



Analysis of Winston Churchill and Nelson Mandela Self-Leadership Components

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Abstract

This research study explores the lives and conduct of Winston Churchill and Nelson Mandela, two influential leaders who had a significant impact on not only their nations but also the global community. The objective is to compare and contrast the extent to which they applied the various components of Self-Leadership covered in this class. The study also delves into the personal attributes of each leader and examines how these attributes might have contributed to their success or failure in different aspects of leadership during times of crisis. By conducting a comprehensive evaluation of their lives and conduct, this research aims to provide insights into the leadership styles and practices of Churchill and Mandela and shed light on the factors that influenced their effectiveness as leaders.

Keywords: *Winston Churchill, Nelson Mandela, Leadership, Self-leadership*

1.0 Introduction

Throughout history, leaders have made a lasting impact on the world, shaping the course of nations and inspiring future generations. Two such leaders are Winston Churchill and Nelson Mandela. Both Churchill and Mandela faced significant challenges during their respective times in power, with Churchill leading Britain through World War II and Mandela leading the fight against apartheid in South Africa. This research will assess the extent to which Churchill and Mandela applied the components of Self-Leadership in this class, including self-awareness, self-regulation, motivation, goal setting, and social skills. The analysis will explore instances where both leaders demonstrated these traits effectively and where they may have struggled. Furthermore, the personal attributes of Churchill and Mandela, such as charisma, resilience, and inspiration, will be scrutinized to understand how these qualities impacted their leadership during times of crisis. By delving into their personal traits, we can gain a deeper understanding of their success or failure in navigating through tumultuous periods in history.

1.1 Background information on Winston Churchill and Nelson Mandela

Winston Churchill was born on November 30, 1874, in Woodstock, England. He came from a prominent political family, with his father, Lord Randolph Churchill, being a well-known politician (Longstaffe, 2005). Churchill had a privileged upbringing and attended prestigious schools. Churchill's political career began in 1900 when he was elected to the House of Commons as a Conservative member. However, he switched sides in 1904 and joined the Liberal Party. Throughout his political career, Churchill held various government positions, including President of the Board of Trade, Home Secretary, and First Lord of the Admiralty (Gibson & Weber, 2015). Churchill's leadership was particularly significant during World War II. As Prime Minister from 1940 to 1945, he played a crucial role in uniting the British people and inspiring them to resist the Nazi threat. His rousing speeches, such as the famous "We shall never surrender" speech, demonstrated his ability to provide hope and motivation to the nation in a time of crisis (Longstaffe, 2005). Nelson Mandela was born on July 18, 1918, in Mvezo, South Africa. He grew up in a rural village and later moved to Johannesburg to pursue his education. Mandela studied law and became involved in anti-apartheid activism, eventually joining the African National Congress (ANC) in 1944 (Bongila, 2011). Mandela's leadership journey was shaped by his commitment to advocating for equality and justice. He vehemently opposed the apartheid regime in South Africa and became one of the leading figures in the struggle against racial segregation (Garba & Akuva, 2020). Mandela's activism led to his imprisonment in 1962, and he spent 27 years in prison, mostly on Robben Island. After his release in 1990, Mandela played a crucial role in negotiating the end of apartheid and the transition to a democratic South Africa. In 1994, he was elected as the country's first black President, serving until 1999. Mandela's leadership was characterized by his ability to foster reconciliation and unity among the diverse population of South Africa (Bongila, 2011).

2.0 Literature Review

The study reviewed articles that provided information on the lives of Winston Churchill and Nelson Mandela and how these two leaders conducted their leadership, to provide a comparison to what extent they each practiced or failed to apply the various components of Self-Leadership. Further, articles on their personal attributes of each leader and how this may have contributed to their success or failure in various aspects of their leadership in times of crisis was also reviewed. When reviewing the literature, the study followed a quantitative analysis which sought scholarly databased and publishers which include: springer, google scholar, SSRN, Oxford journals, etc. The relevant articles from the databases selected were reviewed to establish the information sought regarding Winston Churchill and Nelson Mandela leadership.

2.1 Analysis of Winston Churchill's Self-Leadership Components

In examining his application of the various components of Self-Leadership, Gibson & Weber (2015), pointed that Churchill displayed a high level of self-awareness, self-regulation, self-motivation, self-confidence and emotional intelligence.

