Leaders' Impact on Team Members Lacking Reasoning Skills for Creating Logical Working Environment

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Abstract

Reasoning skills of the workforce are definitely factors in the performance of the modern competitive market. Without them, a team performs badly and seldom makes effective decisions. This paper discusses how business leaders can help address and enhance their teams' reasoning skills. Business leaders create a logical work environment and promote the cognitive skills of their teams to achieve improved outputs. The article presents ways in which leadership can be used deliberately to enhance reasoning. Supported by the scientific literature, this finding indicates that a leader can guide his co-workers to think better through giving advice and engaging them in critical thinking, which resulted in efficient and effective organizations. It provides an overall analysis of leadership techniques adopted and implemented in the leaders' site study area, along with their influence on the reasoning power of employees, for the benefits of business leaders.

Keywords: Team Dynamics, Problem-Solving, Leadership Development, Cognitive Skills

Introduction

The role of leadership in organizations holds immense regards with respect to the working environment and employee performance. A good leader's roles involve providing guidance regarding individual and group goals, guiding the organization's goals, and promoting productivity; these are leadership key roles (Adams et al., 2022). Coaching skills of the leaders may influence employee happiness and a reduction in turnover intention by the enhancement of the abilities of employees and promoting their development (Romão et al., 2022). What is more, leaders who exercise political skills mediate the relationship between political skill and some employee's outcomes and, accordingly, influence job satisfaction and organizational commitment. In the digital time, e-leadership is a centrally relevant competence in managing organizations affecting organizational functioning and effectiveness.

The idea of servant leadership, which prioritizes the welfare of employees, has been connected to increased creativity among followers and favorable organizational results (Williams et al., 2017).

Furthermore, research indicates that ethical leadership, servant leadership, and emotional intelligence promote ethical behavior, job satisfaction, and positive views of organizational culture and climate among employees (Lumpkin and Achen 2018). Positive leadership behaviors have been proven to enhance employee motivation, well-being, and performance, underscoring the critical role of leadership in determining employee outcomes (Wijewardena et al., 2014). Effective leadership development strategies that align with business goals can encourage leader behaviors and improve organizational performance (Zheltoukhova 2014).

According to Utami and Zakiy, 2020, leadership competencies, such as emotional intelligence and empowering leadership, enhance the intrinsic motivation and thereby the engagement of employees. This can then affect their performance. Wang et al. (2019) also mention the element of leader humility as the most important factor in organizational leadership, whereby leaders' interpersonal connections are influential in organizational functioning. Li et al. (2021) pointed out that leader employee voice adoption was related to raise work engagement of employees, which gave a ring of the necessity of participation of employees in decision-making. Further, Bregenzer et al. (2020) postulated that health-promoting leadership behaviors, such as possessing active listening skills, are likely to have superior job satisfaction and reduced turnover intentions of employees.

In today's digital age, leaders face novel challenges as organizations transition into digital spaces, necessitating adaptability to altered work settings and operations (Cortellazzo et al., 2019). E-leadership has emerged as a vital competency for leaders at all levels, underlining the importance of technology-enhanced leadership abilities for navigating the intricacies of the digital realm (Wart et al., 2017). In particular, nurse leaders play a significant role in fostering motivating and nurturing environments for health care professionals, ultimately impacting employee well-being and performance (Frangieh, 2023).

Effective leadership is needed in establishing a reasonable working environment, enhancing the reasoning capacity of employees, and making a reality of organizational success. Leaders can have positive influence on employee results, job satisfaction, and organizational commitment by developing coaching skills, political acumen, ethical leadership, and emotional intelligence. Leaders will look toward embracing e-leadership competencies, adjusting to digitalization, and being able to remain afloat amidst changing modern organizations. An even more important combination for leaders will be the blend between leadership styles, good communication skills, active listening, and an enabling environment. This will help in establishing and fostering employee involvement, imagination, happiness, and their combination to improve corporate performance.

