

CHAPTER 6

SOCIAL LEADERSHIP

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ABSTRACT

It is possible that most people in the world have the proper elements to be social leaders. However, in order to reach this realization, it is necessary for the individual to evaluate several issues and answer some key questions. In this study, which will attempt to enlighten readers in order to make anyone a better social leader, the following issues are discussed: the changing of leadership in the new age, what makes a social leader, the elements of social leadership, and the connection between social economy and social leadership. Social influence results in new beginnings in social leadership. According to this, social leaders strive for social good by taking responsibility, devoting themselves to the social issues of the world, and contributing to the development of society. The entire world should be witness to how these new leadership styles, which severe leadership from its classical understanding and removes a great deficiency in society, will make the world an even more beautiful place.

Keywords: Leadership, Social Leadership, Social Leaders

*“A good leader leads the people from above them.
A great leader leads the people from within them”*

M.D. Arnold

Introduction

There are individuals around the world who see and understand the social, cultural, economic and environmental problems experienced by the information society and are around them with their concerns. With these sensitivities and insights, it seems possible that most people in the world have the qualifications to be a social leader. The products and services of organizations with social leaders find greater response in consumers, and organizations can better express themselves to the outside world. In this section, which will try to enlighten the readers in order to become a better community leader, the change of leadership in the new age, what the social leader is, the elements of social leadership and their relationship with each other are discussed. This chapter, which deals with the relationship between social economy and social leadership, will also talk about successful social leaders who have inspired many people.

1. Redefining Leadership for the New Age

Leadership is the process of gathering a group of people around certain goals as well as gathering the knowledge and skills necessary to achieve those goals (Eren, 2004: 431). Thus, leading means enabling people to have team spirit, mobilizing, directing, managing, relegating, and ensuring success (Tabak, Yalçınkaya and Erkuş, 2007: 4). Leadership is also defined as the ability to do a job that others would not be able to do or would have difficulty doing (Drucker, 1998: 133). Many studies have been carried out regarding which characteristics exist in people with this ability, with the conclusions being that leaders emerge due to certain superior physical and psychological characteristics (Duncan, 1981: 218). Davis and Newstrom (1989: 205) have stated: “Leadership is also the process of bringing potential to reality. just as a mysterious substance turns the caterpillar into a butterfly it potentially possesses, the leader harnesses the organization’s potentials and carries it to success.”

The concept of leadership has been of constant interest to researchers. Every researcher the topic has given leadership a different meaning from their own point of view. One of the most discussed issues is the inadequacy of the solutions produced in the changing conditions of social or business life in the face of increasing and constantly changing demands and expectations. This situation has caused the concept of leadership to be constantly on the agenda, and as the defined leadership types were insufficient, researchers strove to define a

new leadership concept that would meet the increasing expectations (Kızıldaş, 2018). At the beginning of the 20th century, a structuring that traditionally attaches importance to authority (such as a leader-centered approach based on position and authority, power, focus on success, and hierarchical relations) was considered important (Komives and Dugan, 2010: 112). A modern understanding of leadership emerged towards the end of the 20th century, as the industrial understanding could not meet the needs of the modern world (Hogendorp, 2012:35). In recent years, businesses have undergone unprecedented changes by moving away from top-down leadership structures and producing new leadership styles that evolve according to needs (Chahal, 2016).

On the other hand, the expectations of social responsibility from businesses are increasing. Leading companies are now required to show global leadership, not only in terms of “responsibility,” but also in relation to the impact of the company on society and the outcomes of which various stakeholder groups are concerned. The notions of thought leadership, multi-stakeholder leadership, and performance leadership has become imperative in terms of social impact, even for companies that would be perceived as an ethical with strong brand reputations (Gröschl, 2016).

The fact that societies are constantly changing and developing also changes people and their environmental conditions, causing the previously valid leadership styles and behaviors to lose their validity. In other words, it is seen that different styles of leaders have emerged in various periods in the historical development of humanity, suitable for every place, situation, time, and condition (Buluç, 1998: 2). If there is no purpose, the reason for the existence of the organization disappears. Organizations have a method, a leader, or a manager in order to achieve their goals. The duty of these leaders and managers is thus to bring the organization to its goal. A leaders’ success is measured by whether the organization to which they belong can achieve its desired goal. Leaders who can reveal the talents of all individuals in the organization with scientific methods and in the most appropriate way and can gather them together with the participation of everyone will be the successful leaders of today and the future.

