human centered leadership is highly preferred since it a higher score by 1 in comparison to transformational leadership. The interviewees strongly emphasized that no single leadership style is sufficient in VUCA situations, a hybrid combination of transformational and human-centered was recommended by all participants.

Angelika Flatz with her extensive experience at senior levels in the Austrian federal and municipal administration explicitly said: *“I think both leadership styles are needed because they complement each other.”* (Interview 1, Z.318)

Dr. Karl Testor reinforced this view from a neurocognitive and military perspective, explaining that transformational leadership provides the “why” and the motivational goal, while human-centered

leadership ensures people can actually perform at their peak by managing stress and psychological safety (Interview 2, Z. 142-148).

As suggested by Peter Onsong, human centered leadership is a key driver for innovation as it builds trust and provides psychological safety (Interview 3, Z. 85-92). Transformational leadership was particularly valued for providing vision and innovation during acute crises. Hybrid/Combined approach to leadership garnered a relative emphasis score of 6. This means that most people prefer it best during uncertainty. This finding aligns with the “Dual-Mode” adaptation alluded to by Angelika Flatz and Dr Testor. They both suggested that successful leadership during crisis management should be fluid enough to transition between authoritative, visionary and empathetic environments. Therefore, the hybrid approach bridges the bureaucratic constraints raised by Sean Osei for transformative resilience during VUCA situations.

| Philosophy | Context (Public Admin) | Key Characteristics & Behaviors | Role in Sustainability & Crisis |
|------------------------------------|-------------------------------|--|---|
| Transformational Leadership | Military & Federal | Innovation, strategic coordination, and "leading by example". | Empowers teams to find long-term solutions for "wicked problems." |
| Human-Centered Leadership | International & NGOs | Focus on employee well-being, empathy, and "people-centered" strategy. | Builds psychological resilience to handle long-term sustainability fatigue. |

| Philosophy | Context (Public Admin) | Key Characteristics & Behaviors | Role in Sustainability & Crisis |
|---------------------------------|-------------------------------|--|--|
| Crisis-Adaptive (Hybrid) | Emergency Orgs | Switch between "Command Mode" (crisis) and "Civilian Mode" (normal). | Ensures rapid decision speed while maintaining long-term morale. |
| Trust-Based Leadership | General Public Service | Advance trust, delegation, and reliability. | Reduces the need for slow, bureaucratic micro-management. |

Table 2: Comparative Leadership Philosophies Across Contexts

The above table shows how various public administration use various leadership philosophies in times of crisis. In the military, transformational leadership is the best as it fast tracks innovation and helps to coordinate the solution of long-term problems. NGOs on the other hand do better with human-centered leadership since it fosters the development of a psychological resilience which is vital in mitigating sustainability fatigue.

Emergency organizations use a mix of both transformational and human-centered leadership for optimal results. This helps in providing the agility requisite to balance decision speed and personnel morale. Lastly, the general public service uses trust-based leadership in streamlining its operation during crisis. Collectively, these philosophies demonstrate that leadership effectiveness in public administration is not a monolithic concept but a context-dependent application of behavioral strategies designed to foster institutional resilience.

The key take-away is that modern public administration requires context specific leadership agility, where a leader is able to switch between command-oriented (transformational) during acute crises

and relational (human-centered) during recovery and day to day operations. This finding was repeatedly emphasized by Flatz on the need for conscious organizational leadership guidelines.

4.2 RQ2: Impact of Transformational and Human-Centered Leadership Styles on Decision-Making Outcomes and Institutional Resilience

| Leadership Theme | Evidence from Interviews | Impact on Decision Speed | Impact on Decision Quality | Impact on Resilience |
|-------------------------|--|---------------------------------------|------------------------------------|--------------------------------------|
| Transformational | Innovation, adaptability, strategic coordination | Improved responsiveness during crises | Enhanced strategic thinking | Increased institutional adaptability |
| Human-Centered | Trust, empathy, employee support, communication | Faster cooperation among teams | Better employee-informed decisions | Stronger psychological resilience |

Table 3: Impact of Different Leadership Styles on Decisions and Resilience

The table above illustrates the impacts of transformational and human-centered leadership decision speed, quality and resilience in public administrations as garnered from our interviews. The data suggests that, transformational leadership is the backbone of innovation and coordination. It actually helps to foster responsiveness and adaptability in crisis situations. On the other hand,

human-centered leadership builds on trust and better employee integration. Ultimately facilitating superior decision quality and faster team cooperation.

Although they work differently, both forms of leadership are essential in sustaining performance during crisis. Therefore, they are both essential in optimizing decision speed and quality.

According to the interviews, transformational and human-centered leadership both improve the speed and quality of decision making as well as the organizational resilience albeit through different mechanisms.

Sean Osei noted that visionary, mission-driven autonomy allows frontline actors to respond dynamically instead of waiting for multi-layered approvals (Interview 4, Z. 68-74). Angelika Flatz illustrated this with flood response protocols, where clear goals combined with trust-based delegation enabled extremely fast implementation of support measures for volunteer firefighters (Interview 1, Z. 210-228).

Dr. Karl Testor emphasized the importance of psychological safety in his statement: *“If you create a safe environment where people can speak openly about difficulties, you reduce stress and improve problem-solving capability.”* (Interview 2, Z.168) This shows that human-centered leadership is a key driver of decision quality and long-term resilience.

A powerful real-world illustration of the effectiveness of human-centered approach was provided by Peter Onsongo when he told the story of the 2021 coup where despite the banking collapse and chaos, a people-centered approach to leadership led to the highest delivery results in his office’s history because his staff felt supported and understood the higher purpose of their work (Interview 3, Z. 132-155).

The key take away from this research question is that eventhough speed beats quality in the acute phase according to Angelika Flatz, speed does not have to come at the expense of quality but trust, psychological safety are the elements that prevent costly errors and enable learning even in crisis times.

4.3 RQ3: Systemic, Institutional, and Cultural Barriers Hindering Successful Decision-Making Outcomes

| Category | Primary Barrier | Evidence from Interviews | Impact on Decision-Making |
|----------------------|-------------------------------|---|--|
| Institutional | Regimental Bureaucracy | "People like to play by the rules because nobody wants to be held accountable". | Slower Response: Paralyzes initiative; decisions must pass through rigid, multi-layered hierarchies. |
| Institutional | Information Silos | Power exercised by "withholding information" in rigid structures. | Lower Quality: Experts are often excluded for speed, leading to errors that require later correction. |
| Political | Short-termism | Politicians act "very much in the moment" and focus on their own agenda points. | Strategic Drift: Medium-to-long-term administrative projects are ignored unless they offer immediate political benefit. |

| Category | Primary Barrier | Evidence from Interviews | Impact on Decision-Making |
|----------------------|------------------------------|---|--|
| Human Capital | Psychological Stress | Subordinates may lack the "zeal and temperament" to handle VUCA turbulence. | Risk Aversion: Leaders micromanage out of fear that juniors will "fall off the wagon," further slowing speed. |
| Resource | Budget & Capacity | Chronic resource constraints and "loopholes" in the system. | Limited Scope: Decisions are compromised by what is "available" rather than what is "optimal." |

Table 4: Matrix of Barriers Affecting Decision-Making Outcomes

The table above depicts the barriers to effective governance. The data from the interviews suggest that, accountability fear breeds “regimental bureaucracies” that demotivate personnel which in turn slows down the decision-making process. Similarly, presence of “information silos” degrades the quality of decisions made. As a result, these issues cause “strategic drifts” that ignore long-term projects by dealing with short-term projects.

Additionally, the human capital component shows that risk aversion and micromanagement are fostered by psychological stress in VUCA (Volatile, Uncertain, Complex, and Ambiguous) situations because leaders worry that their subordinates might "fall off the wagon." Lastly, the "limited scope" of public action imposed by resource limitations forces administrators to put money availability ahead of strategic optimality. The table as a whole shows that effective decision-making is a continuous battle against a defensive organizational culture that puts political expediency and

procedural safety ahead of proactive problem-solving, rather than just being a question of leadership style.

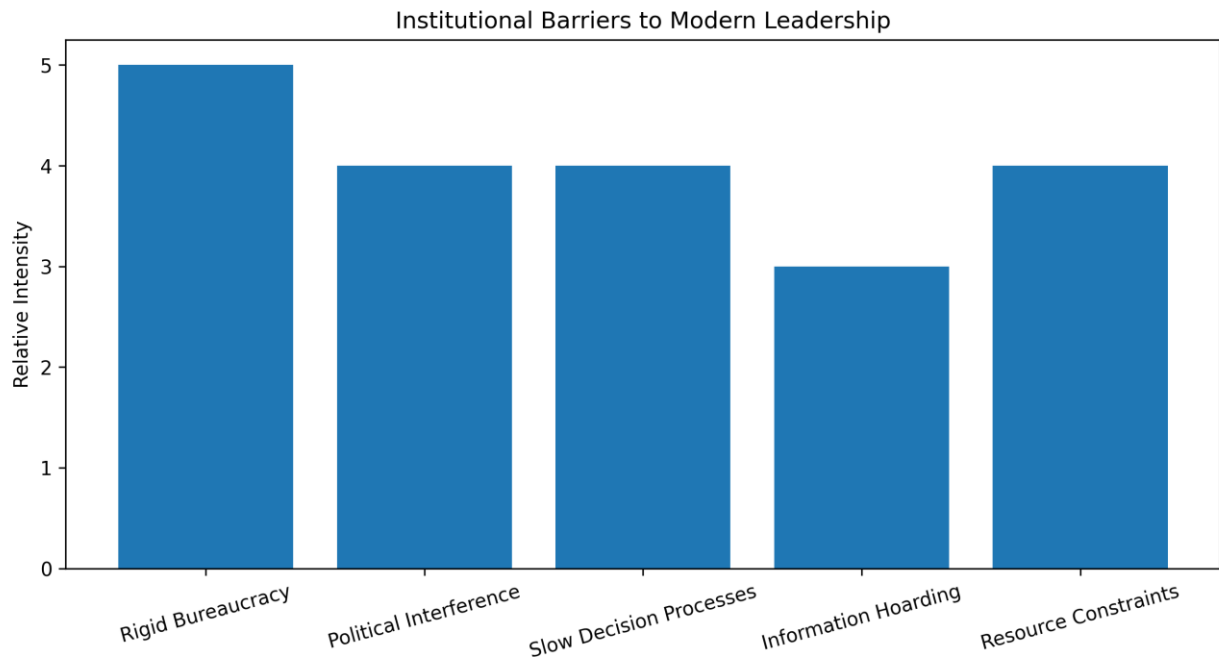


Figure 14: Institutional Barriers to Modern Leadership. Source: Author's own illustration (based on interview data).

The bar chart above illustrates the rating of the various barriers identified during the interviews on a relative intensity scale of 0-5. The data suggests that rigid bureaucracies are the most pervasive barrier with an intensity of 5. This underscores the fact that complying to the laid down standard operating procedures is rewarded and innovation and leadership initiative is punished.

Political Interference, Slow Decision Processes, and Resource Constraints all share a high intensity level of 4, implying that they are all drawback of the administrations agility and ability to make quality and optimal decisions. Information hoarding comes in with an intensity of 3. This means that it is still a hurdle for public administrations to optimize their decision quality. Collectively, all the barriers hinders public administrations from fully adopting and operationalizing transformational and human-centered leadership style during crisis.

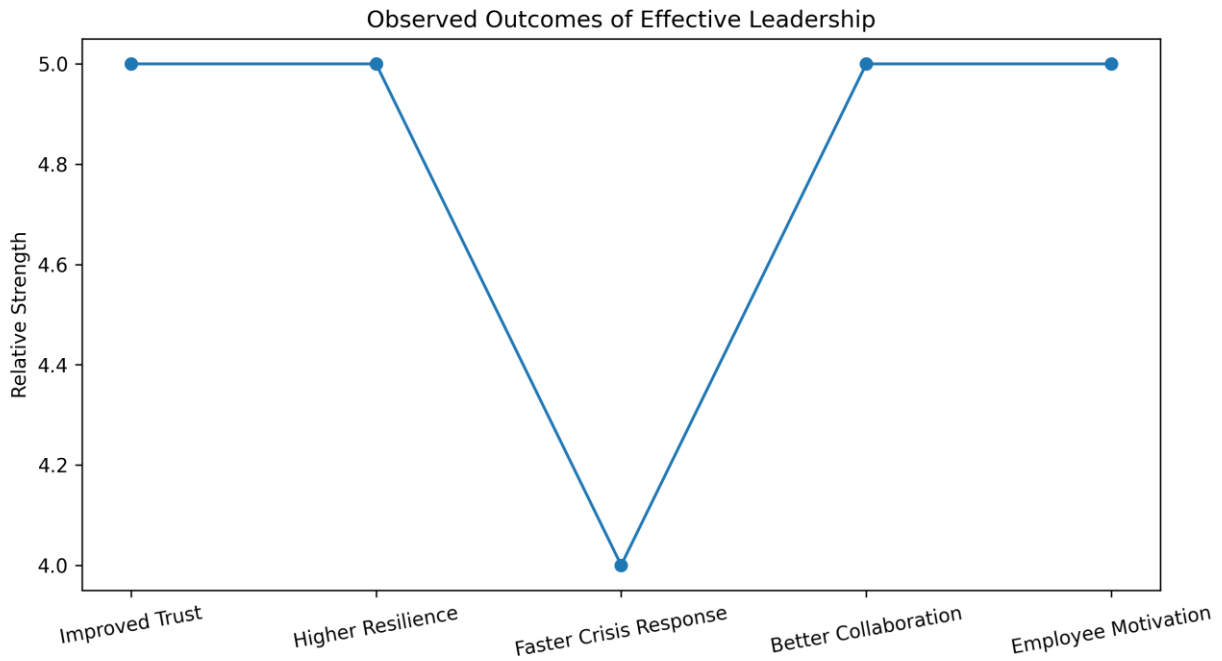


Figure 15: Observed Outcomes of Effective Leadership. Source: Author's own illustration (based on interview data).

The accompanying line graph illustrates the main advantages of effectively applied leadership techniques across five important organizational KPIs. Improved Trust, Higher Resilience, Better Collaboration, and Employee Motivation had a high relative strength of 5.0 in the data, indicating that these "soft" organizational capitals are the most obvious and potent outcomes of good leadership. This is consistent with the actual data presented by Peter Onsongo, who found that his team's ability to work during a state of collapse was primarily due to motivation and trust. It's interesting to see that Faster Crisis Response has a somewhat lower rating of 4.0; although still noteworthy, this decline reflects the reality that even strong leadership frequently has to deal with the "regimental" bottlenecks and "slow decision processes" inherent in public administration.

The graph ultimately shows that the most lasting value of leadership in the public sector is its capacity to establish a strong cultural foundation, trust, resilience, and teamwork, all of which are critical components of the infrastructure needed to manage any crisis.

The results of the interviews consistently demonstrate the complementary nature of human-centered and transformational leadership approaches in public administration. In order to improve crisis management and organizational performance, participants stressed the significance of trust, communication, flexibility, resilience, and staff development. But institutional hierarchy, political power, and bureaucratic inflexibility continue to be significant obstacles to effective leadership.

The most prominent barrier identified by the interviewees that limit the adoption of modern leadership styles in public administration is the rigid bureaucratic structures and a pervasive “*Fehlervermeidungskultur*” (mistake-avoidance culture). Sean Osei described this clearly: “*People like to play by the rules because nobody wants to be held accountable if things should go wrong.*” (Interview 4, Z. 112)

The key insight from this research question is that these barriers create a self-reinforcing “Cycle of Erosion” that undermines leadership effectiveness and institutional resilience

4.4 Cross-Case Comparison and Negative Case Analysis

A cross-case synthesis reveals crucial boundaries, operational friction points, and specific "negative cases" where these modern leadership styles falter, even though the empirical data shows a strong consensus regarding the general advantages of transformational and human-centered leadership styles during administrative transitions. A comparative analysis of the expert testimonies reveals that the effectiveness of different leadership paradigms is greatly dependent on institutional architecture, legislative mandates, and the type of crisis at hand, rather than providing a generally positive affirmation of agile governance. Far from being completely out of date, traditional bureaucratic compliance has been shown in a number of instances to be fundamentally superior to agility in some circumstances.

When comparing the practitioner-oriented observations of Sean Osei and Peter Onsongo with the strategic federal perspective of Angelika Flatz, a primary disparity in the data emerges. Osei and Onsongo both stress how transformational leadership greatly speeds up operational response times through decentralized, vision-driven autonomy. Flatz, however, presents a crucial negative scenario from top-tier ministerial crisis management, pointing out that uncoordinated decentralized autonomy can lead to institutional disarray, redundant attempts, and disjointed public message during severe, high-liability federal situations. According to Flatz's testimony, the traditional, inflexible command-and-control bureaucratic style is structurally preferable in situations requiring stringent legal conformity, such as national public health regulations or emergency budgetary reallocations (Interview 1, Z. 245-262). Absolute procedural compliance guarantees the democratic accountability and legal predictability that decentralized agile models can jeopardize in these high-stakes situations.