Team Performance Challenges

1. Identify Issues

Logical thinking is crucial to achieving success in the workplace. This involves applying reasoning, critical thinking, and deductions to address problems by relying on sound principles and evidence-based facts. The absence of these skills may hinder both individual and team performances.

1.1 Impaired Decision-Making

Impaired decision-making among leaders can have a profound effect on team members, particularly those who lack the necessary reasoning skills to create a logical work environment. Effective leadership reasoning plays a critical role in comprehending and enhancing leadership abilities (Standiford et al. 2020). Leaders who exhibit confidence can motivate team members, resulting in increased confidence and performance (Fransen et al. 2015). Successful real-time teamwork management requires leaders to achieve good results while considering the well-being of team members (Rinnert, 2023). Leaders can improve team members' creative performance by promoting knowledge sharing and developing problem-solving skills (Choi 2024).

Leaders' affect can greatly impact the mood of group members as well as the overall tone and processes of the group, underlining the significance of emotional insight for leaders (Sy et al., 2005). Group performance is enhanced when leaders possess high moral reasoning skills, demonstrating the role of ethical decision-making in leadership (Walker & McLeer, 2004). Servant leadership, a concept rooted in ethics and altruistic services, has been linked to positive results for employees and organizations (Robinson et al., 2020). Additionally, leader humility has emerged as an essential component of leadership, affecting interpersonal justice, trust, and counterproductive work behaviors (Wang et al., 2019).

Effective leadership is characterized by empowering team members, providing developmental feedback, and fostering a safe atmosphere for creativity and problem-solving (Li et al., 2011; Wang et al., 2019; Thuan & Thanh, 2019). Shared social identity within teams can enhance team confidence and performance, highlighting the significance of a cohesive team culture (Fransen et al., 2015). Reflexivity within teams positively impacts innovation, whereas stress can detrimentally affect team dynamics (Lee & Sukoco, 2011). Peer-led learning can improve critical thinking skills and demonstrate the value of peer support in skill development (Snyder and Wiles 2015).

1.2 Communication Problems

Poor communication among the members of the team negatively affects the performance and general success of the team. A leader has to be in a position to solve such problems when involved with people of varied capacity in reasoning in order to come up with a work environment based on reasoning. Effective communication will help team members comprehend tasks, objectives, and roles clearly. There will be misunderstandings, conflicts, and unsuccessful cohesion in case of communication problems with your team.

One key aspect contributing to communication problems is the presence of multiple logics or rationalities within an organization (Lounsbury, 2007). Competing logic can lead to variations in practice and create challenges in establishing a unified approach to communication. Understanding how different rationalities underlie organizational change can help leaders navigate these complexities and foster better communication between team members.

The effectiveness of team communication can be measured and enhanced by developing tools specifically designed for this purpose (Xie et al., 2010). Leaders should invest in assessing and addressing communication problems within their teams to improve overall performance. Regulation of the psychosocial work environment plays a significant role in shaping communication dynamics

within a team (Hohnen et al., 2014). The social processes and discursive logic involved in regulating occupational health and safety standards can influence how team members interact and communicate with each other. Leaders must be aware of these influences and create a supportive environment that promotes open and effective communication. The role of communication in mediating the impact of diversity within teams is crucial (Hankins et al., 2023). Effective communication practices can help mitigate the challenges that arise from diverse team compositions, and enhance collaboration and understanding among team members.

Addressing communication problems within a team is crucial to cultivating a harmonious working environment. Team leaders play a vital role in facilitating effective communication by comprehending competing logics, evaluating communication efficiency, regulating the psychosocial work environment, and utilizing communication to manage team diversity.

1.3 Reduced Teamwork and Collaboration

The backbone of achieving goals on time and efficiently in a modern organizational setting is collaboration and teamwork. Higher levels of collaboration and teamwork may be advantageous in a number of ways to create the best possible environment at work.