The new leadership skills that existing and working leaders possess in order to be effective and differentiate themselves from the leaders of the past in the conditions of the modern world can be listed as follows (James, 1997):

Looking with a new eye: The leader should make it a habit to look at the present situation and at the future without prejudice, by unconditionally destroying what has been accepted as right and wrong in the past.

Knowing the future: The leader should be able to see how the future will be shaped by perceiving the effects of the driving forces behind today's developments.

Speeding up the response time to incidents / situations: The leader should be able to make fast and appropriate decisions in today's period of intense change and development.

Do more with more or less: The leader should be able to use the scarce resources more efficiently.

To have a vision: The leader should be able to determine the outlook and future trajectory of the organization with the vision they have.

Creativity: The leader must be creative. Providing and developing change can only be achieved by revealing new ideas.

Honesty and trust: Leaders should establish a culture of integrity by using the principle of honesty. In this way, employees will have the courage to express their opinions.

While definitions of leadership may differ, the definition that includes the common aspect of all of them can be written as follows: to benefit a society or organization. Social leadership is a special type of leadership. Social leaders, which will be discussed in detail in the next section, are the natural leaders of the society who stand out with their social activities and can easily influence people. The technology and information age is a period in which complex problems exist, which necessitates complex leaders. Thus, social leaders will provide a useful contribution in dealing with and solving these complex problems.

In the years following the onset of the information age, the search for new leadership continued. The transformation of leadership has become more widespread and important than ever before. As it is today and in the future, leaders will continue to contribute and direct the society in all areas of life. Developments resulting from the rapid proliferation, spread, and continuous self-renewal of information and technology have affected the concept of leader, leading to the emergence of new types of leadership. One of these leadership styles is social leadership. In the following section, social leadership will be discussed and examples of social leaders will be provided.

2. Social Leadership and Social Leaders

Beyond the leadership that we encounter everywhere, the concept of social leadership ended the search for a type of leadership that has the power to influence society, is aware of the rapidly changing world, is devoted and willing enough to devote itself to the path it

believes, and can impact society through change and transformation (Kızıldağ, 2018). There are many problems in the modern world, such as: global warming, environmental pollution, injustice in income distribution, problems in education, corruption, hunger, obesity, and terrorism. Experts on the subject have purported that far from solving the world's problems, the scope and complexity of these problems are increasing. If even listing the problems of the world is a job in itself, how will these problems be solved? This is where social leaders come into play (Güray, 2014).

Social leadership is similar to a type of authority given to the leader by the community: it is based on a reputation gained over time. It is contextual and consensus based. While the formal organization can give you formal power, the only thing that can give you social authority is the community around you. Why is this important? It means that communities are at the heart of our success, as we live in a time of constant change, where technology is democratized and new forms of power emerge that are socially empowered. Social leaders help us understand things and be more effective. Social leadership is a mandate given to us by the community: it is also important because it enables us to be extremely effective (Stodd and Loudon, 2017).

How can we differentiate a social leader from someone who does not possess the appropriate qualities? The answer to this question can be summarized as follows (Afshar ve Martin, 2012):

Table 1: Who is a Social Leader?	
Who is?	Who is not?
Optimistic	Pessimistic
Inspiring	Controlling
Forward-thinking	Looking to the past
Open-minded	Loyal to tradition
Proactive	Reactive
Reliable	Unreliable
Responsible	Does not take responsibility
Generous	Selfish
Original	Unoriginal
Collaborative	Uncooperative
Source: Afshar and Martin (2012). <i>The Pursuit of Social Business Excellence</i> , Published by Charles Pinot.	

Social leaders strive to face challenges and act together in the face of these challenges, adapting to conditions and unlocking the potential in people. Regardless of one's role in leadership, there are some basic social leadership practices and principles that help individuals and organizations stand out from the rest and deliver meaningful results to both the organization and the people. These can be mentioned as (Cooper, 2015):

- **Clarifying and presenting the unity of personal, organizational, and social purpose.** When we don't understand why we exist, our future will be limited. As individuals, we can easily stray from the path, become confused, and face loss of effectiveness when we move forward without setting our goals. Worst of all, without a goal, we will become increasingly indifferent to customers, stakeholders, and communities. Working towards a goal will also positively change our bond with people and our leadership ability.
- **Overcoming complex challenges.** Social leadership equips people with a new way of working and thinking about organizational and systemic challenges. Of course, real change is never only technical or organizational. It is about helping people with different attitudes, values, assumptions, and skills find a way to work together.
- **Working with authority and courage.** It takes expertise, skill, and authority to lead and bring about change, but most importantly, it takes the courage to "do the right thing" with the power we have. When we can understand this in relation to our power, it will be perceived as the first step to taking responsibility for our system and those around us.
- **Enable different groups of people.** Social leadership produces people who are self-aware and capable of change, who can work towards a common goal despite differences. This means attracting the attention of people from various sectors, with different values and different backgrounds, such as gender, culture, age, and experience. We cannot innovate if we continue to do business with people who, according to social leaders, are the same as us.

