

# HOW DO LEADERS MAKE DECISIONS?



Contributions to  
**CONFLICT MANAGEMENT, PEACE ECONOMICS AND  
DEVELOPMENT VOLUME 28 PART A**

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# HOW DO LEADERS MAKE DECISIONS? EVIDENCE FROM THE EAST AND WEST, PART A

EDITED BY

ALEX MINTZ

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# FOREWORD

The articles in this book discuss the leadership style of some major political leaders in recent times. In the next volume, some other leaders will be included. There are a number of publications on leadership characteristics of US presidents and other political leaders. This is the first book that systematically uses an analytical method (namely, Applied Decision Analysis) to better understand the leadership patterns of some political leaders. In business management, leadership is an important subject and a vast literature exists in the area of leadership of business executives. These studies also discuss the style not only for the business as a whole, but also in relation to multi-level structure within it.

In politics, leadership is very important not only for intrastate disputes, but also for interstate conflicts. In many situations, this dual nature of conflict is related. Also, a leader has to work within the framework of a team or a political party. The theory of leadership in politics is quite complex. A very important subject in leadership theory is Transformational Leadership which deals with changes instituted by the leader in the vision, mission, and goals of the organization. This idea of transformational leadership is ingrained in the mission for social and religious leaders such as Gandhi, Martin Luther King Jr, Nelson Mandela, etc.

A political leader's attitude depends on cultural complex. This dependence is due to cultural ecology and environment. This may also depend on social organization and cultural biology of the leader. The leader will be influenced by psychological, sociological, and cognitive factors. A political leader's attitude is a part of group behaviour. The decision-making of the political leader depends on Image, Script, and Schema. These factors also affect the strategy of the leader in negotiation process. This may be acquired as a result of a learning process. The nature of a decision also depends on the stress and crisis situation. Although this book covers some of the most important leaders of our time, the list is not complete. Volume B analyzes other leaders.

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