Effective Care Coordination and Optimal Teamwork Processes

According to Rosen et al. (2018), effective teamwork can substantially improve care coordination. Improved efficiency in coordination of care through optimized processes of teamwork not only improves the quality of health care delivered but also helps address critical concerns of Public Health. A collaborative work team minimizes errors, reduces delays, and improves the safety of patients.

Promotion of Openness and Integration of Knowledge

Hoegl and Gemuenden (2001), stressed the necessity of openness within the team by having those issues that are of great significance shared among all members as this could help to integrate various knowledge or expertise from the different team players. Openness in communication and sharing of expertise characterizes teamwork to resolve matters as it improves the decision-making process within the team and helps them get to work harmoniously in unison in the pursuit of their goals and objectives by sharing their perceptions.

Positive Impact on Patient Safety and Reduction of Adverse Events

According to Thomas and Galla (2012), a robust concept of teamwork is of paramount importance in improving patient outcomes in healthcare environments. Training and developing the skills of teamwork could reduce medical errors and adverse events. Effective teamwork is important in ensuring amicable and safe experiences for patients.

Relationship to Team Performance and Job Satisfaction

Tian et al. (2015) emphasize the importance of leader-member skill distance in shaping team cooperation and performance. It is crucial for leaders to create an environment that prioritizes team

goals over individual interests, thereby fostering job satisfaction among less-skilled team members. This approach can lead to favorable outcomes in terms of team performance.

1.4 Impact on Overall Performance

The role of leaders occupies center stage in the shaping of team performance. Ahearn et al. (2004) emphasized that the level of leaders' political skill makes a significant difference in improving team performance. Politically savvy leaders may leverage these competencies to navigate and understand team dynamics in delivering distinguished outcomes. Notably, Mutha and Srivastava (2021), have also pointed to the role of leaders in institutionalizing employee engagement within virtual teams, thereby underlining the role of leadership in a positive work environment.

Leadership Competencies and Team Performance

Akmal et al. (2022) paid great attention to one of the most critical elements in winning team performance, that is, leadership competence. This study emphasized that expert knowledge in matters of quality improvement and interpersonal competencies are crucial in leading a team towards success. Besides, Hoegl and Parboteeah in 2006 pointed out that social and project management skills define team reflexivity rather clearly, thus underlining the role of leadership in organizing efficient team processes.

Formal and Informal Leadership Dynamics

Zhang et al. (2012) illuminate the interplay between formal and informal leadership in influencing individual and team performance. The study emphasized the role of leaders and shared team vision in shaping the emergence of informal leaders, ultimately impacting overall team effectiveness. Al-Araidah et al. (2018) discovered a positive association between task-oriented leader behaviors and performance, job satisfaction, and communication effectiveness, thereby demonstrating the direct impact of leadership styles on team members' experiences.

Transformational Leadership and Team Effectiveness

Leadership style, particularly transformational leadership, has a substantial impact on team performance. According to Tabassi et al. (2017), transformational leadership behaviors mediate the relationship between team conditions and performance, highlighting the transformative power of leadership on team outcomes. Additionally, Derue et al. (2010) suggested that directive and coaching leadership styles can influence team performance based on team members' self-efficacy levels, further underscoring the nuanced influence of leadership on team dynamics.

1.5 The Role of Leaders

It, therefore, becomes a challenge for leaders to develop and foster a culture of a rational working environment. With an eye on the pessimistic reception of logical thinking among members, leaders can build an organizational culture that will emphasize critical reflection, dialogue, and cooperation.
It explores how leaders can do this through an analysis of the relevant scientific literature on leadership techniques, instructional approaches, and facilitating learning ambiance, hence empowering the leader

with the relevant resources to fill the deficit in his reasoning abilities so he could have a more productive and successful team.

2. Provide Support
Impact of Leader's Political Skill on Team Performance
   Ahearn et al. (2004) examines how the political acumen of a leader impacts team performance. These soft skills related to political acumen will help the leader navigate intricate team dynamics and be able to modify the relationships and interactions within the team to create a work environment that is productive.