- **To create an environment where leaders, not just followers, are cultivated.** Social leadership is concerned with making an environment which empowers and gives leadership to participants at all levels. When supported within an organization, social leadership brings to that organization fairness, kindness, and respect for others. Organization staff aligns customers and stakeholders with the values and activities of the organization.

Social leadership focuses on building better business structures. It consists of strengthening social networks so people can connect to do their jobs better. Social leaders practice and encourage the mastery of personal knowledge so that everyone can take responsibility for making meaningful decisions and sharing knowledge. Since best practices cannot adequately handle complexity, it is necessary to encourage them through continuous learning and active experimentation. In a transparent and open organization where everyone is responsible, contributions will arise from the entire network. Social leaders are thus builders who focus on fostering a more social workplace. In many organizations, there are individuals who do this well. However, the reaction from those within the organization ranges from overwhelming fear and a desire to control to active empowerment. Because social leadership exists within communities, organizations cannot demand or control it. Instead, they can establish spaces and grant permissions to build an environment of empowerment. However, when organizations reject these situations and limit its development, social leadership will still exist, only out of sight and in opposition to the organization. Social leaders are nodes within a network: they come to mind because they are visible. The most important thing to remember is this that when organizations allow those with formal leadership to become social leaders, it also helps everyone who holds power. However, anyone can become a social leader, even if they possess no formal authority (Stodd and Loudon, 2017).

Social leaders have the necessary skills, perspectives and self-awareness to both manage their business and maintain social impact. It turns out that in the 21st century, we need a different type of leader than those of the past. The top-down and autocratic styles that were influential in the last century are no longer enough. Social leaders understand the value of the social impact that they work to produce in their societies. Social leaders are needed in society to achieve sustainability goals.

To understand what social leadership is, it is necessary to look at examples of social leaders around the world. One such leaders is undoubtedly Mahatma Gandhi. Mahatma Gandhi left his mark on the world in many different ways. As the architect of India's independence movement, he achieved great success with a form of nonviolent civil disobedience that would inspire millions of people around the world. World leaders, scientists, philosophers, and even entrepreneurs have taken inspiration from Gandhi. He was born in 1869 in India. At the age of 18, he went to London to study law. The 24-year-old Gandhi returned to South Africa after studying law, where he witnessed discrimination and racism first hand. Perhaps the biggest turning point in young Gandhi's life occurred on June 7, 1893, when he was thrown out of the train station by a white man after refusing to go to the back of the car. This would be Gandhi's

first but not last act of civil disobedience. In 1906, Gandhi planned and launched the first mass campaign of civil disobedience in South Africa. He would spend the next nine years fighting for Indian rights in the country before returning home to fight for India's liberation. Over the years, Gandhi would become one of the leading figures in the liberation movement. Gandhi was killed by an extremist Hindu who was angry with the leader of India's independence showing understanding to Muslims. Gandhi, who spent his life preaching nonviolence, was killed by a man with a pistol at close range. Throughout his life, Gandhi encouraged millions of people to take action, sending messages of love, tolerance, and the avoidance of greed. This cause has inspired various civic movements around the world. Gandhi is today regarded as one of the greatest leaders of the 20th century (History, 2021; Cultural India, 2021).

Social leaders strive to make the world and their organizations better than they are, through social action and personal contributions. Accordingly, another social leader worth mentioning is Bill Gates. Gates, one of the first names that comes to mind when technology is mentioned, first encountered the computer at school. He had to pay to use this computer, and when he ran out of money, he hacked it so he could use it for free. At this point, it can be said that young Gates had a creative career in technology. He came from a middle-class family living in Washington and remained on good terms with his mother. He showed a talent in business and entrepreneurship from a very young age. When he was 15, he had already started a business with his friend Paul Allen. In doing so, they did not realize that they were on their way to changing the way the world communicates within five years. In 1975, Gates and Allen founded Microsoft and invested everything they had into it. Gates' vision, smart strategies, and work ethic have made Microsoft one of the largest technology companies in the world. After just two years, the company went global. In 1985, Gates made his mark on the world. This would be the year Microsoft released its most important project, its Windows software. While Gates has long been among the richest people in the world, it turns out that these riches came through various sacrifices. He worked tirelessly to establish Microsoft and maintain the pace of leadership in an increasingly competitive market. By 2014, Gates stopped working actively and resigned from his role as president, remaining on as only a technology consultant. Today, Microsoft employs thousands of people around the world with a very high income. Incredibly, Microsoft is not the only important aspect of Gates' legacy. Bill and his wife Melinda Gates, philanthropists, established a foundation designed to improve healthcare and reduce extreme poverty around the world, making it the largest private foundation in the world (Biography, 2018; Stone, 2014).