Additionally, the data reveals operational constraints related to the emphasis on psychological safety and consensus-building in human-centered leadership. From a psychological standpoint, Dr. Karl Testor observes that while fostering a safe, compassionate conversation is crucial to preventing long-term staff burnout, it may unintentionally result in "threat-rigidity" or consensus-paralysis during the early, hectic stages of an operational shock. Dr Testor draws attention to a negative instance in which public authorities postponed important, urgent reassignments due to an excessive focus on consensus and employee emotional insulation (Interview 2, Z. 195-205). This suggests that a completely human-centered approach can function as an operational bottleneck where decision-making speed is the key variable determinant of public safety, confirming the need for quick, top-down, authoritative decision-making.

| Context / Variable | Traditional Bureaucratic Compliance | Transformational / Human-Centered Leadership |
|---|--|--|
| High-Liability Federal Crises | Superior: Guarantees legal uniformity and democratic accountability. | Risk: Can lead to fragmented public messaging and uncoordinated autonomy. |
| Acute Operational Shocks | Risk: Paralyzes frontline action due to multi-layered approval loops. | Superior: Facilitates rapid frontline execution and vision-driven agility. |
| Prolonged Sustainability / Culture | Risk: Fosters a paralyzing culture of fear and mistake avoidance. | Superior: Replenishes psychological capital and fosters collaborative innovation. |

Table 5: Contingency Matrix of Administrative Compliance vs. Adaptive Leadership Styles

In the end, this cross-case research shows that best public sector performance comes from a contextual, hybrid application rather than a complete replacement of bureaucracy with agile leadership. Traditional compliance frameworks continue to be better for preserving baseline institutional stability, legal certainty, and equity in the provision of public services, according to expert assessments. On the other hand, when an organization is compelled to function outside of its typical routine and navigate extremely fluid, complicated VUCA anomalies that rule-bound systems are unable to handle, transformational and human-centered approaches must be dynamically triggered as complimentary processes.

Overall Conclusion from the Findings

The empirical data strongly supports the central argument of this thesis: transformational and human-centered leadership should be applied together in a context-sensitive manner to achieve desirable

outcomes during crisis environments. However, their successful implementation requires organizational reforms to overcome bureaucracy and political barriers.

CHAPTER 5: DISCUSSION, CONCLUSIONS & RECOMMENDATIONS

5.0 Introduction

This chapter presents a detailed discussion of the empirical findings, correlating them with the historical studies examined in the literature review and analyzing them through the lens of the study's integrated theoretical framework. The theoretical assertions of our literature review are compared and contrasted with the "on-the-ground" realities shared by Sean Osei, Peter Onsongo, Dr. Karl Testor, and Angelika Flatz in the 5 Interviews conducted by this study. Finally, a detailed conclusion is drawn and recommendations for future studies made.

5.1 Comprehensive Discussion of Empirical and Theoretical Findings

5.1.1 Systemic Prominence and Interplay of Leadership Philosophies (Discussion of RQ1)

The empirical evidence shows that the interaction between developing leadership paradigms and classic bureaucratic settings is quite complex. Modern crises and sustainability situations require a shift toward transformational and human-centered frameworks, whereas traditional public administration models prioritize strict hierarchy and rule-bound conformity to guarantee legal predictability (Simon, 1997; Nazib, 2025).

According to the expert testimonies, transformational leadership is highly valued amid acute operational shocks and is characterized by intellectual stimulation and visionary inspiration (Bass & Avolio, 2004). By uniting various civil service units under a single, pressing objective, transformational tactics act as a stabilizing factor. The data, however, clearly indicates that transformational motivation is not enough for long-term organizational sustainability.

Rather, there is a crucial interaction where human-centered leadership must provide structural support for revolutionary goals. During protracted crises, human-centered leadership (which places

a high priority on empathy, psychological safety, and employee well-being) acts as the cultural engine that keeps institutions from burning out (Yukl, 2013; Njaramba, 2025). Human-centered leadership develops the internal organizational capability and psychological capital needed to maintain that goal without leading to structural weariness, whereas transformational leadership creates the forward-looking vision (Northouse, 2022; Njaramba, 2024).

5.1.2 The Trade-offs and Synergy of Speed, Quality, and Resilience in Administrative Decisions (Discussion of RQ2)

A significant contradiction that is highlighted in public management literature is the apparent trade-off between decision-making speed and decision quality (Simon, 1997). Traditional bureaucratic processing ensures high analytical quality and legal compliance, but it operates at speeds that are inappropriate for rapid changes during a crisis (Sott et al., 2025). The empirical findings of the study raise questions about the finality of this trade-off by demonstrating that agile leadership paradigms can concurrently enhance speed, quality, and resilience.

According to expert analysis, leaders who empower frontline managers with vision-driven autonomy and decentralize operational authority significantly accelerate decision-making (Ali et al., 2023). Transformational leaders communicate clear strategic intents, enabling teams to respond dynamically, instead of postponing choices through multi-layered approval processes.

At the same time, human-centered communication methods protect decision quality, which is determined by strategic adaptability, ethical balancing, and multi-sector stakeholder inclusion (Jing & Yang, 2025; Bai et al., 2025). According to the primary data, high-quality results require a strong psychological safety environment where civil servants feel free to express divergent viewpoints, draw attention to operational hazards that may be hidden, and incorporate the perspectives of various stakeholders (Njaramba, 2025). In the end, the development of overall organizational resilience is supported by this synergy. Public organizations move from a condition of mere

survival (absorptive capacity) to proactive structural adaptation and long-term systemic evolution (transformative capacity) by striking a balance between quick operational changes and inclusive, safe communication (Pahl-Wostl, 2023).

5.1.3 Overcoming Structural, Political, and Human Capital Barriers (Discussion of RQ3)

The primary data reveals systemic, institutional, and cultural constraints that prevent transformational and human-centered leadership from being widely implemented throughout public settings, despite their clear advantages.

The institutional rigidity of conventional administrative setups is the most prominent of these (Nazib, 2025). Historically, bureaucracy has been designed to reduce risk, resulting in a widespread, defensive risk-aversion culture that is typified by methodical error avoidance (Fehlervermeidungskultur). Fearing severe institutional or public condemnation for operational failures, public managers are structurally motivated to emphasize rigorous procedural compliance above creative problem-solving in this environment (Syamsir, 2025).

Structural information silos make this cultural problem more worse. During cross-cutting crises, civil service departments often segregate crucial operational data, which limits cross-functional knowledge aggregation and delays collective awareness (Jing & Yang, 2025).

Lastly, a significant constraint is human capital vulnerability. Long-term crisis management under inflexible, unhelpful leadership causes institutional burnout, persistent fatigue, and extreme psychological stress (Njaramba, 2024). The cognitive and emotional capacity needed to make quick, excellent decisions is severely hampered when administrative institutions do not actively manage the well-being of their employees (Njaramba, 2025).

5.1.4 Comparative Analysis with Key Literature

The findings of this study on the complementary use of transformational and human-centered leadership in public administration extend several key theoretical contributions and highlight important contextual nuances in VUCA environments.

First, strong emphasis on a combination of transformational vision with human-centered empathy supports Bass and Avolio's (2004) transformational leadership theory. The interview data, particularly from Angelika Flatz and Dr. Karl Testor, confirm that inspirational motivation and intellectual stimulation are highly effective during acute crises (Interview 1, Z.318, Interview 2, Z. 142-148). However, this study underscores Bass and Avolio by demonstrating that transformational leadership alone is not sufficient in prolonged crises. Without the relational foundation of human-centered practices (psychological safety, trust, and well-being), transformational efforts risk causing burnout a limitation also noted by Yukl (2013).

Second, the findings strongly resonate with Yukl's (2013) human-centered leadership framework. Flatz's emphasis on advance trust, employee development, and flexibility, as well as Peter Onsongo's people-centered approach in crisis situations (e.g., the 2021 coup response), empirically validate Yukl's core abilities of empathy, inclusivity, and stakeholder consideration (Interview 1, Z.92-110, Interview 3, Z. 132-155). This study adds that human-centered leadership serves as a critical "buffer" against the dark side of transformational leadership, such as change fatigue and emotional exhaustion (Northouse, 2022).

Third, the identified institutional barriers — particularly rigid bureaucratic structures, information silos, and short-term political pressures — align closely with Simon's (1997) theory of bounded

rationality. Public administrators in this study operate under satisficing rather than optimizing conditions, especially during crises. However, the data also shows that transformational and human-centered leadership can partially overcome these constraints through trust-based delegation and adaptive operational loops (briefing–deployment–debriefing), as described by Flatz (Interview 1, Z. 198-215). This supports Duchek’s (2020) organizational resilience framework, which highlights the importance of adaptive and transformative capacities beyond mere absorptive capacity.

Fourth, the observed synergy between speed and quality in decision-making during crises (e.g., flood response protocols) corroborates recent empirical work by Bai et al. (2025) on dual innovation and Njaramba (2025) on multilevel resilience models. Both authors emphasize that combining visionary (transformational) and relational (human-centered) approaches enhances organizational resilience. This thesis contributes by showing how this synergy operates in real-world European public administration contexts, particularly under political-administrative tensions.

Finally, the study confirms Syamsir’s (2025) call for leadership agility in VUCA environments while addressing a gap identified by Nazib (2025). Where Nazib highlights the limitations of traditional bureaucratic responses during crises, this research demonstrates that a context-sensitive hybrid model, which entails switching between command mode in acute crises and human-centered mode in recovery phases, offers a practical pathway forward.

In summary, the empirical findings both validate and extend existing literature by illustrating that transformational and human-centered leadership are not competing but mutually reinforcing approaches. Their effectiveness in public administration is highly context-dependent, particularly

constrained by institutional rigidities and political dynamics — a nuance less emphasized in private-sector dominant studies.

The "Cycle of Erosion" Mechanism

Theoretically, this defensive stance sets off a "Cycle of Erosion," a degenerative systemic feedback loop in which ongoing institutional stress actively deteriorates organizational culture and administrative effectiveness. This cycle, which is based on the concepts of structural path-dependency and bounded rationality, starts when an external VUCA shock compels a historically inflexible bureaucracy to speed up processing without modifying its compliance-driven design (Simon, 1997; Sott et al., 2025). Civil servants are forced into a condition of extreme risk-aversion and defensive decision-making as their baseline of psychological safety crumbles due to increased pressure and a deeply ingrained culture of blame (Syamsir, 2025; Njaramba, 2025).

Frontline actors isolate information as a result of this institutional anxiety, which strengthens detrimental departmental silos and deprives the administration of the cross-functional knowledge required to address challenging, cross-cutting issues (Jing & Yang, 2025). As a result, the quality of administrative results deteriorates, resulting in poor policy implementation that invariably prompts additional external political criticism and public blame. The public service's residual psychological capital and institutional morale are entirely depleted as a result of the leadership's increased emphasis on punitive compliance audits and micromanagement due to increased external pressure (Bass & Avolio, 2004; Njaramba, 2024). By charting this process, the framework shows that human capital depletion is the structural result of a self-reinforcing systemic failure that

steadily undermines an administration's long-term transformative resilience rather than just a singular symptom of a crisis.

5.2 Direct Answers to the Research Questions

5.2.1 Core Summary for RQ1: Prevalent Public Sector Leadership Philosophies

Secondary Research Question 1: What leadership philosophies are most prominent within public administration when addressing crisis management and sustainability challenges?

The study comes to the conclusion that transformational and human-centered leadership styles are the most important and essential paradigms for effectively navigating VUCA environments (Bass & Avolio, 2004; Northouse, 2022), even though traditional Weberian bureaucratic command-and-control models continue to be the fundamental structural architecture of public sector institutions (Nazib, 2025). During acute, fast-moving crises, transformational leadership is the predominant framework used to create a clear sense of direction, motivate group action, and mobilize resources (Ali et al., 2023). On the other hand, the main philosophy used to direct long-term sustainability transitions is human-centered leadership, where attaining generational policy goals requires deep empathetic engagement, diverse stakeholder collaboration, and sustainable human resource management (Jing & Yang, 2025; Njaramba, 2025).

5.2.2 Core Summary for RQ2: Leadership Impacts on Decision Speed, Quality, and Resilience

Secondary Research Question 2: How do transformational and human-centered leadership philosophies impact decision-making speed, qualitative outcomes, and long-term organizational resilience?

By eliminating bureaucratic friction, transformational and human-centered leadership philosophies have a favorable impact on all three performance factors (Ali et al., 2023; Syamsir, 2025).

Speed: Transformational leaders enable quick frontline execution by substituting decentralized, mission-based autonomy for strict micromanagement (Sott et al., 2025).

Quality: Because human-centered leadership creates a psychologically safe environment, qualitative results are maximized. This promotes open communication, thorough risk assessment, moral responsibility, and genuine stakeholder participation (Bai et al., 2025; Njaramba, 2025).

Resilience: These types work together to create long-term organizational resilience. They provide the strategic flexibility required to transform external shocks into opportunities for structural learning and transformation while safeguarding the institution's human resources against burnout (Pahl-Wostl, 2023; Njaramba, 2024).

5.2.3 Core Summary for RQ3: Critical Barriers to Successful Administrative Outcomes

Secondary Research Question 3: What systemic, cultural, or institutional obstacles prevent these leadership approaches from achieving successful decision-making outcomes?

The following are the main barriers to the effective implementation of these adaptive leadership strategies:

Strict error avoidance (Fehlervermeidungskultur) is a deeply ingrained institutional culture that stifles creative decision-making and strengthens defensive risk-aversion (Syamsir, 2025).

Strict departmental information silos that prevent important crisis data from being quickly and transparently shared across administrative boundaries (Jing & Yang, 2025).

severe depletion of human capital, when administrative staff members' cognitive processing capacities are weakened by ongoing psychological stress and institutional fatigue (Njaramba, 2024, 2025).

structural mismatch between the long-term perspectives needed for successful public administration and short-term political mandates (Pahl-Wostl, 2023; Bai et al., 2025).

5.2.4 Final Conclusion for the Primary Research Question

Primary Research Question: To what extent do transformational and human-centered leadership approaches influence decision-making quality and organizational resilience within public sector institutions facing VUCA environments?

The conclusion of this thesis is that organizational resilience and the quality of decision-making are significantly improved by transformational and human-centered leadership approaches. They change public administrations into flexible, learning ecosystems instead of inflexible, reactionary bureaucracies (Nazib, 2025; Pahl-Wostl, 2023). Conventional rule-following is no longer adequate to ensure public welfare in a VUCA environment (Denhardt & Denhardt, 2015). Public sector executives can effectively maintain administrative speed and policy quality by combining transformative, visionary goals with a human-centered, compassionate focus on psychological safety (Bass & Avolio, 2004; Njaramba, 2025). In the face of growing global complexity, this

balanced leadership framework is the essential mechanism needed to protect public value, create enduring institutional resilience, and uphold citizen trust (Jing & Yang, 2025).

5.3 Recommendations

From the insights drawn from the expert interviews and the theoretical synthesis the following recommendations would support Austrian and European public administrators to strengthen their transformational and human-centered leadership practices.

1. Fostering Collaborative, Silo-Breaking Data Frameworks

Administrative entities must establish unified, cross-departmental data management frameworks in order to eliminate the structural information silos that impede public sector response (Jing & Yang, 2025). Integrated digital infrastructure platforms that compile real-time operational data across local, state, and federal borders should be supported by public authorities.

Following Peter Onsongo's experience in crisis situations, organizations should create official Inter-Agency Knowledge Hubs task forces in order to put this idea into practice. These organizations are specifically required to oversee data-sharing procedures in times of emergency, guaranteeing that vital information reaches front-line decision-makers without interruption. Dismantling these technological and cultural information silos guarantees that policy decisions are supported by a broad, cross-sector pool of expertise, enhances administrative situational awareness, and speeds up collaborative decision-making (Syamsir, 2025).

2. Transitioning Performance Metrics from Procedural Compliance to Mission-Centered Outcomes

Administrative authorities must put in place unified, cross-departmental data management frameworks in order to eliminate the structural information silos that impede public sector response

(Jing & Yang, 2025). Integrated digital infrastructure platforms that compile real-time operational data across municipal, state, and federal borders should be supported by public authorities.

Organizations should develop official Inter-Agency Knowledge Hubs task forces in order to put this idea into practice. These entities are explicitly mandated to manage data-sharing protocols during crises, ensuring that critical data flows seamlessly to frontline decision-makers. In addition to increasing collaborative decision-making speed and improving administrative situational awareness, dismantling these technical and cultural information barriers guarantees that policy decisions are supported.

Additionally, the usage of regulatory Administrative Sandboxes should be pioneered by civil service governance. Public managers can explore creative, cooperative solutions to crisis and sustainability concerns in these well-defined, legally protected experimental environments without immediately incurring procedural or political repercussions if an experimental strategy fails. Public companies can develop an adaptable entrepreneurial spirit and shift from a culture of fear to one of deliberate, resilient innovation by separating small tactical defeats from systemic professional liability.

3. Enhancing Psychological Safety and Psychological Capital in VUCA Environments

Public entities must firmly include psychological safety measures into their basic management structures in order to alleviate the serious human capital vulnerabilities and pervasive burnout indicated by recent research (Njaramba, 2024). Executive training programs that emphasize adaptive communication, emotional intelligence, and the proactive maintenance of employee psychological capital should be made mandatory by administrative bodies (Yukl, 2013; Njaramba, 2025).