Enhancing Communication and Skills in Self-Organizing Teams
   Voznesenskaya et al. (2019) discuss the prospect of modeling self-organizing teams to design strengthen employee competencies and enable communication. In that case, the authors think that a more realistic forecast of skill requirements and development strategies in the future is going to help the team leaders in creating the conditions that will contribute to effective procedures at work.

Cultivating Quality Relationships for Team Success
   According to Kim (2024), leaders who can foster strong relations with subordinates are essential in achieving organizational goals. Leaders encourage interactions between team members towards a cooperative and rational work setting and, hence, derive improved team performance.

Training Needs Identification for Teamwork Skills
   Al-Araidah et al. (2018) offer a methodology to determine training needs in healthcare workplaces. This methodology can be modified and applied in any setting to identify insufficiencies in teamwork skills, allowing leaders to rectify these gaps and create a more coherent and productive working environment within their teams.

Optimizing Team Performance through Effective Leadership
   According to Young (2019), teams play a vital role in organizational success. It is crucial for leaders to comprehend team dynamics and processes, as this enables them to optimize team performance and create a logical working environment that fosters productivity and efficiency..

3. Encouraging Collaboration
   Team collaboration is the epitome of a lovely working environment in any organization. Excellent leaders should project team-oriented skills in their leadership styles and foster habits of collaboration among members in their teams. Indeed, applying strategies that promote emotional competence and autonomy and utilization of prior experience to a great extent helps team cohesion and overall performance, according to Akgün et al. (2011).

Emotional Capability and Autonomy

Leaders should prioritize cultivating emotional competence within teams by encouraging mutual exchanges and establishing a secure and supportive work atmosphere. This method enables team members to feel valued, which is vital for effective collaboration, as emphasized by Akgün et al. (2011). Furthermore, allowing team members to make decisions autonomously can enhance their self-assurance and sense of proprietorship, resulting in heightened engagement and collaboration within a group.

Leveraging Previous Experience

Promoting the use of past experiences by team members during projects can improve a team's emotional competence and overall performance. By acknowledging and leveraging individual strengths and expertise, leaders can foster a cooperative atmosphere in which team members are motivated to make valuable contributions (Akgün et al., 2011). This approach encourages collaboration and optimizes the team's collective potential.

Building Task Interdependence

Leaders can foster the ability of team members to work collaboratively by incorporating several different forms of task interdependence as a means of doing so. For example, highly interdependent tasks could be developed that would really facilitate virtual collaboration and eventually improve the level of motivation and engagement of team members (Zhang et al. 2021). On the other hand, leaders can facilitate a distributive justice climate, and focus on the emphasis of shared goals, to influence the strengthening of collaboration within virtual teams, which would further help improve team performance overall.

Promoting Swift-Trust

Creating a swift-trust environment within teams can stimulate team creativity and innovation by facilitating a collaborative atmosphere in which ideas flow freely and creativity thrives (Berthold 2015). Swift trust enables teams to work together seamlessly, fostering a sense of camaraderie and the shared purposes that are crucial for collaborative success. Establishing trust among team members can quickly promote a productive and innovative team environment.

Enhancing Collective Competencies

Leadership can play a very important role in the development of collective competencies within a team. This goes in line with the promotion of cooperation, effort, and cohesion, which usually happens in a natural way whenever an effective workgroup functions as a team. Based on Silva et al. (2023), actions raising the possibilities of collective competencies will have better performances and innovation; hence, leaders have to loosen this work.

Facilitating Interprofessional Collaboration

In situations where collaboration among professionals is necessary, it is crucial to provide opportunities for simulation-based training and debriefing sessions. These activities enable members

to develop the essential skills required for collaboration and improve communication within multidisciplinary teams (Severson et al., 2014; Kuehn et al., 2017). Investing in training programs that emphasize collaboration can help leaders to build a strong foundation for effective teamwork.

4. Revise Job Division & Work Responsibilities

A more effective approach might involve revising job divisions and responsibilities to leverage each team member's strengths, including reasoning skills. The revised breakdown is as follows.