In social leadership, unlike the classical task leadership, the tasks of getting the team members excited about the project to be done, increasing their energy, inspiring the team

spirit, and benefiting the society take precedent. İbrahim Betil is another example of someone who embodies these qualities. Betil is a social leader who inspires many people by carrying his knowledge and opportunities which revolve around social benefit outside his country. In 1995, he founded the ENKA schools, first in Istanbul and then in Adapazarı. Betil is an education-oriented social leader, founding and chairing the Education Volunteers Foundation of Turkey in 1995. By reaching a large number of young people, the foundation has spread the act of volunteering among society. Betil, who was not indifferent to the shortcomings he saw in his society, formed the “Neighborhood Disaster Volunteers” after the 1999 earthquake in Turkey. In 2008, he founded the Teachers Academy Foundation and contributed to hundreds of thousands of teachers in terms of professional development, providing a real example of social leadership. By establishing the “Association for Support to Qualified Change and Development in Social and Economic Life” in 2002, Betil aimed to support underdeveloped countries such as Gambia and Senegal. The organization also develops animal husbandry and makes water wells in these countries. İbrahim Betil is a social leader who wants to play a role in changing the world, with the projects he has initiated being proof of this (Kızıltas, 2018; Eryar Unlu, 2015).

Social leadership requires the use of awareness, creativity, and personal skills to face the problems encountered, solve these problems, adapt to any system, and activate the yet unexplored potential. Social leadership is about bringing people together and setting common goals for all, thus mobilizing them. Social leaders can actually be considered as the natural leaders of society. The hearts of social leaders beat not only for themselves and the organization they work for, but also for others, namely to be useful to society.

3. Elements of Social Leadership

Leadership is an issue that needs to be discussed once again in society. It was predicted that the importance of leadership would rapidly increase in recent years as globalization, migration, terrorism, climate change, and AIDS raised new challenges, fragmenting the existing social structures and changing others. Recently, however, these changes have accelerated further. Along with these social and environmental problems, the current financial and economic crisis has had a great impact on the world we live in. Thus, two important elements of social leadership have been discussed. These are elaborated on below (Jackson, 2013) ;

Social leaders establish new ecologies for learning

Inspired by the vision of a better society, social leaders establish their processes, relationships, networks, interactions, tools, technologies, and activities in such a way that

provide opportunities and resources to learn, develop, and achieve something of social value. As they embrace people who share their spirit, values, and beliefs and incorporate them into their learning ecology, they build new ecosocial systems for change.

Social leaders develop and achieve the social change they want to see

Social leaders focus on ideas and goals that motivate themselves, developing them with the help of others so that they can be implemented more easily. Development means progress or movement from a simpler or lower form to a more advanced, mature, or complex form or stage. Development is the process of reaching certain goals in certain ways or a trajectory in which certain things are changed or achieved. It is the process that allows everyone to change themselves and the social worlds they live in. It is the process by which new things (material or virtual objects), social practices, and performances exist or are changed.

Processes related to social leadership are communities, reputation, co-creation, social capital, and collaboration. Social leaders understand communities: they live in many, but play varying roles in each. They work to support these communities by acting with humility and generosity to support others and ensure their success. Thanks to these actions, they gain reputation. The authority given to us by society is the prestige that leads to social authority. Social leaders work together to improve these communities; they have high social capital and the ability to survive and develop in this new world. Social leaders build high social capital in others, ensuring that no one is left behind, unauthorized, or disenfranchised by inequality. Social leaders can collaborate widely, as they rely not only on the official authority, but also on their social authority. Social leaders lead organizations, selecting what to focus on, striving to be effective storytellers, shaping and sharing magnetic narratives, and learning to share these stories intelligently (Stodd and Loudon, 2017).

