

Iqbal's Philosophy and Norse Leadership: A Cross-Cultural Exploration

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Abstract

This research explores the leadership traits of Ragnar Lothbrok and Uhtred of Bebbanburg through the lens of Allama Muhammad Iqbal's philosophy of Khudi. By analyzing these figures from Western historical and fictional narratives, the study bridges Eastern and Western perspectives on leadership. Key findings include the significance of Khudi (self-development) for effective leadership, the importance of courage, resilience, and ethical conduct, and the role of vision, purpose, and cultural understanding. The research culminates in a proposed framework for leadership development that integrates these insights, emphasizing self-awareness, personal growth, ethical conduct, and cultural adaptability.

Keywords: Leadership, Allama Iqbal, Khudi, Eastern Philosophy, Western Leadership, Cross-cultural Leadership, Leadership Development Framework.

Introduction

In today's interconnected and rapidly evolving global landscape, integrating Eastern and Western leadership philosophies is increasingly vital. This blend provides a thorough understanding of leadership that spans across cultural divides and offers a more all-encompassing strategy for dealing with the many problems that companies around the world face. Leaders can develop a more inclusive and adaptable leadership style, better equipped to navigate the complex demands of the modern business environment by synthesizing diverse perspectives,

The rise of artificial intelligence (AI) has further intensified these challenges, introducing new dimensions to leadership. AI fundamentally alters how leaders make decisions and holds the potential to transform team dynamics. However, Doubleday. (1990) Senge's work on learning organizations emphasizes the need for adaptive leadership styles that foster continuous learning and innovation, essential for navigating the complexities of the future.

The technological evolution demands a new kind of leadership—one that is not only strategic and decisive but also ethically grounded and culturally attuned. Bass, M. (1985) in his foundational work introduces transformational and transactional leadership styles, emphasizing how effective leadership can inspire and motivate individuals towards achieving greater goals, which is crucial for addressing future challenges. The lack of conscience among leaders is a significant factor driving humanity toward catastrophe. Goleman (2000) discusses different leadership styles and their impact on organizational climate and performance, highlighting the importance of emotional intelligence in leadership for future societal progress.

The leadership philosophy of Allama Muhammad Iqbal, a renowned poet-philosopher, offers valuable insights. Iqbal's leadership philosophy not only addressed the challenges of his time but

also offers solutions for contemporary societies. Although his ideas were not developed within the framework of modern development theories, his teachings encompass principles that remain applicable to today's development paradigms. Muhammad Iqbal's work has been applied across various fields, including physics, religion, politics, and psychology (Khan, K. E. 2021). Iqbal's emphasis on "Khudi" is a central theme in his philosophical and poetic work. "Khudi," which can be translated as "self" or "selfhood," represents the idea of self-actualization, personal identity, and the realization of one's potential. It provides a unique framework for analyzing leadership qualities. Iqbal advocates for self-empowerment, spiritual awakening, and cultivating a proactive and courageous self, resonating with the leadership attributes needed in today's complex business environment.

This paper tries to explore the leadership traits of two iconic characters: Ragnar Lothbrok, the legendary Viking chieftain, and Uhtred of Bebbanburg, the protagonist of Bernard Cornwell's "The Saxon Stories." By analyzing their leadership through the philosophical lens of Allama Muhammad Iqbal, we aim to bridge the paradigms of Eastern philosophy and Western historical narratives.

Ragnar Lothbrok, a figure rooted in Norse sagas, represents the archetype of a warrior-leader whose exploits have been romanticized in various historical and fictional accounts. His leadership is characterized by unwavering commitment, strategic judgement, and a relentless pursuit of his vision. As noted by Postle (2015), Ragnar's decisiveness and dedication to his cause are evident in his actions, inspiring loyalty and respect among his followers.

Similarly, Uhtred of Bebbanburg, though a fictional creation, embodies the complexities of leadership during tumultuous times. Born a Saxon but raised by Danes, Uhtred's identity straddles two cultures, influencing his leadership style. His narrative, set against the backdrop of 9th-century England, reflects a leader's struggle with loyalty, cultural integration, and personal ambition. As depicted in "The Last Kingdom" series, Uhtred's journey from a dispossessed noble to a formidable warrior-leader underscores his resilience and adaptability.