Organizations must create clear, highly structured operational loops with systematic briefing, active crisis deployment, and structured debriefing cycles (Briefing/Einsatz/Nachbesprechung) in place of opaque, top-down commands. In times of chaotic upheaval, this operational model offers a steady rhythm.

Leaders must actively promote psychological safety during these structured debriefing sessions by normalizing peer-coaching networks, controlling internal psychological fears and worst-case mental projections ("head cinema"), and promoting open talks about operational errors. The cognitive and emotional resilience needed to sustain high decision-making quality under sustained institutional pressure is increased when public servants have safe spaces to process stress and share constructive criticism (Northouse, 2022; Njaramba, 2025).

5.3 Limitations and Future Research Directions

Although this study offers insightful qualitative information about public sector leadership, a number of limitations need to be noted. First, four elite specialists from European public administration frameworks make up the majority of the primary empirical sample. Although these participants provided profound, high-level structural insights, the results might not be broadly applicable to administrative systems functioning in drastically different financial, social, or geopolitical contexts. Second, because the interviewees' perspectives are intrinsically linked to their unique career paths and institutional backgrounds, the qualitative nature of the semi-structured interviews raises the possibility of subject-bias.

By using large-scale, quantitative mixed-method frameworks over a larger geographic and hierarchical sample of civil officials, future research should build on this study. The development of quantitative measures to assess the direct financial and temporal return on investment of human-

centered leadership training in public agencies should be the specific focus of empirical research. Furthermore, more investigation is required to determine how quickly developing automated governance technologies and artificial intelligence interact with human leadership behaviors to influence institutional transparency and decision-making speed in future crisis situations (Sott et al., 2025).

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Disclosure of AI Tools

| Application Area | Name of AI | Description of Use |
|--------------------------------|------------------------|---|
| Ideation & Research | Grok/Gemini/Perplexity | Used to brainstorm interview questions and identify relevant academic literature |
| Summarization | Grok | Summarizing and Coding the raw transcript of the expert interview (See Appendix) |
| Text Editing | Grammarly | Proof reading |
| Translation | DeepL/Grok | Translating of the Abstract to German and Interview transcript from German to English |
| Transcription | Turboscribe AI | Transcribing Audio to Text |

Table 6: Disclosure of AI Tools

APPENDICES

Appendix: Overview of Interviews summary of the participants:

- **Appendix 4:** Interview with **Angelika Flatz** (Senior Austrian Public Administrator and Leadership Coach) – 23 April 2026
- **Appendix 5:** Interview with **Dr. Karl Testor** (Military Officer, Neuroscientist, and Leadership Coach) – May 2026
- **Appendix 6:** Interview with **Peter Onsongo** (Head of Support Services, UNOPS Multi-Country Office) – 4 May 2026
- **Appendix 7:** Interview with **Sean Osei** (Public Sector Leader with 15 years’ experience) – May 2026
- **Appendix 8:** Interview with **Angelika Flatz** (Full German transcript for reference)

Appendix 1: Thematic Coding

| Theme | Relative Frequency | Interpretation |
|-----------------------------|---------------------------|--|
| Bureaucratic Constraints | 5 | Rigid systems shape leadership flexibility |
| Human-Centered Leadership | 5 | Employee wellbeing emphasized |
| Transformational Leadership | 4 | Innovation and change orientation |

| | | |
|------------------------------|---|--|
| Trust & Empowerment | 5 | Trust-based delegation improves morale |
| Crisis Adaptability | 5 | Adaptive leadership during crises |
| Decision-Making Quality | 4 | Balancing speed and quality |
| Political Influence | 4 | Political agendas influence leadership |
| Resilience & Wellbeing | 5 | Emotional stability and resilience |
| Communication & Transparency | 5 | Transparency strengthens trust |
| Employee Development | 4 | Continuous employee growth |

A1.1 Thematic Analysis's Six Steps (Braun & Clarke, 2006)

To ensure methodological rigor and reproducibility, this study used a hybrid deductive and inductive thematic analysis while closely following Braun and Clarke's (2006) six-step qualitative methodology.

Familiarization with the Data- A verbatim transcription of the four semi-structured expert interviews was made from the raw audio recordings. In order to capture contextual subtleties and emotional subtext, such as controlling internal anxieties ("head cinema"), the transcripts were read through several times while cross-referencing the original field notes.

Creating First Codes- A hybrid coding approach was used. The initial deductive codes (such as choice speed, decision quality, and structural impediments) were directly generated from the research questions and theoretical framework. At the same time, emerging patterns in the raw text (such as blame culture, information silos, and operational rhythm) were used to dynamically produce inductive codes.

Finding Themes- Based on common conceptual traits, codes were grouped into more general groups. For instance, codes pertaining to departmental isolation and Fehlervermeidungskultur (mistake-avoidance culture) were combined into an emergent thematic category of institutional restrictions.

Reviewing Themes- To guarantee both internal homogeneity (coherent meaning within a theme) and exterior heterogeneity (clear borders between themes), the candidate themes were compared to the raw coded text extracts. The "Cycle of Erosion" was conceived as a separate systemic feedback loop during this stage.

Defining and Naming Themes- To make sure that each final topic properly addressed the main goals of the study, operational definitions were developed. The themes (e.g., Symbiotic Leadership Synergy vs. Institutional Path-Dependencies) were given abstract names while maintaining a close conceptual alignment with public management theory.

Creating the Report- In order to create a strong, empirically supported case, the final analysis was integrated into a coherent narrative in Chapters 4 and 5, balancing quotes from illustrative data with reputable secondary literature.

A1.2 Audit Trail and Concrete Coding Matrix

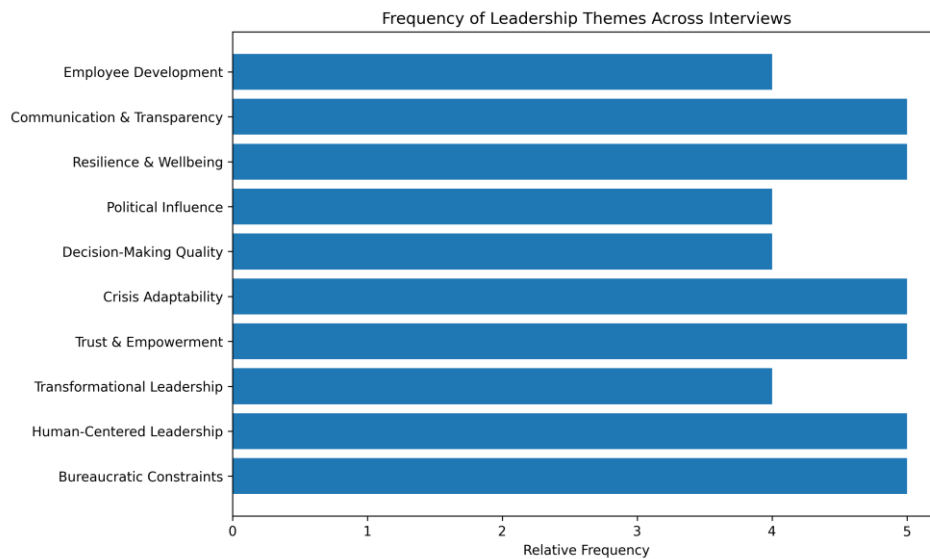
Exact, illustrative text excerpts from the primary interview transcripts are shown in the following matrix, which illustrates the hybrid path from raw data to structural codes and final overarching themes.

Table A1.1: Trace of Hybrid Qualitative Content Analysis and Coding Examples

| Raw Transcript Snippet (Data Source) | Preliminary Code | Code Nature | Overarching Theme |
|--|--|--|--|
| <i>"...leaders must learn how to manage their internal psychological anxieties and worst-case mental projections ('head cinema') when a crisis breaks out..."</i> (Dr. Karl Testor) | Psychological Stress Management / Cognitive Regulation | Inductive (Emergent from text) | Theme 2: Cultivating Human Capital and Psychological Capital |
| <i>"...when things go wrong, everyone looks for someone to blame, creating a widespread mistake-avoidance culture..."</i> (Sean Osei) | Mistake-Avoidance Culture (<i>Fehlervermeidungskultur</i>) | Inductive (Emergent from text) | Theme 3: Systemic, Institutional, and Cultural Barriers |

| | | | |
|--|---|--|--|
| <p><i>"...the administrative structure must rapidly transition away from standard linear workflows into an iterative, tactical operational loop consisting of systematic briefing, active crisis deployment, and structured debriefing cycles..." (Angelika Flatz)</i></p> | <p>Operational Responsiveness / Process Agility</p> | <p>Deductive (Derived from RQ2 - Speed)</p> | <p>Theme 1: Symbiotic Leadership Synergy in VUCA Environments</p> |
| <p><i>"...departments isolate critical operational data, limiting cross-functional knowledge aggregation and delaying collective awareness..." (Peter Onsongo)</i></p> | <p>Departmental Information Silos / Knowledge Restraint</p> | <p>Deductive (Derived from RQ3 - Obstacles)</p> | <p>Theme 3: Systemic, Institutional, and Cultural Barriers</p> |

Appendix 2: Frequency of Leadership Themes Across Interviews



Appendix 3: Research Questions Alignment Table

| Research Question | Key Themes Identified |
|---|--|
| <p>RQ1: Impact of leadership styles on decision-making quality</p> | <p>Decision-Making Quality, Communication & Transparency,</p> |
| | <p>Political Influence, Crisis Adaptability</p> |
| <p>RQ2: Influence of leadership styles on organizational resilience</p> | <p>Resilience & Wellbeing, Trust & Empowerment, Human-Centered</p> |
| | <p>Leadership, Employee Development</p> |
| <p>RQ3: Institutional barriers affecting leadership effectiveness</p> | <p>Bureaucratic Constraints, Political Influence, Communication</p> |

Appendix 4: Interview Guide

Semi-Structured Interview Questions Guide.

Target Respondents: mid-to-senior-level public administrators with experience in crisis management or sustainability projects post-2020.

Questions

Section 1: Background and Contextual Experience

1. Briefly describe your role in public administration and the types of crises or sustainability challenges your organization has faced since 2020? (e.g., pandemic response or climate adaptation initiatives?)
2. Highlight the most common decision-making scenarios in your organization during turbulent times, such as crises or long-term sustainability efforts specifically, how frequent, what stakeholders are involved, and the typical outcomes?

Section 2: Prevalence of Leadership Styles

3. What observable leadership styles are applied in your organization when addressing crisis management or sustainability challenges? (e.g., transformational [e.g., inspiring innovation], human-centered [e.g., emphasizing empathy and well-being], transactional, or others?)
4. Explain how leaders adapt their styles in crisis-prone or sustainability-focused environments? Which styles (e.g., transformational or human-centered) seem to emerge more prominently, and under what conditions?

Section 3: Impacts on Decision-Making and Resilience

5. Describe how transformational leadership (e.g., fostering motivation and creativity) influences the quality and speed of decision-making in crisis or sustainability contexts?

(Positive/negative examples; effects on outcomes like policy implementation or stakeholder satisfaction?)

6. In what ways does human-centered leadership (e.g., prioritizing empathy and employee involvement) affect decision-making processes and organizational resilience during turbulent periods? (Highlight specific instances where it improved adaptability or well-being vs. where it slowed processes?)
7. Comparing different leadership styles, how do they shape the resilience of your organization, such as its ability to recover from crises or sustain long-term environmental goals? (What are the Metrics or indicators of resilience, e.g., employee engagement, resource management, or public trust?)
8. Provide an example from your experience where a specific leadership style directly impacted a decision's quality or the organization's resilience in a crisis or sustainability challenge? (Ask What made the decision effective/ineffective; role of leadership in the process?)

Section 4: Barriers and Challenges

9. What key barriers hinder effective decision-making in your public administration setting during crises or sustainability efforts? (Ask for Institutional (e.g., bureaucracy), resource-related, political, or ethical factors?)
10. How do leadership styles interact with these barriers, e.g., does transformational or human-centered leadership help overcome them, or exacerbate issues like rigidity or resource constraints? (Ask for Strategies leaders use to navigate them?)

Section 5: Overall Reflections and Recommendations

11. Overall, how do transformational and human-centered leadership styles contribute to or limit high-quality decision-making and organizational resilience in public administration amid ongoing crises and sustainability demands? (Aim for Broader societal/policy impacts?)
12. Based on your experience, what recommendations would you offer for improving leadership practices in these contexts? (Focus on Training, reforms, or tools to enhance decision-making?)

1 *Appendix 4: Interview 1*

2 **Interview Transcript Translated from German**

3 **Date:** 23 April 2026 **Interviewers:** Jack Mugoya **Interviewee:** Angelika Flatz

4 **Jack Mugoya:** Please tell me about your background in relation to leadership.

5 **Angelika Flatz:** My background in leadership is now many years of experience in various
6 leadership hierarchies, especially in the public sector within the Austrian federal administration,
7 as well as in different organisations and ministries. What is very interesting is getting to know
8 these different organisational cultures and perspectives. This started with leading very small
9 teams and extended to being responsible for coordination in the Parliamentary Directorate, where
10 I coordinated the parliamentary clubs on issues affecting the President of the National Council. In
11 leadership roles, particularly at the highest administrative level, this involved conducting
12 numerous negotiations and entering into cooperations in order to initiate projects and innovation
13 projects, and finding cooperation partners — other ministries, but also, for example, the City of
14 Vienna, the federal state of Burgenland, or Lower Austria — to incorporate different perspectives.
15 It essentially involves shaping things, developing them further, and bringing people together.
16 When I look at my own criteria, principles, and dimensions of leadership, I lead with a great deal
17 of advance trust, because I have always worked with highly qualified experts who were often
18 very experienced in their roles. People generally don't like being told step by step what to do.
19 I also give a lot of freedom and expect people to come and ask questions. For example, I ask how
20 long someone estimates a concept will take rather than setting deadlines that aren't absolutely
21 necessary. In return, I expect a high degree of reliability.

22 My leadership background also has a lot to do with the fact that the further development of
23 employees is very close to my heart. That means consistently letting employees go when they
24 want to develop further — even if that means losing them. The next step was my role as
25 managing director. Unlike at the federal level, where I had just over 120 people, here I had to
26 cooperate with many ministries to achieve results. Or, in parliamentary committees, convincing
27 members of parliament by providing background knowledge so they would agree to something. It
28 also involved considering how to act towards such a group.

29 As managing director, there are around 1,200 employees working here. Part of the job was
30 explaining the framework conditions and making clear that we are a municipal company with
31 very specific rules that a limited liability company (GmbH) must observe. This includes being
32 audited by the Court of Audit.

33 It also meant repeatedly explaining that we have significantly more bureaucracy because we have
34 to produce many more reports to ensure traceability. Of course, there is also the liability that
35 comes with the role of managing director, both corporate liability and personal leadership of
36 one's own teams. And establishing leadership structures within the company. Here one can
37 distinguish different directions.

38 **Jack Mugoya:** From your point of view, are there specific leadership challenges in a highly
39 political environment compared to the private sector?

40 **Angelika Flatz:** Yes. The private sector also has its stakeholders and owners' representatives,
41 depending on the legal structure of the company. There, interests can be seen very clearly.

42 With politicians, there are multiple and varied interests. First of all, they do not primarily lead the
43 organisation; they primarily want to implement their political agenda points. That is already a

44 significant difference, because the administration — especially at the highest leadership levels —
45 must keep bringing day-to-day work back onto the political table when decisions are needed.

46 This also means you have to clarify what it means for other ministries, how other government
47 members will react. You have to factor this in, otherwise it's hard to reach a decision. Politicians
48 act very much in the moment.

49 In administration, you tend to have medium- to long-term projects or measures in mind. Getting
50 these onto the desk of the political leadership requires careful thought about how and when to
51 present them. There are times when politicians are so overwhelmed with political actions that you
52 can hardly get through with topics unless they see an immediate benefit for themselves.

53 That is certainly one of the biggest differences. You constantly have to consider: Can the
54 politician implement this themselves in their organisation? Which other ministries does he or she
55 need? Does a law need to be passed, meaning it has to go to parliament? You have to prepare the
56 information so that it is very easy and quick to grasp, because politicians have very different
57 schedules and many political appointments in their constituencies and parties.

58 You need to know which federal state the politician comes from, because issues from that state
59 are often given higher priority. You often also have to explain why certain things don't work, or
60 not now, or not in the way desired. This makes up a large part of the work and makes it difficult.

61 Then there is also the parliamentary process — preparing politicians for it, briefing them for the
62 debate, knowing when to speak yourself and when to let the politicians speak.

63 **Jack Mugoya:** We are currently living in a VUCA world — volatility, uncertainty, complexity,
64 and ambiguity. For leaders, it is very difficult to lead employees in this environment.

65 In my government, I combine two leadership styles: Transformational and Human-Centered
66 Leadership. And I saw that you are also a leadership coach. How would you compare these two
67 leadership styles in public service work? These leadership styles are more common in the private
68 sector, but in difficult times like now, how can we distinguish between these two styles? Should a
69 leader use both, or is one better than the other?