Winston Churchill's self-awareness was a key aspect of his leadership style and contributed greatly to his success as a leader. He demonstrated an in-depth understanding of his own strengths and weaknesses, allowing him to make informed decisions and play to his strengths. One of Churchill's greatest strengths was his exceptional oratory skills (Gibson & Weber, 2015). He recognized this talent and effectively utilized it to inspire and motivate the British people during World War II. His inspiring speeches served as a rallying cry and helped boost the morale of the nation. By acknowledging his oratory skills and using them to his advantage, Churchill was able to effectively communicate his vision and garner support from the public. Additionally, Hardy (2010), noted that Churchill showed self-awareness by acknowledging his impulsive nature and tendency to make rash decisions. This understanding prompted him to surround himself with advisors who could provide balanced perspectives and counteract his impulsive tendencies. He assembled a team of experienced individuals who offered diverse insights and expertise. By seeking counsel from others, Churchill was able to make more well-rounded decisions and mitigate the risks associated with acting impulsively. This self-awareness also allowed Churchill to recognize his limitations and forge the right alliances. He understood that he couldn't accomplish everything alone and needed the support of other leaders. Aware of his strengths and weaknesses, Churchill strategically formed alliances with key figures such as Franklin D. Roosevelt and Joseph Stalin (Gibson & Weber, 2015). These alliances strengthened his position and allowed him to successfully navigate through the complexities of international politics, particularly during World War II. Furthermore, Churchill's self-awareness enabled him to make strategic choices. He recognized the importance of adapting to changing circumstances and was not afraid to revise his strategies when necessary (Moon, 2021). This flexibility and willingness to course-correct played a crucial role in Britain's ultimate victory in the war.

Self-regulation refers to the ability to control and manage one's own thoughts, emotions, and behaviours in a way that promotes adaptability and resilience. Winston Churchill, the iconic British Prime Minister, demonstrated remarkable self-regulation during times of crisis, most notably in his leadership during World War II. One key aspect of Churchill's self-regulation was his ability to remain composed and calm in the face of immense pressure and setbacks. Despite the gravity of the situation during the war, he exhibited remarkable self-control (Gibson & Weber, 2015). He understood that losing his composure would not only affect his own ability to lead effectively but would also have a detrimental impact on the morale and confidence of the British people. By maintaining a calm and composed demeanour, Churchill was able to convey a sense of stability and confidence, which much-needed inspiration to his countrymen. Moon (2021), asserted that Churchill's speeches during wartime were powerful and delivered with conviction. He carefully chose his words to evoke determination and optimism, rallying the British people and reinforcing their belief in their ability to withstand the challenges they were facing. Despite the realities of war and the hardships his nation was enduring, Churchill's self-regulated attitude helped to buoy the spirits of his people and instil a sense of hope. Another aspect of Churchill's self-regulation was evident in his decision-making process. Godshalk & Sosik (2007), noted that Churchill consistently exhibited critical thinking abilities and demonstrated a willingness to consider and analyse multiple viewpoints before making important decisions. Despite the urgency of wartime decision-making, Churchill took the time to gather information, weigh different options, and consult with various advisers. This approach allowed him to make informed and rational choices, rather than acting impulsively

or being swayed by knee-jerk reactions (Godshalk & Sosik, 2007). By exercising self-regulation in his decision-making, Churchill was able to navigate through difficulties and steer his nation towards victory.

According to Moon (2021), self-motivation is the ability to inspire and drive oneself towards achieving personal goals or fulfilling a sense of purpose. Sir Winston Churchill, the renowned British prime minister during World War II, exemplified this quality through his unwavering determination and persistence in leading his country through one of the most challenging periods in history. Churchill's sense of self-motivation derived from his strong belief in the righteousness of his cause. He firmly believed in the principles of democracy, freedom, and justice, and saw it as his duty and responsibility to defend these values against the threat posed by Nazi Germany (Godshalk & Sosik, 2007). This deep-rooted conviction provided him with a powerful internal drive, allowing him to persevere through difficult times. One notable aspect of Churchill's self-motivation was his ability to maintain his focus and determination despite facing setbacks and doubts from his peers. During the early stages of the war, Churchill faced considerable opposition within his own government, as some believed that negotiating with Hitler would be a more prudent path (Gibson & Weber, 2015). However, Churchill remained resolute in his belief that appeasement would only lead to the destruction of Britain and other democratic nations. His inner motivation allowed him to stay true to his convictions even when others wavered, ultimately leading to the united front against Nazi Germany. Further, Moon (2021), pointed that Churchill's powerful speeches and actions showcased his passion and dedication, serving as a source of inspiration and motivation for the British people and the Allied forces. His iconic speeches, such as the "We Shall Fight on the Beaches" address, not only communicated the dire realities of the war but also instilled a sense of resilience and determination in the hearts of the British people. Churchill's unwavering resolve and indomitable spirit served as a rallying cry, motivating citizens and soldiers alike to persevere in the face of adversity. In addition to his speeches, Churchill's actions also played a crucial role in motivating others. He often visited the front lines, meeting with troops and boosting morale. This hands-on approach demonstrated his commitment to the cause and solidified his position as a leader whom people could trust and follow (Godshalk & Sosik, 2007). His personal bravery, especially during the Blitz when he regularly visited heavily bombed areas, further exemplified his unwavering dedication and inspired others to endure the hardships of war.