Allama Muhammad Iqbal's philosophical contributions, particularly his emphasis on selfhood (Khudi) and the dynamic development of the individual, provide a unique framework for analyzing these characters. Iqbal's advocacy for self-empowerment, spiritual awakening, and the cultivation of a proactive and courageous self resonates with the leadership attributes exhibited by both Ragnar and Uhtred. His assertion that "the ultimate aim of the ego is not to see something, but to be something" (Iqbal, 1934) invites a comparative analysis of how these leaders embody the realization of selfhood in their respective narratives.

Research Problem

While existing literature extensively examines leadership traits within Western contexts, there is a notable gap in integrating Eastern philosophical perspectives, particularly Iqbal's concepts, into analyzing Western historical and fictional leaders. This research seeks to address this gap by applying Iqbal's leadership philosophy to the characters of Ragnar Lothbrok and Uhtred of Bebbanburg, thereby offering a cross-cultural perspective on leadership.

Significance of the Research

This research aims to enrich the understanding of leadership by integrating Eastern philosophical principles with Western historical narratives, offering a comprehensive perspective that is both culturally inclusive and practically relevant.

This study holds significance in several key areas:

1. **Cross-Cultural Leadership Analysis:** By comparing Eastern and Western leadership paradigms, the research provides a more holistic understanding of leadership qualities that transcend cultural boundaries.
2. **Application of Iqbal's Philosophy:** The paper contributes to the discourse on Iqbal's leadership philosophy by demonstrating its applicability beyond the South Asian context, and highlighting its universal relevance.

3. **Practical Implications for Leadership Development:** Insights derived from this analysis can be use for leadership development programs, particularly in Pakistan's corporate landscape, by emphasizing qualities such as self-empowerment, ethical conduct, and visionary thinking.

Literature Review

Leadership theories and frameworks have evolved to offer diverse perspectives on what makes an effective leader. Trait theories, as proposed by Stogdill (1948), focus on identifying inherent personality characteristics such as charisma, intelligence, and dominance, which are associated with successful leaders. While these theories offer valuable insights, they often overlook the situational and contextual factors that influence leadership effectiveness. In contrast, behavioral theories, such as those presented by Blake and Mouton (1964), emphasize observable leader actions and behaviors, such as initiating structure (defining roles and responsibilities) and consideration (showing concern for followers' needs). While offering a more dynamic view of leadership, behavioral theories may not fully account for the complexities of leadership in diverse cultural contexts. Transformational leadership, introduced by Burns (1978), highlights leaders who inspire and motivate followers to transcend their self-interests for the greater good, often exhibiting charisma, intellectual stimulation, and individual consideration to foster a shared vision and purpose. Servant leadership, championed by Greenleaf (1977), emphasizes leaders who prioritize the needs and well-being of their followers, empowering them to grow and develop through humility, empathy, and a strong ethical compass. Finally, authentic leadership, a more contemporary approach, stresses the importance of leaders being true to themselves and their values. Authentic leaders, as described by George et al. (2003), are self-aware, genuine, and possess high moral character, which fosters trust and positive relationships within their teams. Each of these theories offers a unique perspective on leadership, contributing to a more comprehensive understanding of effective leadership practices.

However, Iqbal's concept of "Khudi" has been extensively discussed in the context of effective leadership, self-actualization and personal development. According to Purbhai (2009), "Khudi" represents a journey towards self-realization, where individuals are encouraged to recognize their inherent potential and strive for higher states of being. This aligns with Maslow's hierarchy of needs, where self-actualization is the pinnacle of human motivation (Maslow, 1943). Iqbal's emphasis on "Khudi" suggests that true fulfillment comes from understanding and cultivating one's inner self, which resonates with contemporary psychological theories of personal growth (Schimmel, 1980). Iqbal's philosophy, deeply rooted in Islamic thought, "Khudi," which translates to "selfhood" or "ego", according to Iqbal, is not a static entity but a dynamic process of self-development and self-actualization. It involves a continuous struggle for self-improvement, overcoming limitations, and striving for higher ideals.