70 **Angelika Flatz:** This VUCA world has actually existed since around 2000. The dynamics have
71 certainly intensified. But we talk about multiple crises, one replacing the other.

72 In the past, you had the impression that you had a bit more time — 10, 15, or even 30 years. This
73 creates great uncertainty, that's true. Also economic uncertainty.

74 To answer your question: In uncertain times, leaders must provide security in the job. How do
75 you do that when you yourself don't know what's coming next? This has to do with how you
76 lead, how resilient you are yourself, and how much you have already trained this.

77 It also means you should not pass on every concern, fear, or uncertainty you have. You have to
78 stop and say: I need to get this under control myself. But then you can clearly address the
79 situation: There are imbalances, there are many tasks, I don't know when things will calm down a
80 bit either. These are the current framework conditions — how do we deal with them? Do you
81 have suggestions? I can imagine organising it this way or that way.

82 That already gives security. Knowing that my leader is thinking about it and trying to provide a
83 framework, rather than nervously jumping around or unloading their own thoughts onto the
84 employees. The public service is actually structured like an emergency organisation. That means
85 in a strong crisis mode, they don't need much reorganisation because they are fundamentally set
86 up with a chain of command and an obligation to inform. This means that transformational

87 leadership and human-centered leadership must actively have space here, because an emergency
88 organisation works on a command basis: briefing — deployment — debriefing.

89 But in calmer everyday times, even though the organisational structure supports leadership and a
90 certain style, there needs to be awareness that in a real crisis or disaster response I lead differently
91 than in everyday work — even if that is stressful or uncertain. This means the organisation can
92 consciously define leadership guidelines and principles: I want us to lead with shared goals, to do
93 individual development, to lead more through trust rather than control and disciplinary measures.
94 I want it to be clear that a public administration is a service and expert organisation. You have to
95 focus on people, but the direct leader has to implement it. It is already a lot if these principles are
96 set out — for example, look at the strengths of your employees and promote them.

97 It doesn't happen automatically because the organisational structure is rather closed. This means
98 active reflection is needed, and the statement that our organisational culture should be human-
99 centered in leadership, based on trust rather than mistrust. This must be actively introduced and
100 established as a leadership culture.

101 This also means investing in leaders so they learn these tools. This is very clearly seen in
102 uniformed ministries, for example, emergency organisations, where there must be a clear
103 difference between leading during an operation and leading in civilian mode after the operation.
104 The Ministry of the Interior has only started focusing more on this in recent years.

105 Why? Because many younger generations of employees have demanded it much more strongly.
106 They say: I don't want this command tone; I want to be seen and acknowledged. I have needs, I
107 want to have a say, I want to understand why a decision is being made. You don't do that during
108 an operation. At most during the debriefing, if a learning curve is to be created for the next

109 operation. So in crisis times — if you mention Covid — a public administration (whether federal
110 or state) can switch incredibly quickly if it is set up that way. That’s when it works for the Federal
111 Chancellery to take over the crisis organisation. Temporary different structures are created,
112 processes are coordinated much more strongly than usual.

113 In Austria, all ministers and the Chancellor are equal. In Germany, the Chancellor has directive
114 authority, which doesn’t exist here. In crisis mode, it works.

115 To answer your further question: I think both leadership styles are needed because they
116 complement each other. And because we recruit employees who demand exactly that.

117 **Jack Mugoya:** And what influence does this leadership focus have on the quality of decisions?
118 Especially the speed, and when you have incomplete information again and again in crisis
119 situations. So if you use both leadership styles, what influence does that have on decision quality?

120 **Angelika Flatz:** Speed beats quality. Despite the speed, you still need the most important players
121 who can provide substantive input. Nevertheless, as we saw with the Covid regulations, some
122 things were forgotten and had to be corrected afterwards because too few experts were involved.

123 But the decision was made to be faster. On the other hand, if you involve too many experts and
124 address every argument, you can lose focus on the goal. And that also doesn’t improve quality.

125 So here too, balance is needed. What is much more important is not necessarily involving
126 everyone possible, but ensuring good information flow and explaining why a decision was made.

127 In situations where speed is critical, that explanation may come afterwards, but it is definitely
128 needed. And if you do that, and if there is also a temporary structure in place — Covid lasted
129 quite a long time, over three years — but normally disasters like floods or weather catastrophes,

130 where forces are pulled together, work well. The teams are well-rehearsed, they practise, they
131 bring in experts, and the information flow to NGOs and volunteer helpers also works.
132 It's about communicating the common goal, but also about looking at what competencies the
133 employees have and which ones still need to be developed. Relatively quickly after the order, you
134 return to these leadership principles.

135 For example, during flood disasters at the federal level (when I was responsible), and still today,
136 we say that anyone who works with the volunteer fire brigade in their free time gets time off and
137 continues to be paid. That happens very quickly. And no one questions it. No ministry says, "But
138 that costs me something." Solidarity and being there for the community then take centre stage.

139 This also shows how these leadership styles work together. But of course not only in personal or
140 societal catastrophes, but also in everyday life. It alternates — very quick decisions. This has a lot
141 to do with the values an organisation or the federal government has. These are all people with
142 high intrinsic motivation. In the broadest sense, service to society or to specific societal issues or
143 groups. And it is precisely there that these leadership styles are particularly important.

144 **Jack Mugoya:** What institutional hurdles make it most difficult to establish modern leadership
145 styles in Austria?

146 **Angelika Flatz:** The institutional hurdles are actually the organisational structure. If you have an
147 agile organisational structure, it supports me much more easily than a rigid hierarchical one.

148 Employees must know — in a rigid hierarchical administrative structure — where the boundaries
149 are, what the personal limits of their superiors are, so that they can get free space without falling
150 out of the structure. This requires much more knowledge: What actual room for manoeuvre do I
151 have? How does my superior function as a leader?

152 If a leader exercises power by withholding information — which is also a known leadership style
153 in administrative structures — then employees have fewer opportunities for freedom and
154 autonomy. That has much less to do with trust-based work.

155 So yes, it is possible, but the organisational structure tends to hinder it. I believe it is possible and
156 also necessary.

157 **Mugoya:** What instruments can an institution use to promote cultural change so that employees
158 can perform better?

159 **Angelika Flatz:** One measure is recruitment and the deployment of employees according to their
160 skills and strengths. If I don't match them properly, they cannot fully realise their potential. If I
161 don't give them enough information and freedom, and don't strengthen them in personal
162 responsibility, they also cannot realise their potential.

163 This also involves a leader who regularly exchanges information, gives regular feedback —
164 including critical feedback, but especially positive feedback — and specifically identifies
165 development needs while also listening to where employees personally want to develop.

166 One very good instrument is the employee appraisal meeting. It is hugely underestimated but
167 actually the best instrument if taken seriously, because you reflect yourself and deal with it in a
168 structured way. So the introduction of various measures: career paths, mandatory but well-
169 explained employee appraisal meetings, support for leaders in giving critical feedback, and
170 introducing goal management even in uncertain times. This must come from the organisation.

171 **Jack Mugoya:** What one or two concrete recommendations would you give to future leaders in
172 the public service to better handle future crises in this VUCA world?

173 **Angelika Flatz:** Personal reflective ability — engaging with it and thereby working on your own
174 resilience. This is extremely important. You can actually work on it and improve it. And
175 reframing problems — putting them in a different frame, saying what is positive about it, what is
176 the opportunity in it.

177 If I focus on the positive, even if I don't see it at first, what is the meaning of my work and what
178 is positive about it, then I open up spaces of thought and arrive at alternative courses of action —
179 many more options. And if I do this as a leader and also do it with my employees, I get much
180 more back from them: suggestions for action, concepts, concrete measures.

181 The basis for this is resilience. This is not so easy, because everything that comes at you in the
182 public sector in terms of crises and challenges also affects you as a private person. That means I
183 myself also need an environment where I can think constructively. Seeking help, coaching, and
184 exchanging in constructive peer groups is very helpful. Through your own resilience and that of
185 the organisation, performance automatically increases.

186 **Jack Mugoya:** Last but not least, is there an aspect we haven't covered yet that is important to
187 you?

188 **Angelika Flatz:** Don't wait until the organisation does it, but look at what I can do myself. And I
189 can start every day, every second. With many small steps, like climbing a very high mountain —
190 with breaks, but staying with it. Make the decision and just do it.

191 **Jack Mugoya:** Very good, thank you.

192

193 **RAW INTERVIEW TRANSCRIPT GERMAN**

194 **Interview Jack Mugoya und Angelika Flatz am 23.4.2026 um 12uhr**

195 **Jack Mugoya**

196 (0:06) Bitte erzähl mir über ihren Background in Bezug zur Führung.

197 **Angelika Flatz**

198 (0:16) Mein Background, was Führung betrifft, ist mittlerweile eine langjährige Erfahrung in
199 unterschiedlichen Führungshierarchien. (0:29) Vor allem im öffentlichen Bereich, in der
200 österreichischen Bundesverwaltung. (0:35) Auch in unterschiedlichen Organisationen,
201 Ministerien.

202 (0:40) Was sehr spannend ist, diese unterschiedlichen Kulturen auch von Organisationen
203 kennenzulernen und Blickwinkel. (0:51) Das hat angefangen von recht kleinen Teams zu leiten,
204 bis hin für Koordination in der Parlamentsdirektion zuständig zu sein, die Klubs zu koordinieren,
205 wenn es um Themen geht, die Nationalratspräsidenten betroffen haben. (1:14) Es hat in Führung,
206 aber dann auch in der höchsten Verwaltungsebene bedeutet, sehr viele Verhandlungen zu führen,
207 Kooperationen einzugehen, um Projekte, Innovationsprojekte initiieren zu können, um hier
208 Kooperationspartner zu finden, andere Ministerien, aber zum Beispiel auch die Stadt Wien, oder
209 das Land Urland, oder das Land Niederösterreich, um hier auch verschiedene Blickwinkel.

210 (1:48) Es zieht sich eigentlich durch zu gestalten, weiterzuentwickeln und Menschen
211 zusammenzubringen. (1:56) Wenn ich meine Kriterien, Prinzipien, Dimensionen der Führung
212 betrachte, ich selbst führe mit sehr viel Vorschussvertrauen, weil ich eigentlich immer mit
213 Expertinnen und Experten zu tun hatte, die sehr gut ausgebildet waren, die sehr lange mitunter in
214 ihren eigenen Jobs schon waren. (2:29) Die Leute mögen es gar nicht, wenn man ihnen Schritt für
215 Schritt sagt, was sie zu tun haben.

216 (2:34) Ich gebe auch sehr viel Freiraum und erwarte mir auch, dass die Menschen nachfragen
217 kommen. (2:43) Ich frage zum Beispiel auch, wie lange jemand einschätzt, dass eine Arbeit ein
218 Konzept braucht, also gebe nicht unbedingt Fristen vor, die nicht notwendigerweise super
219 dringend sind. (2:59) Da erwarte ich mir aber eine enorme Zuverlässigkeit.

220 (3:09) Der Führungshintergrund, den ich habe, hat natürlich auch sehr viel zu tun, dass mir die
221 Weiterentwicklung von Mitarbeitern sehr am Herzen liegt. (3:20) Also durchwegs auch
222 Mitarbeiterinnen und Mitarbeiter ziehen zu lassen, wenn sie sich weiterentwickeln, sie auch zu
223 verlieren dadurch und nicht zu halten. (3:34) Der nächste Schritt ist die
224 Geschäftsführungstätigkeit.

225 (3:40) Da ist es im Unterschied zum Bund, dass ich nicht so knapp über 120 Leute hatte, sondern
226 auch viele Ministerien und da sehr viel Kooperationen eingehen musste, um Ergebnisse zu
227 erzielen. (3:55) Oder aber auch in parlamentarischen Ausschüssen die Abgeordneten zu
228 überzeugen, um dann so etwas zuzustimmen, also hier auch das Hintergrundwissen zu
229 liefern. (4:08) Und hier auch zu schauen, wie agiere ich so einer Gruppe gegenüber.

230 (4:18) Und hier als Geschäftsführerin, es sind rund 1200 Mitarbeiterinnen und Mitarbeiter, die
231 hier tätig sind. (4:27) Und da ist es auch gegangen, die Rahmenbedingungen zu erklären und
232 darzulegen, dass wir ein städtisches Unternehmen sind mit ganz bestimmten Regeln, die auch
233 eine GmbH einzuhalten hat. (4:48) Was es heißt, dass man vom Rechnungshof geprüft wird.

234 (4:52) Auch immer wieder zu erklären, dass wir viel mehr Bürokratie insofern haben, als wir viel
235 mehr Berichte zu erstellen haben, um hier die Nachweislichkeit zu haben. (5:05) Ja, natürlich die
236 Haftung, die man hier hat für sein Handeln als Geschäftsführerin, die handelsrechtliche Haftung

237 und dann auch noch das persönliche Führen von den eigenen Teams. (5:19) Aber auch diese
238 Führungsstrukturen im Unternehmen zu etablieren.

239 (5:25) Und da kann man ja unterscheiden, unterschiedliche Richtungen.

240 **Jack Mugoya**

241 (5:31) Aus Ihrer Sicht, gibt es spezifische Führungsherausforderungen im hochpolitischen
242 Umfeld im Vergleich zum Privatsektor?

243 **Angelika Flatz**

244 (5:47) Ja, also auch der Privatsektor hat seine Stakeholder, seinen Eigentümer, Vertreter. (5:53) Je
245 nachdem, wie gesellschaftsrechtlich organisiert ist das Unternehmen. (5:59) Da kann man die
246 Interessen sehr klar sehen.

247 (6:04) Bei Politikern sind mannigfaltige Interessen da. (6:09) Erstens führen sie in erster Linie
248 nicht die Organisation, sondern in erster Linie wollen sie ihre politischen Maßnahmenpunkte
249 umsetzen. (6:21) Und das ist schon ein gravierender Unterschied, denn die Verwaltung und vor
250 allem die höchsten Führungsebenen müssen hier auch diese Alltagsarbeit immer wieder auf den
251 politischen Tisch bekommen, wenn es hier Entscheidungen braucht.

252 (6:35) Das heißt aber auch, dass man aufklären muss, was heißt das für, wie reagieren andere
253 Ministerien, wie reagieren andere Regierungsmitglieder drauf. (6:48) Und das muss man schon
254 einkalkulieren, weil sonst kommt man schwer zur Entscheidung. (6:53) Also Politikerinnen und
255 Politiker agieren sehr tagesaktuell.

256 (6:58) Und in einer Verwaltung, da hat man doch mittel- oder langfristige Projekte oder
257 Maßnahmen im Auge. (7:05) Und die sozusagen an seine Führungsspitze zu bekommen, da muss

258 man sich schon überlegen, wie man das tut, wann man es tut. (7:17) Es gibt so Zeiten, da sind sie
259 so mit politischen Aktionen zugedeckt, dass man kaum mit Themen durchkommt, wo sie nicht
260 selber sehen, was haben sie unmittelbar davon.

261 (7:32) Also das ist sicher einer der größten Unterschiede. (7:36) Immer wieder mitzudenken,
262 kann das der Politiker selber in seiner Organisation umsetzen, welche andere Ministerien braucht
263 er, braucht er ein Gesetz dazu, das heißt muss er ins Parlament. (7:49) Man muss die
264 Informationen so aufbereiten, dass sie sehr leicht und sehr schnell erfassbar sind, weil Politiker
265 unterschiedlichste Termine haben, sehr viele politische Termine, in den eigenen Bezirken, in der
266 eigenen Partei.

267 (8:07) Man muss wissen, aus welchem Bundesland der Politiker kommt, da sind oft die Themen
268 logischerweise prioritärer. (8:17) Und man muss oft zu vielen Dingen auch erläutern, warum sie
269 nicht funktionieren, oder nicht jetzt, oder nicht so, wie es gewünscht ist. (8:28) Und das macht
270 auch einen großen Anteil.

271 (8:31) Und das macht es auch schwierig. (8:34) Und dann auch diesen parlamentarischen
272 Prozess, die Politikerinnen und Politiker darauf vorzubereiten, auf diesen Diskurs zu blicken,
273 mitzugehen, zu wissen, wenn man selber spricht, wann man sozusagen Politiker sprechen lässt.

274 **Jack Mugoya**

275 (8:53) Ja, danke. (8:57) Wir leben derzeit in einer Situation, die heißt VUCA Vokalität,
276 Unklarheit, Komplexität und Mehrdeutigkeit. (9:17) Und für die Führungskräfte ist es sehr
277 schwierig, die Mitarbeiter zu führen.

278 (9:31) Und für meine Regierung, ich regiere zwei Führungsstile, die Transformelle und die
279 Human Centered Leadership. (9:42) Und ich habe gesehen, Sie sind auch ein Coach für
280 Führung. (9:49) Wie können Sie diese zwei Führungsstile vergleichen in der öffentlichen Arbeit?
281 (10:04) Diese Führungsstile sind mehr im privaten Sektor, aber in schwierigen Zeiten wie jetzt,
282 wie können wir diese zwei Stile unterscheiden? (10:21) Soll eine Führungskraft beide verwenden
283 oder eine ist besser als die andere?