Churchill's remarkable level of emotional intelligence can be seen through his ability to control and express his emotions appropriately, even in the face of great adversity. This means he had the capacity to understand and manage his own emotions while also being attuned to and responding to the emotions of those around him (Gibson & Weber, 2015). One of the key ways Churchill displayed emotional intelligence was through his famous speeches. Filled with passion and conviction, these speeches resonated deeply with the British people. Churchill knew how to tap into the emotions of his audience and inspire them to action. His words instilled a sense of unity, determination, and hope, which were crucial in maintaining morale during a time of crisis, particularly during World War II.

According to Godshalk and Sosik (2007), in difficult times, people often seek leaders who can empathize with their struggles and connect with them on an emotional level. Churchill's empathy and ability to connect with others played a significant role in maintaining national morale and unity. He understood the fears and anxieties of the British people and was able to address them in a way that made them feel understood and supported. His speeches were not just empty words, but genuine expressions of empathy that resonated with the people and provided them with a sense of comfort and reassurance. Furthermore, Churchill's ability to control his own emotions was evident throughout his leadership. Despite experiencing personal

hardships and setbacks, such as the loss of loved ones and political battles, Churchill remained composed and focused on the tasks at hand (Charteris-Black, 2006). He displayed resilience and determination in the face of adversity, which served as an example to the entire nation. By exhibiting emotional intelligence, Churchill was able to connect with the British people on a deep emotional level. This connection fostered a sense of trust and unity, which in turn helped to rally the nation during one of its most challenging periods (Godshalk & Sosik, 2007). Churchill's emotional intelligence, combined with his leadership skills and strategic thinking, played a crucial role in guiding Britain through the difficulties of war and ultimately achieving victory.

2.2 Analysis of Nelson Mandela's Self-Leadership Components

According to K k Arslan & Turhan (2016), Nelson Mandela, undoubtedly made a significant impact not only in his own nation but also globally. Analysing his life and conduct, it becomes clear that Mandela displayed various components of self-leadership, which contributed to his success in leadership during times of crisis. These components are:

Nelson Mandela's high level of self-awareness played a crucial role in his life and leadership. He possessed a deep understanding of his own strengths and weaknesses, which allowed him to make informed decisions and seek assistance when necessary (K k Arslan & Turhan, 2016). This self-awareness helped him navigate challenges and ultimately contributed to his success. One of the ways in which Mandela demonstrated self-awareness was during his time in prison. He acknowledged that he had a tendency towards impatience and anger, traits that could potentially hinder his ability to achieve his goals. Recognizing this, he made a conscious effort to work on cultivating patience and emotional control (Nwagbara, 2013). This self-awareness and willingness to address his weaknesses show Mandela's personal growth and commitment to personal development. Bongila (2011), noted that Mandela's self-awareness also extended to recognizing the importance of relationships and collaboration. He understood that he could not achieve his goals alone and actively sought the advice and support of others. This is evident in his collaboration with fellow activists and leaders, both within and outside of prison. By acknowledging his need for help and leveraging the expertise of those around him, Mandela was able to build strong alliances and create a powerful collective movement towards achieving his goals. Furthermore, Mandela's self-awareness allowed him to navigate the difficult terrain of forgiveness and reconciliation. He recognized the anger and bitterness he harboured towards his oppressors and understood the importance of letting go of these negative emotions in order to move forward (Garba & Akuva, 2020). This self-awareness was not only beneficial to his own personal growth but also played a key role in initiating the healing and reconciliation process in South Africa.