The key elements of Iqbal's concept of Khudi offer a profound understanding of personal growth and self-realization. Self-awareness is the foundation, where individuals recognize their strengths and weaknesses, as well as their values and beliefs. Iqbal (1934) describes Khudi as a continuous process of growth: "Khudi, the self, is a striving, a becoming, a continuous process of growth and evolution" (Iqbal, 1934, p. 123). Self-determination is also crucial, emphasizing the importance of taking responsibility for one's actions and exercising free will. As Iqbal (1934) asserts, "Man cannot be free unless he is master of his own self" (Iqbal, 1934, p. 150). Alongside this, self-empowerment plays a significant role, encouraging individuals to cultivate inner strength and resilience in order to overcome obstacles and achieve personal and collective goals. Iqbal (1934) captures this notion by stating, "The goal of life is not to see something, but to be something" (Iqbal, 1934, p. 187). Ethical conduct forms another vital element, where individuals act with integrity, honesty, and compassion, adhering to moral principles while striving for social justice. As Iqbal (1934) puts it, "True freedom lies in the obedience to the law of one's own being" (Iqbal,

1934, p. 162). Lastly, creative self-expression is essential in utilizing one's talents to contribute to society, innovate, and leave a meaningful legacy. Iqbal (1934) encapsulates this idea with, "The true servant of God is he who strives to perfect his own being" (Iqbal, 1934, p. 175). Together, these elements of Khudi form a powerful framework for achieving personal transformation and contributing to the greater good.

Iqbal's philosophy resonates with contemporary leadership theories, particularly those emphasizing personal growth, ethical conduct, and the pursuit of higher ideals. His emphasis on self-empowerment and the development of a strong inner core aligns with concepts such as authentic leadership and servant leadership.

Leadership in Norse sagas and medieval Europe offers fascinating insights into how power was exercised in different societies, shaped by varying social, military, and cultural dynamics. In the Norse sagas, such as the Sagas of the Icelanders, leadership is portrayed as a complex blend of personal qualities and societal expectations. Norse leaders, particularly chieftains, were revered not only for their military prowess but also for their charisma and ability to inspire loyalty among their followers. Military prowess was paramount, with leaders expected to demonstrate bravery, courage, and tactical skill in battle. Charisma and oratory were equally significant, as compelling speeches could rally warriors and solidify the leader's influence. As seen in the Sagas of Icelanders, many chieftains are renowned for their powerful speeches that rallied their followers to action (Sturluson, 12th century). Strategic thinking also played a vital role, as successful raids, conquests, and alliances often relied on careful planning and execution. Furthermore, leadership in Viking society carried an important social responsibility, as leaders were tasked with upholding social order, protecting their people, and ensuring the community's well-being.

Similarly, the leadership frameworks in medieval Europe, while distinct, also emphasize the multifaceted nature of leadership. During this period, leaders, particularly monarchs and nobles, were often characterized by their military power, controlling lands and armies to maintain order and defend their realms. Political acumen was also critical, as leaders had to navigate complex political landscapes, negotiate alliances, and maintain diplomatic relations with other rulers. Religious authority was another cornerstone of leadership, with many leaders drawing legitimacy from religious institutions and aligning their rule with Christian values. This connection between religious authority and leadership mirrors the strong sense of duty and moral integrity present in the concept of Khudi, where leaders are expected to be true to their values and principles. Lastly, medieval leaders were often patrons of the arts and sciences, providing support for cultural and intellectual endeavors, as well as fulfilling their social obligation to care for the welfare of their people through charity and patronage. These traits highlight the common threads between medieval European leadership and Iqbal's Khudi, where leaders are not only expected to demonstrate power and authority but also to ensure the well-being and growth of their communities. Similarly, the key elements of Khudi—self-awareness, self-determination, empowerment, ethical conduct, and creative self-expression—are mirrored in the leadership expectations of both Norse and medieval European societies, where the fulfillment of personal and collective potential is intertwined with social responsibility and moral integrity.

Ragnar Lothbrok, a legendary figure in Norse mythology, embodies many of the leadership traits revered in Viking society. As a charismatic and visionary leader, Ragnar inspired his followers with his bold plans and adventurous spirit. His ability to rally his men is exemplified in the television series *Vikings*, where he delivers a powerful speech before embarking on a raid, emphasizing the glory and wealth that await them ("*Vikings*," Season 1, Episode 1). This sense of vision and inspiration aligns with the importance of charisma and oratory found in the Norse sagas, where leaders were expected to unite their followers with compelling words and a shared purpose. In addition to his charisma, Ragnar was strategic and decisive, showcasing his military acumen in planning and executing successful raids. His raid on Paris, for instance, demonstrates his brilliance as a strategist, as he exploits the weaknesses in the Frankish defenses to achieve victory

("Vikings," Season 2). This ability to think strategically mirrors the leadership expectations found in both Norse sagas and medieval European contexts, where effective leaders were also skilled in planning and executing military actions.