The term “social leader” is often defined as being a pioneer of causes that will initiate social impact and of the founders of organizations that serve such a goal. These are people who follow a specific mission and strive for social transformation. They are very charismatic and highly communicative. These traits make it easy for them to inspire an increasing number of people. Social leaders are those who correspond to what would be identified as a strong leader. Without this type of leadership, a number of organizations would not exist, or would be recognized much later. The best example of a strong leader is Eknath Awad and the defense of the rights of Dalits (untouchables) in India (Carreras, Leaverton and Sureda, 2009). Carreras, Leaverton and Sureda (2009) describes Eknath Awad as follows:

“Eknath Awad is one of the leaders of Dalits in a rural area in Maharashtra State of India. Eknath has an extraordinary story. He is the founder and leader of the Rural Development Center (RDC), an Indian organization that has been collaborating with Intermón Oxfam for years. The hope Eknath conveyed was inspired by his own life. The son of slave workers and members of the Dalit family, he started fighting for change at a young age. He has always found the strength to work and study. He liberated his parents, studied law, and after graduation, encouraged the RDC to protect the rights of Dalits. Although there are times and situations when hope seems impossible, the faith and efforts of many who work to change these situations are encouraging and keep the hope alive that everyone can and should live with dignity. Eknath’s dedication and the work of the RDC have improved the living conditions of Dalits through organization, social conscience, education and training, access to fertile land, etc. He improved it in terms of irrigation and credit. Similarly, the RDC has launched and conducted an intense campaign at the national level to ensure that education is recognized as a fundamental human right in the Indian Constitution and therefore can be claimed from the government.”

As can be seen above, there has been an attempt to reveal the elements of social leadership that have emerged as a new type of leadership in the conditions sparked by the changes of the time. In such an environment of dynamic change, managers have to have a different understanding of leading or managing than before and take on different roles. Knowing the elements of social leadership will guide individuals and teams through their journey into the new century and enable them to experience social collaboration and co-creation. Social leaders are sufficiently unifying and inclusive leaders. Their aims and social issues they deal with: human rights, the environment, poverty alleviation, AIDS, the homeless, and development cooperation, among other such matters. Social leaders seek to unite a large number of people who will serve the same purpose and will address and defend these issues.

4. Links Between Social Leadership and Social Economy

The concept mentioned here has been known by different names in different countries, including some names as: social economy, solidarity economy, third sector, non-profit sector, voluntary sector, and civil society. The social economy scope used here includes non-profit, social enterprise, and cooperative organizations (Quarter, Mook and Armstrong, 2009; Mook, Whitman, Quarter and Armstrong, 2015).

Defining the social economy is not an easy task, as it encompasses a large number of stakeholders among the private and public sectors. According to the definition adopted by the

European Commission, social economy initiatives are economic, with social players being active in all sectors of society, establishing such initiatives to respond to people's needs. (Samaritan International, 2021). According to another definition: "The social economy includes all economic activities, especially by cooperatives, associations and mutually beneficial communities." The prominent features of the social economy are: (Defourny and Develtere, 1999):

- To serve its members or the community before profit,
- Autonomous administration,
- A democratic decision-making process,
- Priority of people in income distribution and working on capital.

It is possible to say the following for the enterprises in the social economy (Neamtam, 2005):

- Aims to provide services to its members or the community rather than just for profit,
- Establishes a democratic decision-making process that ensures the participation of followers and employees with the developed by-laws and codes of conduct,
- Prioritizes people and works on capital in income and surplus distribution,
- Bases its activities on the principles of participation, empowerment, and individual and collective responsibility.

As can be seen, social economy relates to the solution of social problems such as: the reduction of hunger, elimination of poverty, the elimination of inequalities in society and public health, security, community development, community welfare, and environmental development. It focuses on such topics: unemployment, poverty, and the right to education and health in today's world, as well as support mechanisms (such as retirement, social assistance, etc.) and policies that provide solutions to such needs as housing. It constitutes the most important areas of social economic policies. These areas are not just individuals or groups at risk; social economy affects a wider society with its results and costs. From this point of view, social economy policies are the most indispensable part of a holistic development strategy. Social leaders, on the other hand, are also aware that the world can suffer if they do not fulfill their duty in what they see as a life purpose, believe in, and commit themselves to, as described above. The actions of social leaders are in line with the policies of the social economy.