According to K k Arslan & Turhan (2016), self-regulation refers to the ability to control and manage one's own emotions, thoughts, and behaviours in order to achieve goals, make rational decisions, and adapt to changing circumstances. Nelson Mandela demonstrated exceptional self-regulation skills throughout his life, especially during his long imprisonment and his role as a leader. During the 27 years Mandela spent in prison, he faced numerous challenges and hardships. However, he never allowed his emotions to consume him or dictate his actions. Instead, he remained composed and disciplined, recognizing the power of self-regulation in maintaining his mental and emotional well-being. Nwagbara (2013), noted that by regulating his emotions, Mandela was able to stay focused on his long-term vision of a democratic and equal South Africa, rather than succumbing to anger, resentment, or despair. Mandela's ability to regulate his emotions also played a crucial role in his effectiveness as a leader. As a revolutionary and later as the president of South Africa, he faced immense pressure, criticism,

and conflicting interests. However, he always remained calm and composed, never allowing his emotions to cloud his judgment or hinder his decision-making process.

In times of crisis or conflict, Mandela's self-regulation skills allowed him to assess situations objectively and make rational decisions based on long-term goals. For example, during the negotiations to end apartheid in South Africa, Mandela understood that any impulsive or destructive decisions could jeopardize the peace process (Nwagbara, 2013). Instead, he maintained his composure, listened to different perspectives, and sought common ground with his opponents. His ability to regulate his impulses and emotions helped him to find peaceful solutions and avoid actions that could have derailed progress. Additionally, Mandela's self-regulation skills also contributed to his ability to inspire and influence others. By remaining calm and composed even in the face of adversity, he served as a role model for resilience and determination. Mandela understood that, as a leader, his emotional state could have a profound impact on those around him (Bongila, 2011). Therefore, his self-regulation skills allowed him to lead by example and inspire others to persevere and remain focused on the bigger picture.

Kök Arslan & Turhan (2016) cited several causes of Mandela's self-motivation. He fought apartheid because he believed in justice and equality, even in difficult circumstances. Mandela believed everyone should be treated with dignity and equal rights, regardless of race. This unwavering belief motivated and guided him throughout his life. Mandela was also driven by his desire for peaceful change. Mandela supported non-violent resistance to overthrow apartheid despite its violence and discrimination (Bongila, 2011). He showed incredible self-discipline and resolve by protesting peacefully despite intense pressure and temptations to use violence. Mandela's personal hardships and sacrifices also motivated him, according to Nwagbara (2013). Despite harsh conditions and isolation in prison for 27 years, he remained committed to his cause. Mandela used this experience to strengthen and persevere. His words: "I learned that courage was conquering fear. The brave man conquers fear, not avoids it." This mindset helped him persevere and stay motivated in difficult situations. Mandela's self-motivation came from his ability to see beyond his own goals and focus on the greater good. He understood that fighting apartheid was for the liberation of a nation (Bongila, 2011). Mandela's selflessness gave him purpose and drive. Finally, Mandela's communication and inspiration skills boosted his self-motivation. His charismatic leadership and powerful speeches inspired domestic and international support (Garba & Akuva, 2020). Mandela's vision for a free and equal South Africa and his resilience and determination inspired many to fight for justice and equality.

Pietersen (2015) claims that Nelson Mandela's exceptional emotional intelligence was crucial to his leadership and life achievements. Our ability to recognise, understand, and manage our own and others' emotions is called emotional intelligence. Mandela connected with people emotionally by empathising with their suffering. Mandela was gifted at understanding and empathising with others. He recognised the long-standing grievances of black South Africans marginalised and oppressed under apartheid. Mandela rallied support and unity among the oppressed majority by understanding their suffering (Nwagbara, 2013). He used empathy to create a vision for a more equal and just South Africa, which guided his politics and leadership. According to Kök Arslan & Turhan (2016), Mandela's communication skills showed his emotional intelligence. He knew that effective communication required clear messages and consideration of his audience's emotions and perspective. Mandela often spoke from the heart, sharing personal stories that moved his audience. He could connect with people and inspire them to believe in his vision of a united, non-racial South Africa. Mandela's negotiation and conflict resolution skills relied on his emotional intelligence. He realised he needed to understand parties' emotions and motivations to negotiate and resolve conflicts. Mandela's ability to stay calm under pressure helped him defuse tensions and find mutually beneficial

solutions (Nwagbara, 2013). Mandela built trust and collaboration, which helped South Africa peacefully transition to democracy, by showing empathy and understanding. Mandela's reconciliation and unity relied on his emotional intelligence. Mandela sought forgiveness and reconciliation rather than revenge for apartheid crimes. His empathy and understanding of black and white South Africans helped him create a space for healing and unity (Pietersen, 2015). Mandela's emotional intelligence helped him unite a divided nation, promote forgiveness and understanding, and create a more inclusive future.