Ragnar's courage and fearlessness further define his leadership style. He led from the front, facing danger with unwavering determination, as seen when he confronts King Ecbert in a tense standoff, displaying his resolute courage ("Vikings," Season 3). Such leadership qualities reflect the Viking ideal of bravery and personal sacrifice, where a leader's presence in battle was essential to inspire confidence and loyalty among followers.

Lastly, Ragnar's respect for tradition, while adapting to new challenges, speaks to the balance between maintaining cultural identity and embracing change. This adaptability is a key element of effective leadership in both Viking and medieval European contexts, where leaders were expected to uphold societal values while also responding to evolving circumstances. Ragnar Lothbrok's leadership embodies many of the qualities found in the Norse sagas and medieval Europe, such as military prowess, charisma, strategic thinking, and a commitment to both tradition and innovation. Furthermore, Uhtred of Bebbanburg, the protagonist of Bernard Cornwell's *The Saxon Stories*, exemplifies the complexities of leadership in 9th-century England. Born a Saxon but raised by Danes, Uhtred's leadership is shaped by his ability to navigate two distinct cultures. Throughout the series, Uhtred faces numerous setbacks, including the loss of his family and lands, yet he consistently bounces back, demonstrating remarkable resilience (Cornwell, 1989-2015). Despite his upbringing among the Danes, Uhtred remains loyal to his Saxon heritage and strives to reclaim his ancestral lands (Cornwell, 1989-2015). Uhtred's military leadership is evident in his ability to command troops effectively and devise successful battle strategies (Cornwell, 1989-2015). His unique upbringing allows him to understand both Saxon and Danish cultures, enabling him to build bridges and forge alliances between the two groups (Cornwell, 1989-2015). Uhtred's leadership reflects a blend of resilience, loyalty, military skill, and cultural adaptability.

Both Ragnar and Uhtred demonstrate a strong sense of self-awareness. Ragnar recognizes his own strengths and weaknesses as a leader, while Uhtred grapples with his dual identity and the challenges it presents. Both characters exhibit a strong sense of self-determination, pursuing their goals with unwavering resolve, even in the face of opposition. Ragnar's famous declaration, "I will not be bound by the expectations of others," ("Vikings," Season 1) reflects his commitment to self-determination and his refusal to conform to societal norms.

Uhtred often grapples with his inner conflict, torn between his Saxon heritage and his upbringing among the Danes. However, he ultimately embraces his unique identity, forging his own path. (Cornwell, 1989-2015)

Both leaders embody the concept of self-empowerment. Ragnar empowers himself and his followers through his charisma and strategic acumen, while Uhtred overcomes numerous obstacles through his resilience and determination. Both characters demonstrate exceptional courage, facing danger with unwavering resolve and inspiring others to do the same. However, Iqbal's work also addresses the theme of empowerment, particularly in the context of the socio-political struggles faced by Muslims in the subcontinent. Bashir et al. (2012) highlight that Iqbal's poetry serves as a call to action for individuals to rise above colonial oppression and assert their identity. This empowerment is crucial for fostering a sense of agency and collective identity among marginalized communities. Iqbal's notion of "Khudi" encourages individuals to reclaim their self-worth and engage actively in the socio-political landscape, which is essential for societal reform (Haq, 2021). Iqbal emphasizes the importance of inner strength and the cultivation of a strong will. "The self that has conquered its own weaknesses is truly free." (Iqbal, 1934, p. 142). This resonates with Ragnar's unwavering courage in the face of adversity, as exemplified by his fearless exploration of new lands and his willingness to confront powerful enemies. Uhtred's journey is a testament to his resilience and inner strength. Despite facing numerous setbacks, including the loss of his family

and his lands, he consistently rises above adversity, demonstrating the strength of his will and his unwavering commitment to his goals. (Cornwell, 1989-2015)

Both Ragnar Lothbrok and Uhtred of Bebbanburg demonstrate key elements of leadership that resonate with ethical conduct and creative self-expression. While both characters engage in warfare and violence, their actions are driven by a sense of honor and loyalty. Ragnar, despite his ruthless actions at times, acts with a deep sense of loyalty to his people, seeking to provide for them and expand their influence ("Vikings," Season 2). Similarly, Uhtred consistently grapples with ethical dilemmas, torn between his loyalty to friends and duty to his king. He strives to act with integrity, even when faced with difficult sacrifices (Cornwell, 1989-2015). This sense of ethical conduct reflects the internal moral compass of both leaders, prioritizing their people and values despite the complexities of their violent worlds.