One of the best examples of this is Zhang Chaofan, who is not indifferent to what has happened, despite her young age. She is an example of a very young social leader. While she was born without a left arm, she did not let her disability stop her. After coming first in the national school ranking, Chaofan was accepted into the Beijing University of Technology and Business. During her summer vacation following her second year of college, she taught in the poverty-stricken mountain regions, with this experience inspiring her to get involved in education. After graduation, she returned to her hometown in the Jilin Province and founded the Chaofan Education Group and the Chaofan Public Welfare Dream Grant. This organization provides scholarships each year to help students from low-income families to learn painting and take art exams. Over the past eight years, Chaofan has delivered many motivational speeches at colleges and has donated substantial funds to help many poor and diverse children in the mountainous areas, in addition to teaching traditional Chinese culture for free. During the COVID-19 outbreak, the Chaofan Public Welfare Dream Foundation collected medical supplies, such as surgical masks, protective gear, medical alcohol, gloves, and shoe covers, and sent them to the forefront of the fight against the pandemic (United Nations, 2020; Junhong and Huiying, 2018).

Social leaders do not only focus on their company's priorities and goals; they are leaders who also attach importance to issues that concern society, such as nature, environment, climate, income distribution injustice, and discrimination. Another example of such a leader is Hayrettin Karaca. He was born on April 4, 1922 in Bandırma, Turkey. Karaca completed his secondary education at Istanbul Boğaziçi High School. After his high school education, he became the head of the knitting workshop. He then founded Karaca Knitwear, which became a well-known brand the country's first knitwear exporter. Karaca, who loves literature and nature, began traveling throughout every part of Anatolia. Examining the trees and vegetation, Karaca collected specimens from them and cultivated them in their gardens in Yalova. In his 50s, he established Turkey's first private arboretum. He collected seeds from every place he visited at home and abroad, visited botanical gardens and made connections. Today, the Karaca Arboretum in Yalova is known by botanists all over the world. Arboretum Magazine, published twice a year, became a forum where scientists' research and opinions were published. The arboretum, which hosts 14,000 species, also draws attention as a gene conservation center for the country's endangered species. Franz H. Meyer, professor of ecology at Hannover University, said of Hayrettin Karaca, "I have never come across anyone who is so devoted to working for the benefit of humanity without any self-interest." While touring Anatolia, Karaca became aware of the threat of rapid desertification. He saw plant species disappear.

Destroyed pastures, dried waterfalls, and destroyed forests spurred him into action. In 1992, he founded the TEMA Foundation (Turkish Foundation for Combating Erosion, Afforestation and Conservation of Natural Assets) with his industrialist friend Nihat Gökyiğit. Their aim was to draw the public's attention to the danger of erosion and desertification in Anatolia, as well as to make contributions to this struggle become part of the national policy. The slogan of TEMA foundation is: "Don't let Turkey be a desert." This slogan had a great impact on society. The world's first "Earth" Summit, held in Rio de Janeiro, Brazil in June 1992, was an important turning point in terms of states around the world acknowledging the destruction caused by humans on ecosystems and globalizing the struggles against it. The summit also played an important role in the emergence of civil society as a strong actor with the slogan "We Grow Hope." The TEMA Foundation was established on September 11, 1992, just a few months after the Rio Summit. Regardless of the audience and its number, whether at a scientific conference consisting of a few people in a village cafe or with academics and government officials, Karaca never gave up speaking and working to raise environmental awareness. He has received many awards from national and international organizations. Due to his work, he was awarded an honorary doctorate from various universities. Some of the awards he has received include: The Presidential Culture and Art Award, the Right Life Award (also known as the "Alternative Nobel"), and the United Nations Forest Hero award (TEMA, 2021; İndigo Dergisi, 2020).

As can be seen from the examples, social leaders are people who make sensitivity to social issues an integral part of their work (vision, mission, culture, values, and strategy). Social leaders are excellent role models in society, regardless of the field they work in. Such leaders can be considered "one of us" who take on a social problems that they live through or see, take action, motivate other people and institutions in this direction, and have empathy.

Social economy actors are active in all sectors of society to meet the diverse needs of people. They are distinguished by their different ways of doing business: a form of entrepreneurship, co-decision, and democratic governance driven by a general interest or social goal rather than economic performance and combining the principles of solidarity and social justice with strong participation. All these traits improve the environment in which social leaders present themselves and act in.

Conclusion

The concept of social leadership, a novel concept that meets the needs of the modern age, has been explained in this chapter. Social influence leads to new beginnings in social

leadership. Social leaders strive for social good by taking responsibility to devote themselves to the social issues of the world and to contribute to the development of society. The entire world should bear witness to how this new leadership style, which breaks leadership from the classical understanding and removes a great deficiency in the society, makes the world even more beautiful.

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