2.3 Comparison of Churchill and Mandela's Self-Leadership application

Hashimy et al. (2023) believe Winston Churchill and Nelson Mandela were great leaders who changed their nations and the world. Churchill and Mandela had different self-leadership styles, which affected their crisis leadership. Both had self-leadership qualities, despite their different leadership styles and circumstances. To compare and contrast their self-leadership, examine their personal traits and how they affected their crisis response. Barrett (2011) noted that Winston Churchill, the British Prime Minister during World War II, had several personal traits that helped him lead. He was determined, resilient, and indomitable. Churchill's tireless efforts to rally the British people and maintain morale during the war showed his self-discipline and vision. His self-confidence showed in his powerful speeches to inspire and motivate. Churchill practised self-leadership during one of the most difficult periods in history thanks to these traits. This class covers self-leadership, and Churchill excelled in self-awareness. He made strategic decisions and assigned tasks because he knew his strengths and weaknesses (Van Wart, 2017). Churchill's leadership style was sometimes autocratic, indicating a lack of self-regulation. Strong personalities and stubborn opinions sometimes caused conflicts and strained relationships with political colleagues. Nelson Mandela was humble, empathetic, and forgiving, according to Masciulli (2011). These qualities helped him bridge with his oppressors and bring South Africa from apartheid to democracy. He understood the struggles and aspirations of all South Africans, regardless of race or background, demonstrating his self-awareness. Mandela emphasised inclusivity and consensus-building in self-leadership, unlike Churchill. He understood the importance of diverse voices and actively sought reconciliation to heal apartheid. Mandela's self-regulation allowed him to stay calm and true to his beliefs even under extreme pressure and sacrifice. Mandela's self-leadership was tested during his presidency when he was criticised for not addressing South Africa's socio-economic issues (Barrett, 2011). Given the enormous constraints and competing interests he faced, he may have lacked the self-regulation to fully implement his vision for economic justice.

According to Hashimy et al. (2023), Winston Churchill and Nelson Mandela were influential leaders who changed their nations and the world. They use self-leadership components differently and similarly. Self-leadership requires self-awareness of values, strengths, and weaknesses. Churchill and Mandela were self-aware. Churchill, known for his determined spirit and strong personality, knew his leadership strengths and used them to inspire others during crises. Mandela was self-aware and knew that forgiveness and reconciliation could unite a divided nation (Van Wart, 2017). Masciulli (2011) said self-regulation is essential to self-leadership. It requires self-control and emotional management. Churchill and Mandela had great self-control, especially in difficult times. Churchill's composure in the face of overwhelming odds during World War II boosted British morale. Mandela's self-regulation kept him calm and optimistic during his long imprisonment, inspiring hope in his followers and showing his unwavering commitment to the anti-apartheid movement. Another important part of self-leadership is self-motivation, which helps people overcome obstacles. Churchill and Mandela were self-driven. Famous Churchill speeches inspired determination and resilience in the face of adversity (Van Wart, 2017). Mandela's determination to fight for a free and equal South Africa showed his self-motivation even after 27 years in prison. Churchill and Mandela's

self-leadership helped them succeed in crises. Their self-awareness, self-regulation, self-motivation, and varying degrees of self-confidence helped them lead their nations and make a global impact (Hashimy et al. (2023)). Despite their leadership styles, they both stood by their principles and provided hope and unity during difficult times.

Winston Churchill and Nelson Mandela led during crises, but their self-leadership styles differed. Winston Churchill demonstrated several key self-leadership components that contributed to his leadership success, Hashimy et al. (2023). His tenacity stood out. Even in World War II's darkest moments, Churchill showed incredible resilience. This determination helped him rally the British people and maintain morale during extreme adversity. Churchill exemplified self-confidence as a leader. He was confident in his abilities and national vision. His self-confidence allowed him to make tough decisions and stick to his beliefs despite opposition (Van Wart, 2017). Churchill was determined to defend Britain and its allies. According to Barrett (2011), Churchill's self-leadership was flawed. People criticised him for being stubborn and inflexible. His refusal to negotiate with Hitler and insistence on fighting until victory show this. This resolve worked, but it caused prolonged wars and deaths. Churchill's self-leadership may have been hampered by his inability to consider alternative strategies.