Leader's Role
- Identify the strengths and weaknesses of reasoning abilities of individual team members.
- Allocate job responsibilities based on tasks that match the reasoning skills of team members.
- Provide training and support to enhance the reasoning skills of team members in areas relevant to their roles.
- Establish a collaborative work environment in which team members can compensate for each other's deficiencies and capitalize on their collective strengths.

Team Member Roles
- Members with exceptional reasoning abilities may be tasked with the following:
- Analyze data and information critically.
- Solving problems and identifying the underlying causes.
- Developing and evaluating intricate strategies.
- Communicating logical arguments clearly and presenting them persuasively.
- Members with lower reasoning skills may be assigned tasks that involve
- Accurate instructions and procedures
- Implementing established processes and protocols with precision.
- Employing specialized knowledge in particular areas that do not require significant independent analysis.

This revised method acknowledges the varying cognitive abilities of team members and promotes team harmony. By thoughtfully allocating tasks, a leader can-
- Enhance team performance: Aligning responsibilities with proper skill sets results in superior output and fewer oversights.
- Elevate morale and engagement: Team members feel recognized for their competencies and possess opportunities to expand their knowledge bases.
- Reduce the influence of individual limitations: A well-organized team can counterbalance inadequacies by harnessing collective proficiency.

Benefits of the Revised Approach
- Improved Productivity: Task allocation based on reasoning skills can result in improved decision-making, reduced errors, and increased time efficiency.

- Enhanced Team Cooperation: When team members work together, they become interdependent and foster a collaborative environment.
- Development of Reasoning Abilities: By collaborating with colleagues who possess strong reasoning skills, team members can enhance their abilities.
- Greater Team Satisfaction: A system that recognizes individual strengths and offers opportunities for growth can contribute to higher job satisfaction.

This revised approach creates a more logical work environment by considering individual reasoning skills within the context of job divisions and responsibilities. This empowers leaders to build stronger teams that leverage the strengths of each member and create a more productive and collaborative work environment.

5. Evaluate Progress

Leaders must establish clear metrics and methods to evaluate the effectiveness of their interventions. How leaders can track progress

5.1 Individual Performance

Quantitative Metrics: Observe specific indicators, such as completion rates, accuracy, and efficiency, before and after modifications. Improved performance in these areas could be an indication of a positive impact on judgment abilities and decision making within individual roles.

Qualitative Assessment: Note changes in individual decision-making processes: Whether or not individuals displaying the team effectively take up tasks with more critical analysis backed by evidence and supporting reasoning must be taken into serious consideration. This would profoundly impact the quality of work and its effectiveness. Further, it will also need assessing the extent to which the team members can apply such skills in real situations and to what extent they are capable of merging them into their decision-making processes.

5.2 Team-Level Outcomes

Project Performance: Compare the productivity and timely completion of projects before and after the interventions in this team. The progress is palpable; visible improvements have been made by the team toward efficiency and reducing delays, as compared to previous years. Still, much scope for improvement lies ahead, and continuous efforts are being made to identify and eliminate the remaining obstacles in the workflow.

Communication quality: Monitoring the quality of team discussions and decision-making processes. Are discussions focused more on logic and evidence with less reliance on assumptions or emotions? Is communication clearer and more structured with sound arguments presented effectively? The clarity and structure of communication have a direct impact on the effectiveness of the presented sound arguments.

Employee Surveys and Feedback: Conduct surveys or focus groups regarding employees' perceptions—for example, whether they believe their reasoning capabilities have improved and whether they feel that the work environment is more rational and efficient. Moreover, it has to be researched whether team members believe in a more tightened function of critical thinking and whether the work environment is perceived to become more rational and productive.

5.3 Long-Term Assessments

Error Rates and Problem-solving: Monitoring the progression of error rates among team members over time. Does the frequency of errors decrease as team members become more adept at critical thinking and problem-solving? In addition, has the success rate of addressing intricate issues improved? In addition, the success rate of addressing intricate issues has improved.