Both characters are also driven by a desire for creative self-expression, seeking to leave lasting impacts on their respective societies. Iqbal's concept of creative self-expression emphasizes the pursuit of excellence and the perfection of one's being, as captured in his words, "The true servant of God is he who strives to perfect his own being" (Iqbal, 1934, p. 175). Ragnar's adventurous spirit and relentless pursuit of new horizons exemplify this, as he seeks to push the boundaries of human experience and make his mark on history. Similarly, Uhtred's lifelong struggle to reclaim his ancestral lands and restore order to his homeland reflects his desire to leave a lasting legacy and contribute to the betterment of his society (Cornwell, 1989-2015). Both Ragnar and Uhtred embody the idea of striving for greatness and leaving a legacy that transcends their lifetimes, making their stories resonate with Iqbal's vision of self-actualization and excellence.

Research Methodology

This study employed an **inductive and exploratory** research approach. A **qualitative content analysis** was conducted on selected poems of Allama Iqbal, focusing on themes related to leadership. Utilizing an **interpretive epistemology** and a **non-foundational ontological stance**, the study aimed to derive a leadership model by analyzing the underlying meanings and messages embedded within Iqbal's poetic work.

This approach allowed for a deep dive into Iqbal's poetry to uncover nuanced insights relevant to leadership principles, including self-awareness, self-determination, courage, and ethical conduct. These insights were then used to analyze the leadership traits of Ragnar Lothbrok and Uhtred of Bebbanburg, drawing parallels and contrasts between Eastern and Western perspectives on leadership.

Findings & Discussion

Through a qualitative content analysis of Allama Iqbal's poetry and a comparative analysis of Ragnar Lothbrok and Uhtred of Bebbanburg, this study revealed several key findings that contribute to a cross-cultural understanding of leadership.

Firstly, the analysis underscored the significance of "Khudi" - the dynamic development of the self - as a cornerstone for effective leadership. This resonates with contemporary leadership theories emphasizing self-awareness, personal growth, and continuous learning. Iqbal's emphasis on self-awareness, self-determination, and the pursuit of excellence aligns with the observed leadership traits of Ragnar Lothbrok, who demonstrated an unwavering commitment to his vision and a relentless pursuit of self-improvement. However, Uhtred's journey exemplifies the concept of Khudi through his constant adaptation to challenges, his resilience in overcoming adversity, and his lifelong pursuit of personal and societal growth.

Secondly, this study highlighted the crucial role of courage, resilience, and ethical conduct in effective leadership. Ragnar's fearless exploration of new lands and his unwavering determination in the face of adversity exemplify the importance of courage and resilience. Moreover, Uhtred's unwavering commitment to his values, despite facing constant moral dilemmas, underscores the significance of ethical conduct in leadership. This aligns with Iqbal's emphasis on overcoming limitations, cultivating inner strength, and acting with integrity and compassion.

Thirdly, the analysis revealed the importance of a clear vision, a strong sense of purpose, and cultural understanding in effective leadership. Ragnar's charismatic leadership and his ability to inspire his followers with a shared vision demonstrate the power of purpose-driven leadership. However, Uhtred's unique upbringing and his ability to navigate the cultural complexities of the Anglo-Saxon and Danish worlds highlight the significance of cultural understanding in effective leadership.

A Framework for Leadership Development:

Category	Elements
Cultivating Khudi	<ul style="list-style-type: none"> ▪ Foster self-awareness and self-reflection. ▪ Encourage personal growth and continuous learning. ▪ Develop resilience and the ability to overcome adversity.
Embracing Courage and Resilience	<ul style="list-style-type: none"> ● Encourage risk-taking and the pursuit of challenging goals. ● Foster a culture of resilience and support for individuals facing adversity. ● Emphasize the importance of perseverance and overcoming obstacles.
Promoting Ethical Conduct and Social Responsibility	<ul style="list-style-type: none"> ● Emphasize the importance of integrity, honesty, and compassion in leadership. ▪ Encourage leaders to prioritize the well-being of their followers and the broader community. ▪ Foster a sense of social responsibility and commitment to sustainable practices.
Developing a Clear Vision and Purpose	<ul style="list-style-type: none"> ● Encourage leaders to articulate and communicate their vision effectively. ● Foster a sense of shared purpose and collective action among team members. ● Encourage innovation and creativity in achieving organizational goals.
Cultivating Cultural Understanding and Adaptability	<ul style="list-style-type: none"> ● Promote diversity and inclusion within organizations. ● Encourage cross-cultural learning and exchange. ● Develop leadership skills adaptable to diverse contexts and challenges.