However, Masciulli (2011) noted that Nelson Mandela's self-leadership application showed his leadership strengths. He was admired for his forgiveness and reconciliation. Mandela forgave and united South Africans after 27 years in prison. It showed great emotional intelligence, a key component of self-leadership. Mandela also led with self-awareness. He knew his role as a leader was to fight apartheid and lead the country through a difficult transition. Mandela understood the importance of personal connections, consensus, and reconciliation. He navigated post-apartheid South Africa by empathising with others (Sosik, 2015). Mandela's self-leadership had flaws, according to Van Wart (2017). Some critics say he was too compromising and accommodating, compromising the country's economic and political stability. Mandela may have prioritised reconciliation and unity over assertive decision-making and leadership. This self-leadership trait may be a weakness. Churchill and Mandela were influential leaders, but their self-leadership styles differed. Churchill's stubbornness and inflexibility hindered Britain's recovery from World War II, but his determination and self-confidence helped. Mandela's forgiveness, emotional intelligence, and self-awareness helped bring peace and reconciliation to South Africa, but his compromising nature may have been flawed (Barrett, 2011). Both leaders had a strong sense of purpose, but their personalities shaped their self-leadership and crisis response.

2.4 Personal Attributes and Impact on Leadership in Crisis

Winston Churchill is widely regarded as one of the greatest wartime leaders in history, he displayed several personal attributes that greatly contributed to his success in times of crisis which are:

Kumar and Kumar (2022) claim Winston Churchill's resilience helped him lead during crises. His resilience and positivity inspired the British people during World War II and shaped his leadership style. Churchill was resilient because he learned from failures. He suffered many setbacks, including World War I military defeats and political defeats. Churchill learned from his failures rather than dwelling on them. His mindset allowed him to adapt and improve even when faced with seemingly insurmountable challenges (Sosik, 2015). Gibson and Weber (2015) noted that Churchill's resilience was especially evident during World War II, when he led Britain through one of its most difficult periods as Prime Minister. The Luftwaffe bombed Britain constantly, killing thousands. Churchill vowed to overthrow the Nazis despite the pressure and threat to his life. Churchill's speeches that inspired the British people are a famous

example of his resilience. These speeches gave the public hope and showed Churchill's resilience (Kumar & Kumar, 2022). Churchill showed resilience during World War II through his leadership and decision-making as well as his inspirational speeches. His Cabinet critics and opponents did not deter him from his strategy of victory at all costs (Rao, 2013). Churchill understood the importance of unity and refused to back down when challenged. Remaining true to his beliefs and leading with determination shaped the war.

Churchill's determination helped him survive World War II and inspire others, according to Rao (2013). His unwavering belief in Britain's global role shaped the war. Churchill's refusal to surrender to the Nazis showed his determination. Despite overwhelming odds and the possibility of invasion, he believed Britain would never surrender. This uncompromising stance boosted morale and solidified Britain's position as Hitler's main opponent. Churchill's persistence in uniting the Allies against Germany showed his tenacity. He relentlessly promoted a united front against Nazi Germany, despite initial resistance and scepticism from some nations (Theakston, 2012). His persuasion led to the Grand Alliance, which helped defeat the Axis powers. Axelrod (2009) noted that Churchill's ability to stick to his decisions despite criticism or resistance showed his determination. He believed in himself and took calculated risks to achieve his goals. He was resolute in his strategic decisions during the war, such as defending Britain in the Battle of Britain and invading Normandy on D-Day. By showing his steadfastness, Churchill inspired his followers to be resilient and persistent. Churchill's determination inspired his country and earned international respect (Moon, 2021). He proved that strong leadership and tenacity can overcome seemingly insurmountable obstacles. Churchill's determination helped him succeed in crises. His clear vision, refusal to surrender, persuasiveness, and resolute decision-making inspired his followers and led Britain to World War II victory (Axelrod, 2009). Churchill's unwavering belief in his beliefs stands as a testament to leadership determination.