Innovation and Morale: Monitor the output of innovation (e.g., new ideas and process improvements) over time. Has a more logical environment fostered a culture of creative problem-solving? In addition, we assessed employee morale and engagement levels. Does a more logical environment lead to more positive work experience with lower turnover rates?

Data Analysis and Interpretation

By evaluating the information obtained from diverse sources, leaders can discern patterns and trends that unveil the consequences of their initiatives. Positive indicators may include the following.

- Enhanced team performance and project success rates were achieved.
- Improved decision-making leads to increased efficiency and reduced errors.
- Communication quality has been enhanced with the use of clear and well-reasoned arguments.

Improved employee perceptions of the team's reasoning abilities and overall work environment.

Adaptation and Refining Strategies

An evaluation is a continuous process that requires constant monitoring and assessment. If progress appears sluggish, leaders can utilize this data to fine-tune their strategies in the following ways:

- Offers tailored training and resources to assist team members in enhancing their logical reasoning abilities.
- Realigning job responsibilities to better align individual skill sets with the demands of each task, thereby leveraging team members' strengths in logical thinking throughout their operations.
- Trialing different leadership styles, promoting a more open and collaborative environment where learning becomes a collective activity, and team members can build on one another's reasoning abilities.

6. Use Training & Reskilling

While revised job divisions and strong leadership can create a more logical environment, directly enhancing team members' reasoning skills can lead to long-term benefits. Here, leaders can utilize training and reskilling initiatives.

6.1 Identifying Training Needs

Understand individual evaluations and collective evaluations to highlight specific areas in which reasoning skill development is needed. This will guarantee the provision of training that will target the weaknesses actually existing.

Tailoring the development activities to individual team roles specifically is advised. For example, while a group of data analysts may benefit from training on critical analysis approaches, those responsible for making arguments will benefit from training in logical fallacies and persuasion.

6.2 Training Programmes and Resources
- Develop educational initiatives that focus on closing the reasoning skill gaps.
- Implementation of customized training programs that specifically target the identified areas of improvement.
- Consider delivering online courses, workshops, or in-house training sessions led by experts on critical thinking and reasoning skills.
- Offers access to relevant educational resources, such as online tutorials, books, and podcasts.

6.3 Encouraging Active Learning
- Promotes a culture of perpetual learning. Motivate team members to take an active role in training sessions and to utilize available resources.
- Hands-on exercises and case studies should be included within training programs to enable team members to apply their newly acquired skills in actual work situations.

6.4 Mentorship and Collaboration
- Formulate strategies to integrate research and development efforts. Implement initiatives to facilitate collaboration and knowledge sharing among team members. This fosters a culture of continuous learning and improvement within the organization.
- Develop training and mentorship programs to enhance the reasoning abilities of team members. Experienced individuals are assigned as mentors to guide and support those seeking to strengthen their skills.
- Encourage teamwork on tasks that require innovative problem-solving and critical analysis. This promotes a collaborative environment in which members learn from one another and enhance their collective reasoning capabilities.

6.5 Performance Monitoring and Feedback

Following the completion of training, it is essential to assess the effectiveness of reasoning skills by closely monitoring the performance metrics and team communication. Additionally, providing

continuous feedback to team members on their progress is crucial, as it allows for the identification of areas for improvement, while also recognizing successes.

Benefits of Training and Reskilling

Enhanced rational competencies: As team members enhance their capacity to evaluate information, solve problems, and make sound decisions, they exhibit heightened confidence in their abilities. Strengthened team interactions: The efficacy of collaboration and communication within a team is significantly improved when all members have robust grounding in reasoning skills.

Advanced creativity: A team that possesses exceptional reasoning skills is well prepared to tackle intricate issues and produce innovative solutions.

Enduring advancement: By making a deliberate effort to bolster reasoning skills, leaders invest in the long-term potential of their teams, fostering a culture of continuous learning and improvement that is sustainable.