284 **Angelika Flatz**

285 (10:28) Also diese Vukawelt gibt es eigentlich schon seit 2000. (10:34) Die Dynamik hat sich
286 tatsächlich verstärkt. (10:37) Aber man spricht von multiplen Krisen, eine löst die andere ab.
287 (10:43) Früher hatte man den Eindruck, dass man doch ein bisschen länger Zeit hatte, also so 10
288 Jahre, 15 Jahre, 30 Jahre. (10:52) Das macht große Unsicherheit, das ist richtig. (10:55) Auch die
289 wirtschaftliche Unsicherheit.
290 (10:59) Ich denke, um Ihre Frage zu beantworten, Führungskräfte müssen gerade in unsicheren
291 Zeiten im Job Sicherheit geben. (11:10) Wie macht man das, wenn man selber nicht weiß, was
292 kommt als nächstes? (11:16) Das hat etwas damit zu tun, wie man führt und wie resilient man
293 selber ist und wie sehr man das selber auch schon trainiert hat.
294 (11:27) Das heißt aber auch, dass man nicht jede Bedenken oder Ängste, die man selber hat oder
295 Unsicherheiten, nicht weiter zu kommunizieren hat. (11:40) Also mal hier zu stoppen und sagen,
296 ich muss das selber in den Griff bekommen, (11:45) aber dann auch klar ansprechen, es gibt
297 Ungleichheiten, Ungleichheiten bei den Aufträgen, (11:50) es sind jetzt so viele, ich weiß auch
298 nicht, wann wieder ein bisschen Ruhe einkehrt, (11:59) das sind jetzt Rahmenbedingungen, wie

299 gehen wir mit den Rahmenbedingungen um, (12:04) habt ihr Vorschläge, ich kann mir vorstellen,
300 wie organisieren wir das so und so.

301 (12:09) Auch das gibt schon Sicherheit. (12:11) Zu wissen, meine Führungskraft macht sich
302 Gedanken und versucht hier einen Rahmen zu geben und hüpfst sozusagen nicht nervös hin und
303 her und entlädt sich auch nicht mit ihrem Gedankenkinofilm, mit dem Kopfkino sozusagen an den
304 Mitarbeiterinnen und Mitarbeitern. (12:34) Der öffentliche Dienst ist als Organisation eigentlich
305 aufgebaut wie eine Einsatzorganisation.

306 (12:46) Das heißt, in einem heftigen Krisenmodus brauchen die nicht viel
307 umorganisieren, (12:52) weil sie sind grundsätzlich so aufgestellt, mit dem
308 Weisungszusammenhang, (12:58) mit der Verpflichtung zu informieren, das heißt aber, dass diese
309 Führungsstile, (13:06) also dieser Transformationsleadership-Führungsstil, aber auch der
310 menschenzentrierte, (13:15) hier aktiv Raum finden müssen, weil eine Einsatzorganisation auf
311 Kommando funktioniert, (13:25) Briefing, Einsatz, Debriefing.

312 (13:28) Aber sozusagen in ruhigeren Alltagszeiten muss, obwohl man ja sagt, eine
313 Organisationsstruktur unterstützt das Führen und auch einen Führungsstil. (13:45) Und da
314 braucht es doch Bewusstsein, dass ich sage, in einer echten Krise oder in einem echten Einsatz,
315 Katastropheneinsatz zum Beispiel, führe ich anders, als im Alltag, auch wenn da stressig oder
316 unsichere Rahmenbedingungen sind. (14:04) Das heißt, die Organisation kann hier
317 Führungsleitbilder, Führungsprinzipien ganz bewusst sagen, ich möchte, dass hier mit
318 gemeinsamen Zielen geführt wird, dass individuelle Förderungen gemacht werden, dass eher mit
319 Vertrauen geführt wird und nicht über Kontrolle und Strafe, Disziplinarrecht bei Beamten.

320 (14:30) Ich möchte, dass bewusst ist, dass eine Verwaltungsorganisation ein Dienstleistungs- und
321 Expertenorganisation ist. (14:43) Das heißt, man muss auf den Menschen schauen, aber
322 durchführen muss es die direkte Führungskraft. (14:50) Aber es ist schon viel, wenn diese
323 Prinzipien vorgegeben werden, zum Beispiel schaut doch, wo die Stärken eurer Mitarbeiter sind
324 und fördert die.

325 (15:01) Automatisch passiert es nicht, weil die Organisationsstruktur da eher geschlossen
326 ist. (15:11) Das heißt, die aktive Überlegung und eigentlich zu sagen, unsere Organisationskultur
327 sollte menschenzentriert sein in der Führung, sollte über Vertrauen basieren und nicht über
328 Misstrauen. (15:27) Das gilt es aktiv anzusetzen und das tatsächlich als Führungskultur
329 einzuführen.

330 (15:35) Das heißt aber auch, dass man investiert in die Führungskräfte, damit sie diese Tools
331 lernen. (15:42) Ganz stark sieht man das in uniformierten Ministerien zum Beispiel,
332 Einsatzorganisationen, dass es sehr wohl hier einen Unterschied geben muss zwischen führen im
333 Einsatz und führen im zivilen Bereich, also nach dem Einsatz wieder. (16:02) Und auch das
334 Innenministerium hat erst eher in den letzten Jahren begonnen, das mehr in den Fokus zu geben.

335 (16:10) Warum? (16:12) Weil viele jüngere Generationen an Mitarbeitern das viel mehr
336 eingefordert haben. (16:21) Also ich will nicht diesen Befehlstum, ich möchte sichtbarer sein,
337 wahrgenommen werden.

338 (16:28) Ich habe Bedürfnisse, ich möchte Mitsprache, ich möchte erklärt haben, warum diese
339 Entscheidung kommt. (16:35) Das macht man im Einsatz nicht. (16:38) Maximal sozusagen im
340 Debriefing, wenn daraus eine Lernkurve entstehen soll für den nächsten Einsatz.

341 (16:49) Also in Krisenzeiten, wenn sie Covid ansprechen in Krisenzeiten, kann gerade eine
342 Verwaltungsorganisation, das ist egal ob es der Bund oder das Land ist, wahnsinnig schnell
343 umschalten, wenn sie so aufgestellt ist. (17:07) Da funktioniert es auch, dass zum Beispiel das
344 Bundeskanzleramt hier die Krisenorganisation bei sich hat. (17:18) Da geht es um temporäre,
345 andere Strukturen, da werden die Abläufe koordiniert viel stärker als sonst.

346 (17:27) In Österreich ist die Gleichrangigkeit aller Minister und Ministerinnen samt dem
347 Bundeskanzler. (17:32) In Deutschland gibt es die Richtlinienkompetenz, die hat er gar
348 nicht. (17:37) Im Krisenmodus funktioniert das.

349 (17:39) Da kommt zum Beispiel beim Nationalen Sicherheitsrat, ist Bundeskanzleramt, höchste
350 Beamte daraus, Landesverteidigung, Innenministerium, Außenministerium. (17:51) Und dann
351 wenn man halt ein bestimmtes Ministerium noch braucht, jene Katastrophe zum Beispiel, das
352 funktioniert dann durchgängig bei den Ländern. (18:01) In Covid hat es die Verordnungen
353 gegeben, über Nacht wurden sofort umgesetzt.

354 (18:07) Also da können sie unglaublich schnell sein, weil sie die Organisationsstruktur haben und
355 weil sie eigentlich als Organisation tatsächlich so ticken und so ausgebildet
356 werden. (18:19) Umso wichtiger dann diese Führungsstile, um Ihre weitere Frage zu
357 beantworten, ich denke es braucht beides, weil sie sich ergänzen. (18:32) Und weil wir einfach
358 Mitarbeiterinnen und Mitarbeiter rekrutieren, die das auch einfordern.

359 **Jack Mugoya**

360 (18:44) Und welchen Einfluss hat dieser Führungsfokus auf die
361 Entscheidungsqualität? (18:54) Also die Schnelligkeit und wenn man in Krisensituationen gibt,

362 immer wieder unvollständige Informationen. (19:10) Also wenn man beide Führungsstile
363 verwendet, welchen Einfluss hat das auf die Entscheidungsqualität?

364 **Angelika Flatz**

365 (19:22) Also die Schnelligkeit schlägt die Qualität. (19:32) Trotz Schnelligkeit braucht man
366 sozusagen die wichtigsten Player, die trotzdem inhaltlich hier Input geben
367 kann. (19:42) Nichtsdestotrotz, man hat es gerade bei den Covid-Verordnungen auch gesehen, hat
368 man auf einiges vergessen, man hat einiges nachkorrigieren müssen, weil man sozusagen zu
369 wenig Expertinnen einbezogen hat.

370 (19:59) Man hat sich dafür aber entschieden, um schneller zu sein. (20:04) Auf der anderen Seite
371 bezieht man zu viele Expertinnen und Experten ein und geht auf alle Argumente ein, kann es
372 sein, dass man sozusagen die Zielfokussierung verliert. (20:21) Und auch das kann an der
373 Qualität nicht die Qualität verbessern.

374 (20:29) Das heißt, auch hier braucht es die Ausgewogenheit. (20:34) Was viel wichtiger ist, nicht
375 unbedingt alle möglichen einbeziehen, aber es geht auch um die Information, um den
376 Informationsfluss, um die Erklärung, warum jetzt so entschieden wurde. (20:46) Die wird dann
377 wohl, wenn es um Schnelligkeit geht, gerade bei Krisensituationen, wird man die wohl
378 nachliefern, aber die braucht es auf jeden Fall.

379 (20:58) Und wenn man das macht, und wenn das aber eine temporäre Struktur noch
380 hat, (21:09) Covid war doch ein bisschen lang, über drei Jahre, (21:12) aber normal sind
381 Katastrophen wie zum Beispiel Überschwemmungen (21:18) oder Wetterkatastrophen, wo man
382 Kräfte zusammenzieht, (21:23) erstens sind die eingespielt, die üben das, die holen sich die

383 Expertinnen und Experten (21:33) und da funktioniert auch der Informationsfluss an zum
384 Beispiel NGOs, an freiwilligen Helfern.

385 (21:45) Und da geht es auch darum, das Ziel zu kommunizieren, was ist unser gemeinsames Ziel,
386 da geht es aber auch darum zu schauen, welche Kompetenzen haben die Mitarbeiterinnen und
387 Mitarbeiter und welche muss ich dann noch fördern. (22:04) Ich komme relativ schnell nach der
388 Anordnung wieder in diese Führungsprinzipien, also sollte hineinkommen. (22:15) Das
389 funktioniert zum Beispiel, dass bei Überschwemmungskatastrophen im Bund, wie ich zuständig
390 war, aber auch jetzt, wenn ich nicht mehr da bin, dass wir sagen, alle, die bei den freiwilligen
391 Feuerwehren in ihrer Freizeit mitarbeiten, bekommen dienstfrei und es wird ihnen weiter bezahlt.

392 (22:40) Und das geht dann auch sehr schnell. (22:44) Und das stellt dann keiner in Frage, da gibt
393 es kein Ministerium, das sagt, naja, aber das kostet mir ja etwas. (22:52) Also da ist das
394 solidarische Helfen, das Dasein für die Gemeinschaft, das steht dann schon im Vordergrund.

395 (23:01) Oder auch, die nicht bei der freiwilligen Feuerwehr sind, sondern die sozusagen selber
396 haben, um gut zu retten, oder vom Nachbarn haben wir nur eine Bestätigung des
397 Feuerwehrkommandanten verlangt. (23:15) Im Nachhinein, wenn es sonst keine Zeit mehr war,
398 und wenn es nicht vorgelesen ist, haben wir ihnen gesagt, wenn du es nicht nachweisen kannst,
399 musst du Urlaub nehmen. (23:26) Also hier kommt schon das auch durch, ich vertraue dir, dass
400 das richtig ist, was du sagst, du willst jetzt im Einsatz helfen, und wir stellen dir sozusagen die
401 Sicherheit des Arbeitsplatzes, aber vor allem auch deines Gehalts weiter.

402 (23:45) Das dauert drei Tage, das dauert eine Woche, das dauert maximal drei
403 Wochen. (23:51) Und ich kenne keinen einzigen Fall, wo das ausgenutzt worden ist. (23:57) Also

404 auch das macht was, weil das sind diese Einwilligkeit, diese Führungsstile, die sie ansprechen,
405 die da ineinander greifen.

406 (24:07) Aber natürlich nicht nur wenn persönliche oder gesellschaftliche Katastrophen sind,
407 sondern auch im Alltag. (24:15) Und das wechselt sich ab, eine sehr schnelle
408 Entscheidung. (24:20) Das hängt sehr viel mit den Werten zusammen, die eine Organisation hat,
409 oder die der Bund hat.

410 (24:26) Was ist der Wertekodex eigentlich? (24:31) Das sind alles Menschen, die eine hohe
411 intrinsische Motivation haben. (24:37) Also im weitesten Sinne Dienst an der Gesellschaft, oder
412 an bestimmten Gesellschaftsthemen oder Gruppen.

413 (24:44) Und nicht nur dort, aber gerade dort sind diese Führungsstile besonders wichtig.

414 **Jack Mugoya**

415 (25:03) Welche institutionellen Hürden erschweren die Etablierung der modernen Führungsstile
416 in Österreich am meisten?

417 **Angelika Flatz**

418 (25:14) Die institutionellen Hürden ist tatsächlich die Organisationsstruktur. (25:23) Wenn ich
419 eine agile Organisationsstruktur habe, unterstützt die mich viel leichter als eine starre
420 hierarchische. (25:36) Die Mitarbeiter müssen wissen, in einer starren hierarchischen
421 Organisationsstruktur, was eine Verwaltung ist, wo sind die Grenzen, was sind die persönlichen
422 Grenzen meiner Vorgesetzten, damit ich sozusagen frei Raum bekomme, aber trotzdem nicht aus
423 dieser Struktur rausfalle.

424 (26:05) Also das braucht viel mehr Wissen, über welches Bouvoir habe ich tatsächlich, wie
425 funktioniert hier meine Vorgesetzte in der Führungskraft. (26:22) Ich muss mich hineindenken,
426 viel mehr was muss meine Führungskraft wissen, schnell muss sie etwas wissen, und hat sie
427 mitunter mehr Informationen, das heißt auch der Informationsfluss. (26:39) Wenn ich eine
428 Führungskraft habe, die eine Machtausübung über Informationsweitergabe, ich bin mächtiger,
429 wenn ich die ganze Information bei mir halte, das ist auch ein bekannter Führungsstil in
430 Verwaltungsstrukturen, dann haben meine Mitarbeiter weniger Möglichkeit, Freiraum und
431 Eigenständigkeit.

432 (27:04) Das hat auch viel weniger mit vertrauensvollen Arbeiten zu tun. (27:10) Wenn ich da
433 aufmache, müssen meine Mitarbeiter wissen, wann sie mich, wie schnell, auch informieren über
434 Dinge, und sie müssen mitdenken, da könnte ich zum Beispiel gefragt werden, das sollte ich dann
435 wissen. (27:26) Also durchaus auch, ja es ist möglich, aber die Organisationsstruktur behindert
436 das eher.

437 (27:37) Ich finde es ist möglich und es ist auch notwendig.

438 **Jack Mugoya**

439 (27:46) Welche Instrumente kann eine Institution verwendet, um die Kulturwanderung zu
440 fordern, damit die Mitarbeiter mehr leisten können?

441 **Angelika Flatz**

442 (28:15) Also eine Maßnahme ist einmal das Rekrutieren und den Einsatz der Mitarbeiterinnen
443 und Mitarbeiter. (28:26) Wenn ich sie gegen ihre Fähigkeiten und Stärken einschätze, können sie
444 ihr Potenzial gar nicht ausschöpfen. (28:37) Wenn ich ihnen nicht genügend Information und

445 Freiraum lasse, sie nicht Stärke in der Eigenverantwortung, können sie ihr Potenzial auch nicht
446 ausschöpfen.

447 (28:54) Damit spielt ein, dass eine Führungskraft, die sich regelmäßig austauscht, regelmäßig
448 Rückmeldungen gibt, durchaus auch kritische, aber nicht nur, sondern vor allem auch positive,
449 und sich dann auch konkret ausmacht, wo sie Entwicklungsbedarf sieht, aber auch zuhört, wo die
450 Mitarbeiterinnen und Mitarbeiter Entwicklungsbedarf persönlich haben, wo sie
451 hinwollen. (0:26) Ein Maßnahmeninstrument gibt es, das ist das Mitarbeitergespräch, das ist
452 wahnsinnig unterschätzt, aber ist eigentlich das beste Instrument dafür, wenn man es ernst macht,
453 weil man selber reflektiert und hier strukturiert sich damit beschäftigt. (0:48) Also Einführung
454 von verschiedenen Maßnahmen, Karrierepfade, Mitarbeitergespräch, verpflichtend aber auch
455 erläutert und erklärt, was man daran Positives hat.

456 (1:07) Unterstützung der Führungskräfte für Kritikgespräche, dass sie hier auch
457 Zielemanagement einführen, auch in unsicheren Zeiten und Umgebungen, aber zu sagen, welche
458 Ziele haben wir, welche Strategie hat eigentlich die Organisation, welche mischen und wo sind
459 eigentlich unsere Werte. (1:37) Sich damit aktiv zu beschäftigen und das muss von der
460 Organisation ausgehen, man kann es auch unten abmachen, aber da braucht man sehr viele
461 Führungskräfte, sehr viele Mitarbeiter und das dauert noch länger. (1:51) Und ich kann das
462 natürlich durch ein Intelligent Exchange Management sehr wohl unterstützen.