Moon (2021) said Churchill's charisma inspired and influenced others. His charisma captured listeners' hearts and minds. Churchill could captivate a room of politicians or the public with his speeches. Churchill's charisma helped him rally the British people during crises. His "We shall fight on the beaches" speech shook the nation. In these speeches, Churchill inspired hope and determination in the face of trouble. He encouraged the British people to persevere by reminding them of their strength and resilience (Godshalk & Sosik, 2007). Gibson & Weber (2015) noted that Churchill's charisma helped him communicate with world leaders and form alliances. Charm and wit helped him connect with foreign diplomats and politicians. His ability to make others feel at ease helped diplomatic negotiations and build relationships. Churchill's charisma helped build the "special relationship" between the US and UK by allowing him to connect with American leaders like Franklin D. Roosevelt. Churchill's charisma also inspired loyalty. Workmates respected and admired him for his unwavering commitment to his beliefs and confidence and determination (Hardy, 2010). Churchill built a close-knit, dedicated team that was inspired by his charisma. Churchill's charismatic presence helped him lead during crises by connecting with people emotionally. His genuine empathy and understanding helped him understand British fears, hopes, and aspirations (Godshalk & Sosik, 2007). This emotional bond strengthened Churchill's relationship with the nation, making him trustworthy.

2.5 Analysis of Mandela's Personal Attributes and Their Impact

According to Pietersen (2015), Nelson Mandela possessed a combination of personal attributes that played a significant role in shaping his leadership style and success during times of crisis. These attributes included his determination, resilience, empathy, and ability to build strong relationships.

Nwagbara (2013), pointed that Nelson Mandela's determination was a defining characteristic of his life and played a pivotal role in his fight against apartheid and pursuit of equality in South Africa. From his early involvement in political activism to his years of imprisonment and eventual presidency, Mandela consistently showed an unwavering commitment to his cause. Mandela's determination was evident early on in his career as a lawyer and activist. He played a key role in the founding of the Youth League of the African National Congress (ANC), which sought to challenge the racial injustices of apartheid. Despite facing opposition and persecution from the government, Mandela remained steadfast in his beliefs and continued to advocate for racial equality and justice (Kök Arslan & Turhan, 2016). Gibson & Weber (2015) further noted that the true test of Mandela's determination came during his long years of imprisonment. In 1964, Mandela was sentenced to life imprisonment for his anti-apartheid activities. Many individuals in his position would have been crushed by such a severe sentence, but Mandela refused to give up or compromise his principles. He used his time in prison to further educate himself, engaging in correspondence courses and studying law, politics, and philosophy. This demonstrated not only his determination to resist the oppressive system of apartheid but also his unwavering belief in the power of education and knowledge (Garba & Akuva, 2020).

Mandela's perseverance during his imprisonment rallied support both within South Africa and internationally. His refusal to back down inspired a generation of activists and galvanized the anti-apartheid movement. Mandela's relentless determination became a symbol of hope and resilience, and his ability to stay dedicated to his cause despite the immense challenges he faced earned him admiration from people around the world. After his release from prison in 1990, Mandela continued to exhibit his determination in negotiations with the apartheid government. Despite the many setbacks and obstacles encountered during the negotiations, Mandela remained focused on achieving a peaceful transition to democracy (Gibson & Weber, 2015). His determination to overcome the deep divisions in South African society and create a united and just nation resonated with people from all walks of life and helped pave the way for a democratic South Africa. Mandela's determination also played a crucial role in his presidency from 1994 to 1999. During this time, he sought to heal the wounds of apartheid and promote reconciliation and equality. Despite facing significant challenges, such as the Truth and Reconciliation Commission and addressing economic disparities, Mandela remained committed to his vision of a united and prosperous South Africa (Garba & Akuva, 2020).

Kök Arslan and Turhan (2016), noted that Nelson Mandela's resilience in the face of adversity is one of the most extraordinary aspects of his life. After spending 27 years in prison for his anti-apartheid activism, Mandela emerged with an unwavering determination to fight for freedom and equality in South Africa. This resilience was evident in his ability to bounce back from setbacks and adapt to changing circumstances. During his time in prison, Mandela faced numerous challenges and hardships. He endured physical and emotional abuse, isolation from his family and loved ones, and the constant threat of punishment and repression (Garba & Akuva, 2020). However, instead of succumbing to despair and bitterness, Mandela used this time to educate himself, strengthen his resolve, and further develop his political ideology. When Mandela was released from prison in 1990, he faced an entirely different set of challenges. South Africa was undergoing a tumultuous transition from apartheid to democracy, and Mandela was tasked with leading the African National Congress (ANC) and the country towards reconciliation and healing (Gibson & Weber, 2015). This transition was not smooth sailing, as there were deep divisions and resistance from various factions. Nwagbara (2013), pointed that Mandela's resilience enabled him to navigate these obstacles with grace and determination. He was able to forge strategic alliances with former adversaries, such as President F.W. de Klerk, and negotiate a peaceful end to apartheid. Mandela understood the importance of reconciliation and forgiveness in building a united South Africa, and he actively