Improving reasoning skills is crucial to creating a productive and successful team environment. Leaders can achieve this by implementing training and reskilling initiatives that empower team members to overcome deficiencies in this area. Such efforts contribute significantly to building a logical work environment in which team members can thrive and make valuable contributions to their success. By investing in the development of reasoning skills within their teams, leaders can foster a culture of continuous improvement and cultivate more effective and innovative teams.

Conclusion

Training and reskilling programs are particularly needed to be championed by leaders in times when most of the individual staff normally have limited reasoning capability. Against a backdrop of increasing technological innovations and changing work needs, it is also globally accepted that such programs would uphold upgrading the competencies of the individual worker (Bikar 2023; Morandini et al., 2023). These are such programs whose ariel view is an imperative to workers' adaptation of new technologies and working procedures with the resultant enhanced ability to contribute to total organizational success. Reskilling efforts are most critical in industries such as information technology and software development, where rapid technological changes make learning and acquisition of new skills very continuous in nature, as explained by Mohammed 2024.

Leaders play a critical role in driving the success of training and reskilling initiatives within organizations. Research indicates that leaders have a substantial impact on the skill development and performance of team members (Tu and Zhang, 2021). Leaders with strong political skills can effectively moderate the relationship between team conflict and performance, thereby creating a conducive work environment that enables employees to enhance their logical thinking and problem-solving abilities (Tu and Zhang 2021). Furthermore, the transfer of training, which is essential for ensuring that newly acquired skills are effectively applied in the workplace, is significantly influenced by leaders' organizational climates (Rouiller & Goldstein, 1993).

Cognitive training programs are quite effective for executive function and even for working memory in older adults at the workforce, according to Karbach and Verhaeghen (2014). These programs are very potent in enhancing the cognitive skills a worker needs for his or her logical reasoning and decision-making abilities that help create an effective and efficient working environment (Goghari & Lawlor-Savage, 2018). It is in this regard that cognitive training initiatives can be very instrumental in equipping members with the right set of skills necessary for going through complex tasks and challenges effectively.

Indeed, even in unprecedented disruptions, it is clear that continuous learning and adaption are essential matters on which the COVID-19 pandemic placed a lot of emphasis, according to Overbye and Wagner, 2022. If an organization focuses on reskilling and upskilling programs during a crisis, as shown by Overbye and Wagner in 2022, this would enhance the level of support towards its workforce and, at the same time, offer it long-term sustainability. This means that, in response to such external shocks as the pandemic, leaders able to champion reskilling efforts will make a significant difference in an organization's resilience and ability to maintain a logical and efficient working environment.

In the case of training programs, reinforcement learning applied together with deep learning methodologies can increase manifold their effectiveness in skill-development activities. Deep reinforcement learning makes possible the construction of efficient representations from sensory inputs about the environment; hence, using this approach is quite feasible in generating employee-centric and adaptive training experiences, as specified by Mnih et al. in 2015. This is possible through the addition of advanced technologies and methodologies to the training design so that any organization can individualize learning experiences for the best transfer of training and acquisition of skills (Velada et al., 2007).

Moreover, leaders make immense effort to bridge the gap in the skill of all concerned members and lay down a culture of continuous learning. Leaders who believe in training and skill development lead by example to bring in a work culture oriented toward learning, wherein workers would be facilitated to attain growth professionally. When there is proper cooperation and good communication that diminishes the skill distance between leaders and followers, the leaders can build up tense team dynamics that improve the performance as a whole (Tian et al. 2015).

In essence, leaders have a very significant role in enhancing the abilities of logical reasoning and skill building of their followers. Extensive training and reskilling programs, organizational climate that would foster a supportive environment, and how optimally state-of-the-art learning techniques are harnessed can help imminently foster a work environment that helps employees with deficient reasoning ability to grow. Only through continuing development of skills and embracing lifelong learning will a company be able to respond to the change in challenges effectively and remain competitive in this fast-moving business world.

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