463 **Jack Mugoya**

464 (2:03) Sehr gut, ich habe nur noch zwei Fragen. (2:13) Welche ein bis zwei konkrete
465 Empfehlungen würden Sie künftigen Führungskräften im öffentlichen Dienst geben, für künftige
466 Krisen in dieser Vukawelt besser zu gebrauchen?

467 **Angelika Flatz**

468 (2:33) Die eigene Reflexionsfähigkeit, sich damit zu beschäftigen und damit sozusagen an der
469 eigenen Resilienz zu arbeiten. (2:47) Das ist wahnsinnig wichtig, das kann man, man kann
470 tatsächlich daran arbeiten, um es auch zu verbessern. (3:00) Und Probleme auch reframen, also
471 sie in einen anderen Rahmen setzen, als durchaus zu sagen, was ist das Positive, was ist die
472 Chance da drinnen.

473 (3:13) Wenn ich mich fokussiere auf das Positive, auch wenn ich es am Anfang nicht
474 sehe, (3:22) was ist auch der Sinn meiner Arbeit und was ist daran das Positive, (3:26) dann öffne
475 ich Gedankenräume und ich komme zu alternativen Handlungsmöglichkeiten, (3:34) zu viel mehr
476 Handlungsmöglichkeiten und wenn ich das als Führungskraft mache (3:39) und auch meinen
477 Mitarbeitern gegenüber mache, dann bekomme ich von denen auch sehr viel mehr
478 zurück, (3:46) Handlungsvorschläge, an Konzepten, an konkreten Maßnahmen.

479 (3:50) Also ich bin eine Verfechterin davon und die Basis dafür ist die
480 Resilienzfähigkeit. (3:58) Und das ist jetzt gar nicht so einfach, weil alles was sozusagen in
481 einem öffentlichen Bereich an Krisen, an Herausforderungen, an einen herangetragen werden,
482 habe ich als Privatperson ja eigentlich auch. (4:13) Oder meine Familie oder mein privates
483 Umfeld.

484 (4:18) Das heißt, ich brauche selber auch ein Umfeld, wo ich mich konstruktiv im Sinne von
485 nicht nur das Negative sehen, sondern wo stecken da der Sinn meiner Arbeit, meiner Rolle als
486 Führungskraft, als Privatperson, bin ich jetzt Mutter, Tochter, bin ich Partnerin dahinter und die
487 Chance da zu sehen, was die nächsten Schritte sein können. (4:51) Also sehr schnell raus aus

488 einer persönlichen negativen Betroffenheit rauszukommen. (5:00) Hilfe in Anspruch nehmen,
489 Coaching, in Peer-Gruppen sich auszutauschen.

490 (5:08) Aber damit meine ich keine Jammer-Gruppen, sondern wirklich so konstruktiv in
491 Richtung, welche Möglichkeiten gibt es. (5:19) Es gibt viel mehr Energie und automatisch
492 steigert man durch die eigene Resilienz und die der eigenen Organisation auch.

493 **Jack Mugoya**

494 (5:32) Last but not least, gibt es einen Aspekt, den wir bisher nicht beleuchtet haben, der Ihnen
495 wichtig ist?

496 **Angelika Flatz**

497 (5:47) Nicht zu warten, bis es die Organisation macht und tut, sondern zu schauen, was kann ich
498 selber tun. (5:54) Und ich kann jeden Tag in jeder Sekunde damit anfangen. (5:57) Mit vielen
499 kleinen Schritten, so wie man auf einen sehr hohen Berg hinauf geht, mit Pausen, aber
500 dranbleiben.

501 (6:08) Sich dafür mal zu entscheiden und es tun.

502 **Jack Mugoya**

503 (6:16) Sehr gut, danke.

1 *Appendix 5: Interview 2*

2 **Interview Transcription – Jacob Mugoya & Dr. Karl Testor**

3 Jacob: So thank you very much for this time once again and I'm really happy that you've taken the
4 time to conduct this interview with me. To begin with I would just like to know something about
5 yourself, about your career, your expertise. I already know a little bit because I've done some little
6 research but I'd like to hear it from you.

7 Testor: I mean basically talking about my career and everything. I'm a military officer since I think
8 it's now 23 years something, that kind of thing. I started in the military in 2003 and I've been in
9 different functions, deployments in Austria and all over the world, so basically I would say a normal
10 military officer's career.

11 Testor: But yeah, that's part of it. The other thing is I'm also a scientist. I'm working in the fields of
12 leadership, management, studies you'd say and also neuro and cognitive sciences, so how the brain
13 works and other things, combining these different fields in science to figure out a little bit more on
14 and about humans.

15 Testor: Besides this I'm an entrepreneur, having my own company, doing consulting and other
16 things for companies, training, consulting, coaching, leaders, one-on-one up to organisational
17 development, different kind of things, so kind of range.

18 Jacob: You've got many hats on you. When did you start with the military?

19 Testor: In 2003.

20 Jacob: At what age were you? Was it mandatory military service?

21 Testor: Exactly, mandatory service. I joined the armed forces, although I already knew I wanted to
22 become an officer.

23 Jacob: What was your motivation to join the military?

24 Testor: I can't exactly tell you about what my real motivation was because since I remember I've
25 always said I wanted to become an officer.

26 Testor: I'd say something at that age, about 12, 14-ish, I knew I will become an officer. Things that
27 are of interest for doing service, working with people, also challenges. It's not military about war,
28 I think, because a lot of people assume we want to be military because we like war, but it's
29 ridiculous, because in my opinion every professional soldier knows about the craziness about what
30 people are able to do.

31 Testor: War is the worst of all, but we are preparing to do something for our country, for our
32 understanding of how we live together as a society and to defend it against threats. Sometimes the
33 threats are obvious, sometimes they are not so obvious, and therefore you have different
34 institutions.

35 Testor: I guess more unconsciously, but already back in the days, I had a strong sense of doing
36 something for the community and for the state itself.

37 Testor: To be a liberal, open-minded democracy, which is, I think, one of the biggest advantages
38 we are able to produce as human beings currently. With all the downfalls, which I'm aware of, still
39 I think it's important.

40 Testor: Definitely, no system is perfect, but we definitely strive all the time to get it better and
41 better.

42 Jacob: That's true.

43 Testor: That's why, I guess, to some degree, I joined the military, because I wanted to become a
44 leading person. Also, we have many universal exercises, like the Thrill.

45 Testor: I'm a kind of thrill-seeking person, so having all this information rushing in and trying to
46 organise chaos and things like this. I kind of like that, too.

47 Jacob: I didn't get the opportunity to join the military myself in my country, because my parents
48 were Christians and they didn't want anything to do with the military. But I've always fancied what
49 the military does in different countries, despite the thing about wars.

50 Jacob: You've already established that the military is not just about wars, but they do a lot of stuff.
51 I think also, for a man, it is good to be able to exert themselves physically and mentally in times of
52 stress and chaos.

53 Jacob: This comes through different things, also natural catastrophes and things like that. I believe
54 that the military prepares somebody mentally for these kinds of situations.

55 Jacob: You mentioned leadership, which is the main topic that we wanted to talk about today. I've
56 read that you did a doctorate on psychotherapy.

57 Testor: It's actually called that because it was at the University of Vienna, which has a Ph.D.
58 programme on psychotherapy. I came from social sciences, from the human factors approach.

59 Testor: Therefore, I'm not a psychologist. I mean, it's part of it, because you can't separate the
60 individual from the group or the interaction between them. I can talk about leadership, but the Ph.D.
61 was neurocognitive sciences that I wrote about.

62 Testor: It was kind of an approach to understand how the new can evolve in mind. Creativity, the
63 mind, the process of the mind, neurocognitive, well, neuroanatomical foundations, because

64 neurones and how they work helps us to understand what are the limitations, why things develop
65 the way they do.

66 Testor: We still know things like on the cell level and on the whole organ level, but not within
67 between. So what a thought is or how we can grasp it, that's still something I'm not really aware of.
68 And still it's important, because if we can't do these things, we can't figure out a lot of other things.

69 Testor: That's why I chose how new things can evolve, because it is the foundation for creativity
70 and other things. So all these things link together.

71 Jacob: Well, I'm exploring transformational leadership style versus human-centred leadership
72 styles from your expertise in psychotherapy and neuroscience. What could you tell me about these
73 two leadership styles from a neuroscientific perspective?

74 Testor: It was about 2007 when there was a book published in the German-speaking area. It was
75 called Neuroleadership. It was interesting, because it kind of brought a few ideas from the United
76 States to Europe or German-speaking Europe, trying to link neurocognitive insights with leadership
77 itself.

78 Testor: I think a lot of people just use it as kind of advertisement marketing strategy for the product,
79 because the real thing is, and that's what human-centred leadership should focus on, it's always an
80 interaction between people.

81 Testor: If we talk about leading, it's not about a leader who has all the power or something and tells
82 others what to do. Some people try to do so. If it works, they do not get the full potential of the
83 organisation and the people, because they limit others.

84 Testor: Human-centred leadership tries to develop the individuals so that they can become better,
85 but also know the ups and downs of human interactions, individual performances and other things,
86 meaning we are aware of all the different influences.

87 Testor: From the neurocognitive science, you would talk about stress as a limiting factor versus
88 arousal during the flow situation, when you are in your field of high performance, peak
89 performance. You might maybe remember what we talked in class. This is the arousal performance
90 curve.

91 Testor: What we want to try is to put the people into the peak performance area where they are
92 really able to do or perform best. That's the area where they are creative, where they have high
93 problem-solution capabilities and competencies, where they feel well and things like this.

94 Testor: That's what we would do in a human-centred environment. A human-centred environment
95 means forgetting about the tasks you want to fulfil, then you fail. Leadership always has to have in
96 mind that there is something you need to do to develop the organisation, the product, whatever.

97 Testor: The goal is the most important thing for humans, because it's a thriving motivational factor.
98 That's what transformational leadership actually does. They try to get the people on board of the
99 ship and get them to want to reach this goal.

100 Testor: I think these two approaches align with each other, if you use it correctly. Because the one
101 thing sets the goal, the other thing is how we deal and work together.

102 Testor: From the neurocognitive scientific approach, the goal is what motivates us, stimulates us.
103 If you read Simon Sinek, Ask Him Why, that's a perfect example. Though he has a different
104 approach, why he wrote it, why he tries to teach it. That's transformational leadership.

105 Testor: The other thing is how get the people, how do they feel well, how do they perform perfectly
106 well. I think these things are aligned.

107 Jacob: Fantastic. I love it. Let's focus on crisis situations. When there are crises in the organisation
108 or in the military, there is an ongoing crisis. Let's take for example COVID-19. At the moment we
109 have a crisis going on, the war in Iran. How can a leader use these two leadership styles to be able
110 to combat this crisis and make his team work towards achieving the objectives?

111 Testor: The first assumption that you implicitly state here is that the crisis affects the people.
112 Sometimes crises exist and people are not affected. Whereas in other situations, other things that
113 seemingly are not of the essence or importance are stressing our people.

114 Testor: So we have to differentiate between a real crisis that you feel as well versus one that isn't
115 something like daily routine or other things.

116 Testor: Talking about the performance curve, we talk about arousal. This can happen for different
117 reasons. If your performance is going down because you are super aroused, it doesn't matter what
118 the reason is. If it is the change of world order or if it's just because you had a bad day. You slept
119 or didn't sleep well or whatever.

120 Testor: So the point is, if you are stressed, over aroused, your performance goes down. The question
121 is how do you get the people back? This is when interpersonal relationship, trust and things like
122 this come into play.

123 Testor: Because if I have issues that feel difficult to deal with, sometimes just talking about these
124 things can release stress. It doesn't mean that people tell you what to do. It just means giving people
125 the area to speak about issues. Because if you speak it out aloud, we know that these things become
126 less threatening.

127 Testor: Sometimes exchange of ideas, thoughts about difficult things is something that might be
128 helpful. In the military, for example, there is this post-traumatic stress disorder. Things like this,
129 you try to fight with talks in peer groups. People who have experienced the same event, talking
130 about it. Just exchanging their ideas, feelings, emotions. So that they see it's not they themselves
131 who are the problem. But other people suffer as well. Helping them to overcome it.

132 Testor: So things like this can help. The only task a leader has to do is to figure out if someone is
133 suffering or not. That's where human-centred approaches come in. And then depending on what
134 your profession is. If you are capable to deal with it, because you have knowledge and expertise,
135 okay, do so. If not, bring in people who are professionals to help these people.

136 Testor: And that's also something that's important. Because for the group or the team, if you have
137 some group cohesion, then we talk about the team. The team needs to know that the leader cares
138 for and about them. So doing so is sometimes bringing in help. Not just saying, it seems as if you're
139 having a bad day. Would you like to talk about it? And if something comes up that you think, oh
140 wait, that's way above my level of experience. Well, that's something maybe we can get your help
141 with. But you shouldn't say it like this. Maybe just suggest things. If there's anything we can do for
142 you, let us know. From days off until maybe also getting people to support you on this path.

143 Testor: Because there are so many different things people have to face during life. And doing so
144 also develops an organisational culture of trust, support. And also at the same time, as a leader
145 would say, we'll give you some time. And then we'll see how we get back on track regarding
146 performance. Means you also care about the team performance. So bringing these things together.

147 Testor: So importance for a leader instead of one or the other. So just a few thoughts about that.

148 Jacob: Thank you so much. Wonderful. Maybe just one thing. Transformational leadership usually
149 focusses on the why. Sometimes it helps people to have a strong why aligned with their values.
150 Personal values. And that can help them to overcome stressful situations as well. So by focussing
151 on the values that we work together for, helps to keep in mind that you're working for a higher goal.
152 It can also sometimes help you to overcome difficult things.

153 Testor: It happens to me all the time. As I told you when we were coming up here, that there is so
154 much to do. But every time I think about why I'm doing what I'm doing, I automatically feel a little
155 bit relieved and more energised to focus on the tasks ahead. So I think that is a very good point
156 about transformational leadership.

157 Jacob: Could you think of a practical situation in your career, or in your organisation, or in your
158 experience, of something that you have read that puts what we've talked about concerning human-
159 centred type of leadership and transformational leadership in times of crisis, how they have been
160 implemented to help teams to work together or make them feel better at work? Like a book or
161 something? It could be something you've experienced, a story you've been told, or something like
162 that.

163 Testor: I mean, that's what, if you talk about popular literature, popular science, popular
164 wissenschaftlich, like, yeah. Popular scientific literature. Is it popular scientific literature? It doesn't
165 sound right. You know what I mean. Popular scientific literature, if we talk about this, you will find
166 plenty of stories of people who had a situation when they kind of felt like on the bottom, like
167 everything crashed, everything destroyed.

168 Testor: This would be able to create space, so that you have room, time, space for, let's say, open
169 for everything kind of things. It can be dealing with stressful crisis things, or other development,
170 future work, whatever.

171 Jacob: That's right. The good leaders are always a good thing. Yeah, I like that leadership is about
172 empowering. If you are able to empower those who are in your team, you will definitely become a
173 good leader.

174 Jacob: Thank you so much.

175 Testor: You're welcome.

176 Testor: It is one of the most important things for public administration. That's why usually you
177 should separate the everyday work from the creative part inside the organisation. That's why you
178 should have something like an academy or organisation, a department that just focusses on how
179 can we do things differently, to develop new, innovative things.

180 Testor: That's kind of a struggle. Stability versus creativity. Public administration should be focused
181 on stability.

182 Testor: Still thinking on what kind of example I can tell you. I mean, every military mission, if you
183 have a real military leader, has a human-centred approach. Because you people need to be
184 confident, not only that you're a good military decision-maker, but a leader who cares about them.
185 He does everything that they will survive, basically. That means that human-centred and you focus
186 on your people. That's when you feel the most that, like everywhere in the world, people come and
187 go because of leadership.

188 Testor: That is when you see if an organisation does well, if the leader does well, it's because people
189 want to get there. They outperform the normal routine work and bad leaders, they lose people.

190 Either because they really change the company, the department, or if they do this so-called silent
191 quitting. Because that's also part of living in a different way.

192 Jacob: Yeah. I'm trying to explore why is it that public administration, despite the fact that we've
193 seen that in private practise, it has got a lot of success. Why is it, what are the barriers and
194 challenges of implementing these leadership styles in public administration?

195 Testor: I'd say the first and most important thing is that we have to differentiate between leaders
196 and leaders. If you talk about leaders as a role, something that you name leader because you're an
197 organisation, you want to have someone in a leadership position, it doesn't make the person sitting
198 on this place, fulfilling this role, being a leader.

199 Testor: And how do you get promoted? Usually, people who are very good in their work, to some
200 degree, so they are specialists, become a leader. And the transformation usually is not supported
201 with development, personal development, training, whatever, you just get promoted. And this is a
202 much more difficult thing in public administration, because we have this kind of principle of
203 seniority. So the older you are, the more likely you are promoted, because you're experienced and
204 you're good in your thing. And you're not good a leader.