Based on the findings, this study proposes a leadership development framework that integrates insights from Iqbal's philosophy, aiming to cultivate a holistic and adaptable leadership style. The framework emphasizes the importance of fostering self-awareness and self-reflection, encouraging leaders to develop a deep understanding of their strengths, weaknesses, and values. It also underscores the need for continuous learning and personal growth, while promoting resilience and the ability to overcome adversity, which are crucial for navigating both personal and professional challenges.

In addition, the framework encourages leaders to embrace courage and resilience, advocating for risk-taking and the pursuit of challenging goals. It suggests creating a supportive environment that nurtures resilience and personal growth, emphasizing perseverance in the face of obstacles. Leaders are urged to confront difficulties with unwavering determination, viewing challenges as opportunities for growth and development.

Ethical conduct and social responsibility are central to the framework, highlighting the importance of integrity, honesty, and compassion in leadership. It calls for leaders to prioritize ethical behavior and social responsibility, with a commitment to sustainable practices and the broader societal impact of their decisions. This involves focusing on the well-being of followers and the wider community, ensuring that leadership actions contribute to the greater good.

The framework also stresses the need for leaders to develop a clear vision and purpose. It encourages leaders to articulate and communicate their vision effectively, fostering a sense of shared purpose and collective action among team members. Additionally, it promotes innovation and creativity as key components in achieving organizational goals, allowing leaders to inspire and guide their teams toward success.

Lastly, the framework emphasizes the importance of cultivating cultural understanding and adaptability. It advocates for promoting diversity and inclusion within organizations, encouraging cross-cultural learning and exchange. Leaders are encouraged to develop skills that allow them to adapt to diverse contexts and challenges, ensuring that they can navigate a variety of cultural, social, and organizational environments effectively.

This integrated framework provides a comprehensive foundation for leadership programs that blend Eastern and Western perspectives, focusing on self-development, ethical leadership, and a global mindset. By nurturing these qualities, the framework aims to cultivate leaders who are capable of thriving in an interconnected world while remaining grounded in core values of integrity, resilience, and social responsibility.

Conclusion

This research has explored the leadership traits of Ragnar Lothbrok and Uhtred of Bebbanburg, two iconic figures from Western historical and fictional narratives, through the philosophical lens of Allama Muhammad Iqbal. By applying Iqbal's concept of Khudi (selfhood) and his emphasis on self-awareness, self-determination, courage, and ethical conduct, the study has offered a cross-cultural perspective on leadership. The analysis has revealed that despite their different cultural contexts, both Ragnar and Uhtred exemplify key elements of Iqbal's philosophy in their leadership styles. Their journeys underscore the importance of self-belief, resilience, and a strong moral compass in navigating challenges and achieving goals.

Furthermore, the study has proposed a framework for leadership development that integrates insights from Iqbal's philosophy with contemporary leadership theories. This framework emphasizes the cultivation of selfhood, the embrace of courage and resilience, the promotion of ethical conduct and social responsibility, the development of a clear vision and purpose, and the cultivation of cultural understanding and adaptability. This research contributes to a more holistic understanding of leadership by bridging Eastern and Western perspectives. It highlights the universal relevance of Iqbal's philosophy and its potential to inform leadership development programs in diverse cultural contexts. By incorporating these insights, leaders can cultivate a more comprehensive and nuanced approach to leadership, better equipped to address the complex challenges of the 21st century.

Limitations of the study

This study has certain limitations. Firstly, the analysis relies on fictional narratives and may not fully reflect historical reality. Secondly, applying the philosophical framework of Allama Iqbal, rooted in Islamic thought, to characters from Norse and Anglo-Saxon history requires careful consideration of cultural and historical differences.

Future Research

Further research could explore the applicability of this framework in different organizational contexts, such as multinational corporations and non-profit organizations. Empirical studies could be conducted to investigate the impact of leadership development programs based on this framework on individual and organizational performance. This research provides a preliminary foundation for further exploration in the field of cross-cultural leadership development. By integrating Eastern and Western perspectives, we can cultivate a more holistic and effective approach to leadership in the 21st century.

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