worked towards achieving these goals. Furthermore, Mandela's ability to adapt to changing circumstances was crucial in his success. He understood the need for compromise and pragmatism, even when it meant making painful sacrifices. For example, Mandela accepted the truth and reconciliation process, which allowed perpetrators of gross human rights violations under apartheid to seek amnesty in exchange for confessing their crimes. This decision was met with criticism from some, but Mandela recognized the necessity of moving forward and building a peaceful and inclusive society (Garba & Akuva, 2020).

According to Gibson and Weber (2015), Nelson Mandela's empathy and ability to understand and connect with people from all walks of life were instrumental in his leadership during times of crisis. These qualities allowed him to effectively address the concerns and needs of individuals, build bridges between different groups, and ultimately gain their trust and support. Firstly, Mandela had an uncanny ability to listen to people's concerns. He recognized that in order to lead, he needed to understand the challenges and experiences of the people he was serving. By actively listening, he not only showed respect for their opinions, but also demonstrated that their voices mattered. This allowed him to address their concerns directly and effectively. Furthermore, Mandela's empathy enabled him to validate people's experiences. He understood that individuals have different backgrounds, and their perspectives may be shaped by their unique circumstances. He acknowledged the struggles and hardships faced by people from all walks of life, and by validating their experiences, he made them feel heard and understood (Garba & Akuva, 2020). This fostered a sense of unity and common purpose among diverse groups, making it easier for them to come together and work towards a shared goal. In addition, Mandela's empathy allowed him to build bridges between different groups. He recognized that unity was essential in overcoming systemic injustices and division. By understanding the feelings and concerns of different communities, he could find common ground and promote dialogue and understanding (Nwagbara, 2013). K k Arslan & Turhan (2016), noted that Mandela actively sought to bring people together, regardless of their race, ethnicity, or social status, and encouraged them to work towards a shared vision of a more equitable society. Importantly, Mandela's ability to connect with people from all walks of life enabled him to gain the trust and support of individuals who may have been sceptical or resistant to change. His empathetic approach allowed him to build authentic relationships and establish credibility among those he sought to lead. By demonstrating that he genuinely cared about the well-being of all individuals, Mandela was able to break down barriers and inspire even the most sceptical to join his cause (Garba & Akuva, 2020).

3.0 Conclusion

Reviewing Winston Churchill's and Nelson Mandela's lives and actions reveals that both leaders possessed certain qualities and used aspects of self-leadership that contributed to their success. However, each leader had a distinct approach and level of success in implementing these components. Churchill, best known for his leadership during WWII, demonstrated several key components of self-leadership. First, he demonstrated self-awareness by identifying his own strengths and weaknesses. He was well aware of his skills as an orator and used his speeches to inspire the British people during times of crisis. Furthermore, Churchill demonstrated self-regulation by remaining calm and positive in the face of adversity. His unwavering determination and resilience were notable characteristics that aided him in navigating the challenges of war. Nelson Mandela, the iconic leader who united South Africa after the apartheid regime, on the other hand, exhibited self-leadership characteristics. Mandela demonstrated self-motivation by remaining committed to his cause of eradicating racial inequality even while imprisoned for 27 years. He demonstrated self-efficacy by believing in his ability to effect change and bring a divided nation together. Mandela's ability to empathise and connect with people from all walks of life exemplified his self-awareness and interpersonal

skills. The lessons that these two leaders can teach current and future leaders are numerous. Leaders must be self-aware, recognise their own strengths and weaknesses, and be open to different points of view. Self-control, resilience, and determination are also important qualities that can assist leaders in navigating crises. Empathy and the ability to connect with people from diverse backgrounds are also important in uniting communities and fostering long-term change. Current and future leaders can gain valuable insights into effective leadership during times of crisis by studying the self-leadership components practised by Winston Churchill and Nelson Mandela and applying these lessons to their own leadership journeys by studying the self-leadership components practised by Winston Churchill and Nelson Mandela.

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