205 Testor: Whereas a real leader should be able to not be good in a thing, but be good in bringing
206 people together and perform as a team. So it's about social skills. The higher up you are, the more
207 social skills should be of the essence. But in public administration, you never measure it. There's
208 no real measure because you also have isolated departments. So one department does one job and
209 the other one the other thing. So you don't have a benchmark.

210 Testor: In the civil world, either you own money, or you don't. You exist or not, because people like
211 your products. If not, there are other companies you can compare yourself to. So you see if you're

212 doing well or not. So social loathing or other things is more likely in public administration, because
213 you are very difficult to compare your workload to others. If you don't have someone to compare
214 to, are you a high performer or a low performer? How do you know?

215 Testor: That's one of the things. Just talking about how many files a day do you create? How many
216 files do you work on? And what do you accomplish? If you have a specific topic that you have to
217 do with, you're the only department dealing with it. Because no other department should do the
218 same thing. Otherwise the organisational development goes wrong. So there's no comparison.

219 Testor: So we're talking about people doing one job, becoming better, becoming leaders, but not as
220 a person, but as a function. So then we have strict hierarchy, because we are public administration.
221 So usually the higher up you are, the more people you are able to command and control. Control is
222 an important thing, because we want to be reliable. This is because of all the laws that you have to
223 fulfil. So control is a strong factor in the organisational culture.

224 Testor: And bringing these things together, you have people who are not aware of what leading will
225 is, except being in a higher position, because I'm a good worker. And shooting commands.

226 Testor: Yeah. Control is of the essence. So that's why they more likely challenge people's works
227 instead of, oh, what a great idea this is. How can we use it and become better, which is part of
228 transformational leadership and human-centred.

229 Testor: So anxiety, stress, and pressure are things that limit our performance, from the
230 neuroscientific point of view. And they increase, because people are usually more threatened,
231 instead of developed. And yeah, that's just a few of points.

232 Jacob: Yeah. I'm thinking back at the COVID-19 pandemic, and there have been reports and news
233 that most of the governments of the world handled it terribly, including here in Austria. Do you

234 think this is the reason why it was handled so badly? Because there was no form of structure in the
235 style of leadership.

236 Testor: Was it handled badly? It depends on what metric you are looking at, in terms of the
237 consequences to psychological, human suffering. I think I've read some reports that so many people
238 suffered psychologically because of the lockdowns. Some regions which didn't have lockdowns,
239 people were much better. So what is your take on that? What is your take on the general? That's the
240 point.

241 Testor: I mean, I just think about, was it handled badly? We talk about handling badly in a crisis
242 situation. It's very difficult to state things like this from now, talking about the past. Because
243 thinking about bad decision-making, for example, means you have to take into account what was
244 the that people really had at the point of deciding. By doing so, it means that retrospectively
245 assessed, we usually create assumptions about things that are not valid in this former environment.
246 Because we now unfortunately have more information than back in the days.

247 Testor: So by saying it was a time of bad decision-making for whatever we talk about, I'd say this
248 assumption was overstated. Whereas talking about decision-making in a crisis situation means that,
249 because the definition of crisis itself means something you're not prepared for, which is out of
250 routine and obviously causes troubles. It means you are over-aroused. You're not in your peak
251 performance area, but in a stressed area.

252 Testor: And the question is, did or not, the institutions as a state that we have, and the people
253 working in different organisations, find ways to deal with it? I think we found ways to deal with
254 the crisis. I'm not sure if we are willing to learn from the findings and the things that retrospectively
255 observed or assessed could bring us findings for probably political issues.

256 Testor: But in general, I'd say we dealt in a way that was important to deal with it. And the more
257 intense the crisis gets, the less human-centred you can act. Because you have to get rid of your
258 emotions to some degree, try to focus on higher goals. And that usually is doing something for an
259 organisation or, in this case, for a state. Meaning you have to take into account that some people
260 are suffering. And the question only is, is the suffering brought to the lowest possible way? That
261 means you have to have so much information, which you usually don't have. We call it the fog of
262 war. We refer to Clausewitz and Iblis Kriegers. That's something because you lack information.
263 That's what you try to do, steer you, whatever shape you would call it, maybe, through the fog.
264 That's so difficult to say.

265 Testor: We talked about people who should, for example, distance themselves from others for the
266 higher good. You can take the Braxler, the quotation marks. For the higher good, to protect the
267 elders of the community. And what did we do about the kids? So it's a dilemma situation that you
268 can't solve because either way, people will suffer. That's also a basic definition of a dilemma.
269 Whatever you do, sorry for the word, some shit will happen. And that's the real question about what
270 do people do?

271 Testor: So what does this mean in times of COVID crisis? Talking about the first lockdown, for
272 example, those people were at home. And then the big question was, how do we do our work for
273 the state, the country, whoever we are responsible for? And a lot of public leaders, I guess more
274 than others, felt the loss of control, which is a factor, which is important because, as I told you
275 before, control is an important thing in public administration. Controlling the people, control,
276 double check things so that you're a valid organisation, stable. And that means that core values of
277 public administrations were under attack. Sometimes just because the people felt it. It wasn't a loss

278 of control to a situation, but the people felt like it. So that means that they had issues for doing their
279 job.

280 Testor: And that means if you were aware of the humankind aspects influencing these situations,
281 as a leader, you could deal with it a lot better than if you didn't. But we're talking about team
282 performance, about taking care of your team, about trying to figure out what they need to do their
283 job or even to be able to stay in a working cycle. That's human-centred approach.

284 Testor: I think the transformational leadership aspect was something that happened basically
285 automatically, because now all the people knew why they worked in public administration, because
286 there's a crisis of the state. So that's why we do our job. If not, you agree with the laws that were
287 made. It's not of the essence, but they wanted to do something for the country and for the people
288 here. So the transformational leadership aspect of why, that became the focus of the whole society.
289 That's why we cheered up our nurses without paying them more than all the other things that
290 suddenly happened. They just did their job, although they knew they had troubles doing their job,
291 which for some of these people caused, I don't want to say post-traumatic stress disorder, because
292 I don't think it's similar, but some of them had a burnout. Because it's similar, they are very close
293 to each other. And that's why a lot of people changed their job as well, because they thought they
294 were unable to do and fulfil their personal life just for regulations or the effects of regulations.

295 Testor: But transformational leadership, you're talking about the why, that's why they were public
296 employees. They basically did what public employees were there for. You can reduce a lot of public
297 administration in good times. Crisis, you need a lot of it.

298 Jacob: Great. I think we've covered most of the stuff that I had prepared to talk about today. So to
299 summarise the whole, maybe you'd like to talk about any recommendations that you would offer
300 in improving leadership practises in the context of public administration?

301 Testor: That's easy. Get as much leadership training as possible. Challenge yourself as a leader all
302 the time, as much as possible, because like a top world tennis player, you can't get better by just
303 having done something in the past or by standing on the field. But you're getting better because
304 you train, train, train. For leaders, that usually means communications, communications,
305 communications, and understanding of people.

306 Testor: And the other thing is, usually people, leaders are in leadership positions because they do
307 something well about networks, the system they work in, a lot of things. Don't forget about things
308 and include strategic leadership elements as well so that you can develop for the future. That's
309 basically everything.

310 Testor: So in a ministry, for example, a leader in a high position should encourage mid-level and
311 low-level leaders to attend these courses on leadership. They should lead by example, they should
312 do it themselves. Why shouldn't a section chief go through leadership classes or have a leadership
313 trainer? I think that's of the essence. If they themselves show the others this is important, leading
314 by example, showing that even they do it, and then also raise and create opportunities for the other
315 leaders on whatever level it is, they can develop and get better. I mean, that's what every
316 organisation would love to happen. Because the better your leaders are, the better the organisation
317 gets.

318 Jacob: Yes, it also relieves the stress when it comes to high intense situations, as you said, where
319 your emotions are detached. So when multiple leaders know how to deal with this kind of situation,

320 it relieves the stress. Already in the everyday business, I mean, if everyday business is so stressful
321 that people have hardly any reserve of energy or other things, I mean, a lot of things are wrong.

322 Testor: Good leaders would be able to create space so that you have room, time, space for, let's say,
323 open for everything kind of things. It can be dealing with stressful crisis things or others,
324 developing future work for them.

325 Jacob: The good leaders are always a good thing. Yeah, I like that. Leadership is about empowering.
326 If you are able to empower those who are in your team, you will definitely become a good leader.

327 Jacob: Thank you so much.

1 *Appendix 6: Interview 3*

2 **Peter Onsongo.m4a**

3 May 4, 2026, 12:32 PM

4 **Peter Onsongo.m4a**

5 Play

6 **Speaker 1**

7 (0:00) So, what is the nature of your job actually?

8 **Peter**(0:06) My job, I'm more like a general manager. (0:12) I take care of administrative staff,
9 building, human resource, finance, procurement, ICT, yeah, so that is general protocol services also
10 for me.

11 (0:36) Plus, I offer shared services. (0:42) Global programs, global. (0:47) Two programs which
12 are global in nature, cutting across almost 180 countries.

13 (0:55) Here, mainly finance management because we give grants to a number of implementing
14 partners all over the world. (1:06) So, I offer shared services center for them.

15 **Jack**(1:16) So, you are the head of?

16 **Peter**(1:20) Support services. (1:22) Support services here in Vietnam. (1:24) Yeah, but it's a sub-
17 region, we call it a multi-country office.

18 (1:29) Okay.

19 **Peter** (1:29) Yeah, because it covers quite a number of countries, in the Western Balkans, in Turkey,
20 in the southern Caucasus, and Central Asia. (1:46) Plus, as I said, we have global programs in
21 water, energy, climate, and environment.

22 (1:59) We also have regional programs, which are within the UK region. (2:06) There's one called
23 Blowing the Black Sea.

24 (2:09) Okay.

25 **Peter** (2:11) Basically cleaning the Black Sea. (2:13) And, of course, there is another one called
26 Blowing the Cascade Sea.

27 **Jack** (2:17) Okay. (2:20) So, basically my research is about leadership, and especially in difficult
28 times. (2:29) I call them the VUCA times. (2:31) Volatile, uncertain, chaotic, and what is the A?

29 (2:39) I'm forgetting what A is. (2:41) Anyway. (2:45) How do you deal with your staff members?

30 (2:49) I know United Nations, it's called United Nations Office for Project Services. (3:00) Office
31 for Project Services. (3:01) You also deal in crisis management and stuff like that.

32 (3:09) There are two leadership systems that I'm exploring. (3:15) One is the human-centered
33 leadership, where you as a leader, you focus on the well-being of your staff. (3:25) And the other
34 one is, how do you call it?

35 (3:33) Okay, let me write this. (3:37) So there is the human-centered, and the other one is
36 transformational, I guess. (3:43) So, in terms of crisis, for example, right now we have got the Iran
37 war, we have got the Ukraine war.

38 (3:55) We have got different types of things happening in the world. (4:02) And also if you reflect
39 back during COVID times, definitely your employees are going through some form of challenges

40 at work. (4:21) Which leadership style, the transformational, where you are encouraging them to
41 be innovative, and giving them specific goals and targets, and inspiring them to achieve them.

42 (4:38) Or human-centered, where you are focusing on them as an individual, their skills, their
43 needs, and through this you are giving them the motivation to keep working, even though there are
44 challenges. (5:00) Which of these two styles are you using, or do you feel like is the best in crisis
45 times?

46 **Peter** (5:13) Yeah, I think that's a good question.(5:20) Of course, my take is there is no one size
47 fits all. (5:28) It's got to be a mix. (5:31) But after having said that, you know, it's like many
48 organizations, we are moving to what you call human-centered or people-centered, and that's the
49 terminology, people-centered approach.

50 (5:48) And this is done through what you call an integrated people strategy. (5:54) I suppose the
51 traditional system was more aligned to what you are calling results-based. (6:00) Because it was
52 more about, have you done the recruitment right?

53 (6:05) Have you done the right? (6:12) Do you develop staff to be able to do the work you
54 want? (6:20) Do you have a good justice mechanism to make sure that you are doing the right
55 thing?

56 (6:28) Are you making ongoing advances and all that? (6:32) The people-centered, or what they
57 call people-strategy, it looked at the importance of the center of what you do. (6:42) And the
58 premise is that if you take care of the, if I use a funny quote, if you take care of the animal, you
59 will get the milk.

60 (6:58) And it doesn't matter whether you are in a crisis or you are in a stable
61 environment. (7:08) This one means that, for example, for your well-being, you come up with

62 policies that take care of things like equity, gender diversity and equity, things like trainings, trying
63 to ensure that the human being, people who are doing the work, are really taken care of. (7:38) And
64 then everything else will fall into place.

65 (7:42) But I will look at it, that's the approach really that My organization uses. (7:48) But again,
66 it's a continuum. (7:50) It doesn't mean that you don't focus on results.

67 (7:53) Now, how do we focus on results? (7:55) That's where things like ensure you have the right
68 culture. (7:59) A culture which ensures that you move with everyone along.

69 (8:12) And also you come up with, there are some cross-cutting issues like ensuring that you have
70 the right tools, systems, policies, everything that will enable you to address whatever we have in a
71 challenging world. (8:35) For example, your IT system has to be in such a way that your employees
72 don't struggle. (8:43) Like if something is happening, for example, in the Middle East, you are able
73 to see it later as compared to before where someone had to fly there.

74 (8:56) So that is, I would say, the human-centered one, as you call it.

75 **Jack** (9:08) How does this human-centered leadership style affect decision-making? (9:17) Is it
76 easier to make critical decisions?

77 **Peter** (9:21) Of course, it can be democratic because it is more lean towards what we call a
78 democratic leadership. (9:37) It does affect, but of course, you have to assign a culture where
79 employees identify with what you do, so you don't have to force them. (9:56) For example, if you
80 want someone clean, you don't have to force someone to do that.

81 (10:04) People have to understand why cleaning is important. (10:15) That's why I'm sure that
82 people understand your strategy, they understand what the organization is doing, so more of the

83 why than the what. (10:27) So the effort is more of what people have to identify with the purpose
84 from where you exist.

85 (10:35) Otherwise, if you don't do that, then of course, if these people take that approach, it will
86 mean that you are human-centered. (10:44) People are always questioning what you are
87 doing. (10:47) Everything you want to do, they question.

88 (10:50) Of course, one will be tempted to go back to the South-East, so then you will stay bright,
89 you will drag people around to achieve what they want. (10:59) So by making your operation
90 mission-centered, you will overcome that.

91 **Jack**(11:14) Do you have any examples in your organization where human-centered leadership
92 style or transformational leadership impacted a decision-making process positively or negatively,
93 or a project was implemented in a good way or not because of the leadership style?

94 **Peter** (11:50) I wouldn't say so, but if I take an example of my office, or let me pick an example of
95 a previous office where I worked, still doing it, I don't know. (12:20) In 2021, we had a
96 coup. (12:27) The coup was basically where the military took over, overthrew the other
97 democratically elected leader.

98 (12:46) And this leader was elected by an overwhelming majority, 90%. (12:56) So what followed
99 was a serious issue. (13:01) There was civil disobedience, but more importantly, the banking
100 industry collapsed.

101 (13:16) There was no cash, and there were a lot of other challenges. (13:26) But because of the
102 people-centered approach, we had to look for solutions on how to get money. (13:35) People had
103 to be paid, supplies had to be paid.

104 (13:39) The rest of the organizations had to be paid. (13:42) I mean, the remaining partners only
105 wanted supplies, and they had to be paid. (13:46) So I saw people really coming forward to offer
106 solutions, because this was a shattered world.

107 (13:55) And for the first time in the history of that office, that year, we had the highest level of
108 results. (14:09) In fact, as an example of my team, we were awarded as the best funding team in
109 the organization. (14:18) There was COVID and all of this.

110 (14:21) But a big office, 500 people, 500 suppliers, 500 people. (14:27) So the delivery was quite
111 high, compared to... (14:37) So, in that situation, it was...

112 (14:41) Because the people identified, they were, of course, people, but also realized that the
113 organization had invested so much, and they understood what was at stake. (14:52) The
114 organization is there to improve humanity. (14:57) They realized that if this was a disaster, they
115 had to be enabled.

116 **Jack**(15:01) Thank you. (15:11) Our public sector, most of the time, is affected by leadership
117 mistakes. (15:26) What do you think are the barriers of the public sector?

118 (15:31) What are the challenges? (15:32) Why do they most of the time, they don't use this type of
119 leadership style? (15:39) Mostly see this leadership, human sector, the transformational in the
120 private sector.

121 (15:45) But in public sector, as you said before, it is more or less result-oriented. (15:53) What do
122 you think are the barriers and challenges of implementing this kind of leadership?

123 **Peter** (16:07) Yeah.(16:09) Public sector. (16:13) Public sector tends to be... (16:19) They are
124 normally rules-based.

125 (16:27) In many means, it becomes very bureaucratic. (16:29) I don't know another
126 rule. (16:37) Well, depending on what the type of public sector, because if you are in developing
127 countries, it is different.

128 (16:44) If you are in developing countries, it is different.

129 (16:47) But most of the time, it is similar to the rest of the world.

130 (16:52) But actually, where you find the divisions of power, you have the legislature, the executive
131 and the parliament. (17:09) So, when you talk of people, this normally would be in the civil service
132 itself, the executive. (17:19) But parliaments are there to promote the constituencies.

133 (17:27) They are there to protect the interests. (17:32) So, the second thing is, in many cases, what
134 is done in the civil service, is done with the interests of this parliament. (17:46) So, that is one of
135 the barriers.

136 (17:48) The CEO or whatever, the president, they have no absolute authority to implement certain
137 things. (18:01) Because we need a budget from parliament. (18:04) We need a number of things.

138 (18:07) And then, of course, we are also talking about reform of the country. (18:13) We are talking
139 about ethnicization. (18:18) I mean, like ethnicity.

140 (18:20) Like one country. (18:23) Remember, you find that some communities are more advanced
141 than others. (18:29) Even if you come with an autocratic system, you will realize that some
142 communities will be impacted.

143 (18:41) So, you cannot keep it, because the human center is transparent, investing in everyone,
144 make sure that the entire human being is taken care of. (18:54) But in some of the countries,

145 especially in the developing countries, I don't think either they don't have enough resources or the
146 politics is not right for this country.

147 **Jack**(19:06) Thank you.

148 **Peter** (19:08) And also, the laws.

149 (19:14) You have to check. (19:15) You have to go to principles. (19:19) You have to go to
150 principles.

151 (19:20) That's the right thing.

152 **Jack**(19:35) In developed countries, some of them, not all of them, it has been shown that this
153 human center and transformation of leadership style are literally working. (19:51) But, as you
154 mentioned, in others, there are more...

155 **Peter** (19:58) For example, in our country where we come from, we bring a performance
156 management system. (20:07) What would you do with a Maasai or a Turkana? (20:12) It means
157 they may never be known.

158 (20:16) If you bring them, they are not going to school. (20:20) What happens with those who are
159 honored? (20:22) They become very unhappy.

160 **Jack**(20:28) So, it depends also on the social status of...

161 **Peter** (20:32) The country, because in many ways the people who pay taxes are also the ones who
162 benefit. (20:40) The little tax systems.

163 (20:42) That's why you call it a tax center. (20:46) In many cases, that may be a solution.

164 **Jack**(20:48) Thank you.

165 (20:58) Is there anything about leadership styles that you would like to add that maybe you think
166 is important for this topic?

167 **Peter** (21:14) For me, I think... (21:19) The very first of any leadership style is trust.
168 (21:25) Once you trust, once you build a trust, once that is not there, it doesn't matter what
169 happens. (21:44) It doesn't matter if the program is... (21:47) You want to...
170 (21:56) Trust is very important. (21:59) Whether it is transformative or human-
171 centered. (22:02) You have to believe in your ability to...
172 (22:06) The other thing is... (22:16) What's a leader? (22:18) A leader is there.
173 (22:24) What is your mission?
174 (22:27) And number two, to influence others to make decisions. (22:36) Now, you
175 cannot... (22:39) If you need to influence others, you need to understand their motivations.
176 (22:48) Because otherwise, you won't be able to lead an organization. (22:52) You need to
177 tailor. (22:55) Tailor your programs.
178 (22:59) So those are the few random points I would draw.

179 **Jack**(23:04) Thank you very much. (23:06) This will really help in my research.
180 (23:09) Thank you.

1 *Appendix 7: Interview 4*

2 **Interview Jack Mugoya with Sean Osei**

3 **Jack Mugoya**

4 (0:00) Thank you very much for accepting to do this interview with me. (0:09) Mr. Sean, we want
5 to talk about leadership. (0:16) Please, could we start by you briefly explaining or telling me about
6 your background in public service?

7 **Sean Osei**

8 (0:30) OK, thank you for this opportunity. (0:34) Hopefully I'm able to give you the kind of
9 answers you want. (0:38) So my background briefly in terms of public service as far as leadership
10 is concerned.

11 (0:47) I've got between 12 to 15 years public service experience. (0:53) And in those 15 years, I've
12 had the opportunity to serve in some leadership capacity. (0:58) For about maybe 6 to 8 years of
13 that.

14 (1:05) 12 to 15 years. (1:10) I'm sure as the interview goes on, maybe I'll be able to throw more
15 light on what exactly it is you want to ascertain.

16 **Jack Mugoya**

17 (1:22) So, which organization are you working with and which is the highest position that you have
18 had?

19 **Sean Osei**

20 (1:38) So I would consider my current position as the highest I've had. (1:45) But prior to that, I
21 have served in managerial position in my previous employment for a considerable amount of
22 time. (1:56) And during that period, I've had to manage human capacity as well as resources.

23 (2:05) And so yes, those are the two areas I'll look at it from my current position vis-a-vis my
24 previous position.

25 **Jack Mugoya**

26 (2:13) Fantastic. (2:15) So concerning the human capacity is what is really interesting me at the
27 moment. (2:23) The times that we are living in are described as vulgar, volatile, uncertain, chaotic
28 and ambiguous.

29 (2:35) You as a leader in your organization during these turbulent times, what are the common
30 decision making scenarios that you have used in order to motivate your juniors to keep on working,
31 to inspire them? (3:10) What are the common scenarios?

32 **Sean Osei**

33 (3:16) It's interesting you talk about the fact that we're in a very uncertain, very chaotic, very
34 volatile local period now. (3:25) And so these are very challenging moments for any leader,
35 especially when you have to manage human capital. (3:32) And this is where the skill of a leader
36 is brought to bear on whichever organization he finds himself.

37 (3:41) First of all, he must be a voice of calm and a voice of reason. (3:46) He must be very
38 receptive, very understanding and very accommodating. (3:52) Because these are the times that
39 people look up to leadership for direction, for purpose and for inspiration.

40 (4:04) So as a leader, it's important that during these very difficult times, you're able to expand your
41 horizon, your knowledge base, your understanding of human beings and how they behave and react
42 to certain things. (4:19) You should be more listening and more accommodating and be flexible as
43 well. (4:28) Because people in these very uncertain times are dealing with a lot of things.

44 (4:33) Could be family, could be economics, could be some illness, something. (4:38) So flexibility
45 for a leader in these moments are very, very important. (4:44) Flexibility doesn't mean that you
46 tolerate everything or anything.

47 (4:48) But you must be very receptive and very flexible to be able to manage the human
48 capital. (4:54) So these are some of the skills or attributes that a leader requires in times like this
49 to be able to deal with the volatility and the chaos and the uncertainties that we face in these times.

50 **Jack Mugoya**

51 (5:10) Fantastic. (5:12) My research revolves around two styles of leadership, which are most
52 popular in the private sector. (5:20) However, in the public sector, the public sector is the one that
53 deals most of the time in crisis situations.

54 (5:37) The leadership styles I'm referring to are transformational leadership and human-centered
55 leadership style. (5:49) Have you, in your line of work and your experience, observed these styles
56 of leadership in the public sector?

57 **Sean Osei**

58 (6:02) So this is purely for my personal experience in both transformational and human-
59 centered. (6:11) It's important to understand the way public sector works. (6:16) Public sector
60 works basically revolving around lay-down procedures.

61 (6:23) That is not to say that does not exist in the private sector. (6:28) But the private sector has a
62 more open-minded view on some of these things. (6:35) Whereas when you come to the public
63 sector, it's more regimental.

64 (6:39) People like to play by the rules because nobody wants to be held accountable if things should
65 go wrong. (6:46) And it usually does go wrong. (6:48) So when you want to bring these two styles
66 of leadership to bear, it requires a certain level of further skill.

67 (7:00) As I said earlier on, because of the regimental nature of the way things are, because people
68 play by the rules. (7:09) And so when you want to be transformational, you realize that the system
69 in itself becomes an inhibition. (7:17) For that to happen, because people are not receptive to being
70 transformed.

71 (7:23) Because as far as they are concerned, these are the lay-down procedures that they are
72 supposed to abide by. (7:30) And that becomes a revolving situation for you as a leader. (7:35) So
73 the only thing available to you is that you are able to exercise that within the existing framework,
74 within the organization.

75 (7:44) It's often difficult to operate out of the scope of what exists within the organization. (7:50) So
76 it sometimes limits you as a leader to be able to effect the kind of transformation that you
77 desire. (7:59) Talking about human-centered leadership, it works both ways.

78 (8:07) And that totally depends on the leader. (8:09) Again, you are also faced with a challenge of
79 the existing regimental situation that exists within the organization. (8:20) But once you are able
80 to navigate your way around some of these things, then you would be able to exert some kind of
81 human-centered leadership within the organization.

82 **Jack Mugoya**

83 (8:35) Very good. (8:36) Thank you so much. (8:39) How do leaders also adapt between these two
84 styles, especially when there is a crisis, in a crisis environment?

85 **Sean Osei**

86 (9:01) Again, I want to believe this question is on the backdrop of public service. (9:07) Again, I
87 would pivot back to what I told you. (9:13) You know, sometimes when you are the subordinate,
88 you have an ideal situation of how you would control things if you become a leader.

89 (9:22) The only downside to that is in the public service, again, because of the regimental nature,
90 the procedural nature, and the way the systems are laid out, sometimes navigating your way
91 becomes a bit of a challenge because the systems are set up in such a way that they kind of oppose
92 or are very resistant to new ideas and new ways of doing things. (9:52) So, again, it's important for
93 the leader to understand the environment in which they operate and therefore adjust their leadership
94 styles to fit within that environment. (10:07) Any attempt to do anything more, you should be ready
95 to take full responsibility should things go wrong.

96 (10:17) And like I said, more often than not in public service, things are bound to go wrong in that
97 way. (10:24) So it's about fitting your, whether it's a transformational leadership or this human-
98 centered leadership, fitting that into the system, the regimental system, for it to be able to blend
99 and function.

100 **Jack Mugoya**

101 (10:38) Do you have any experience or have you encountered or worked with a leader who exhibits
102 one or both of these leadership styles?

103 **Sean Osei**

104 (10:54) Yes, I have had the opportunity to work with leaders who showed traits of those leadership
105 styles. (11:01) And I know that if they had had a more open space or open environment, they would
106 have been able to do more. (11:11) But then again, as much as they were willing to exert those two
107 styles of leadership, they were limited by the prevailing conditions within the organization, i.e.,
108 public service space.

109 **Jack Mugoya**

110 (11:27) Could you think of a situation where those leaders that you just mentioned, their leadership
111 style affected the outcomes of policy in a positive or negative way?

112 **Sean Osei**

113 (11:47) I can think of a few, and the one that stands out was one leader that I had who was more
114 about human development, trying to transform the human capacity, building on the existing
115 framework. (12:04) And he did make quite a good effort. (12:08) And at the end of the day, as
116 much as he was confronted with a lot of obstacles, when you look back, you realize that his
117 decisions and his actions have positively impacted the organization.

118 (12:27) But let me state this. (12:29) Sometimes one leader may affect an organization in a positive
119 way. (12:34) The next leader may come and erode all those gains that have been made by the
120 previous leader, again, because of the regimental nature of what exists within public service.

121 **Jack Mugoya**

122 (12:52) Let's talk a little bit about human-centered leadership. (12:56) This is where a leader is
123 basically putting their juniors first, the needs of their juniors, being empathetic with
124 them. (13:10) How do you think this affects performance, especially during turbulent periods,
125 when a leader has got a human-centered nature of leadership?

126 **Sean Osei**

127 (13:25) Sometimes, in very chaotic circumstances, people may not have the zeal and the
128 temperament to be able to deal with the turbulence and the chaos. (13:37) And so adopting the
129 human-centered leadership style during a time like that could be much of a risk to take, because
130 those individuals may actually be struggling themselves to deal with the situation. (13:52) So
131 investing that much faith and belief in them and asking them to do things and take initiatives can
132 be counterproductive to the intentions you have for it, because not everybody is built to be able to
133 withstand chaos and turbulence.

134 (14:10) And so, more often than not, as much as you want to even invest and be confident in them,
135 it's also important for you to, to a large extent, micromanage the situation, because if they fall off
136 the wagon, the responsibility becomes solely that of the leader. (14:31) So sometimes applying a
137 human-centered leadership style can be a bit dicey, can be a bit difficult for the leader, because not
138 everybody is built to withstand those kind of conditions or to be able to deal with it, especially
139 psychologically. (14:52) It can take its toll on, even on a leader, so you can imagine what he's
140 capable of doing to a junior officer or a subordinate.

141 **Jack Mugoya**

142 (15:03) What do you think are the barriers that hinder effective leadership in public
143 administration? (15:14) I've heard you mention a couple of times the regiment itself, like the strict
144 bureaucratic nature of public administration. (15:26) Do you think there, could you name
145 something else that literally affects leaders in public service?

146 **Sean Osei**

147 (15:37) Yeah, I mean, you've mentioned quite a few, and I think those are usually constant, but we
148 also talk about resource constraints. (15:46) Resource constraints could also negatively affect the
149 way leaders are able to operate. (15:53) And in terms of the bureaucracy, it goes skin deep in
150 organizations.

151 (16:03) So in terms of, you can talk about decision-making processes, you could talk about, like I
152 said, resource constraints, resources, when there was a challenge. (16:14) You could also talk about
153 human capacity and human development as well. (16:19) If the people that work within the
154 organizations are not allowed to develop or you don't develop them, that in itself becomes
155 counterproductive to whatever it is you want to achieve within public service.

156 (16:33) So from the top of my head, those are the ones that actually stand out.

157 **Jack Mugoya**

158 (16:37) There is also definitely the political factor.

159 **Sean Osei**

160 (16:44) Without a doubt. (16:46) I mean, that, for me, even that is like a paramount
161 issue. (16:53) So no matter how well your intentions are, how well you want to develop, if the
162 politics play against it, I mean, that is your back against the wall.

163 (17:06) Like you rightly said, the politics within the organization can be a big hindrance to
164 developing or moving forward your organization as a leader.

165 **Jack Mugoya**

166 (17:17) Okay. (17:19) So what do you think, what do you think, or how do you think public
167 institutions can do in order to improve the kind of leadership they have along their ranks?

168 **Sean Osei**

169 (17:36) Without compromising on accountability, without compromising on quality efficiency, we
170 need to look at the processes that exist within public service. (17:49) We can draw some good
171 inspiration from what permeates within the private sector and see how we can modify that or we
172 can shape that to fit into public sector to reduce a lot of the bureaucracy and a lot of the gaps, the
173 loopholes that exist within there. (18:12) So once you're able to modify some of these systems that
174 are in the private sector and bring them into public sector, I think that would be very, very, very
175 helpful.

176 (18:26) There's also the issue of accountability. (18:30) People need to be held accountable for
177 things that they do within their public service. (18:37) And once we improve the regimen of
178 accountability, that can also improve some of the leadership.

179 (18:48) Because people often tend to attribute mistakes and shortcomings to the
180 systems. (18:56) But it's the people that make up the systems. (19:00) And so if people are held
181 accountable for their actions, I think that in itself will go a long way to improve, even though those
182 can also be counterproductive to leadership.

183 (19:13) So it's about who is leading, what change they want to bring, how people are willing to
184 accept those changes and how you institutionalize those changes within the
185 organization. (19:25) And I always say it's important to always put this cycle through a review
186 every now and then to be able to identify what the shortcomings are, what the gaps are, what the
187 challenges are to be able to fix them moving forward. (19:41) Because you can't repeat the same
188 thing over and over again when you know well that you're getting the same results and you're not
189 improving.

190 (19:49) So also reviewing systems on a regular basis is also very good for ensuring that
191 organizations make good progress in terms of leadership and output.

192 **Jack Mugoya**

193 (20:03) So transformational or human centered leadership or both or none?

194 **Sean Osei**

195 (20:11) You need a bit of both and even others. (20:14) Look, we are in, and I have to say this from
196 the beginning, we are in very both interesting, very uncertain times where technology is taking
197 hold of a lot of things. (20:26) So as a leader, I don't think sticking with both transformational or
198 human centered leadership in itself is enough, but that can form the basis of your leadership trait.

199 (20:39) However, as a leader, you must be willing to open yourself up to learn more, you know,
200 given the environment and current situation we find ourselves, especially with the abundance of
201 technology at play. (20:56) It's important for us to be very open minded in these times. (21:00) So
202 yes, a bit of both is great, but you know, you could always take it a step further.

203 **Jack Mugoya**

204 (21:09) Is there anything else you think we should add that I have maybe not asked?

205 **Sean Osei**

206 (21:17) I think that that would form the basis for your next research. (21:23) So it's important that
207 you keep your research in scope. (21:27) And once you're able to understand and draw out from
208 your current research, I think the finished product itself will expose to you whether you need to
209 pursue, you know, more.

210 (21:43) If I ask, I mean, that would be an open ended question and I could go on. (21:49) And I
211 think that what you have going here is, it's a very good scope that maybe you focus on
212 it. (21:57) The finished product of this will open more avenues for you to explore in future research.

213 **Jack Mugoya**

214 (22:04) Thank you very much, Mr. Osei, for your time. (22:09) And I am sure that I have a lot of
215 material for you that I can use in my research.

216 **Sean Osei**

217 (22:19) I wish you all the very best.

218 **Jack Mugoya**

219 (22:20) Thank you very much.

220