

Abstract

As the theory that built on moral principles or rules of conduct which tell leaders how they should act, an understanding of essential aspects in normative leadership theories is increasingly important. So far, many normative leadership theories have addressed ethical values as the essential aspect, such as authentic, transformational, and servant leadership. But, very little attention has been given to making explicitly the cultural and spiritual values as essential aspect in normative leadership theory. Therefore, this study analyzes both values in leadership practices and aims to develop a more comprehensive normative leadership theory. Leadership stories from two figures: Nelson Mandela and Basuki Tjahaja Purnama are examined extensively through a normative analysis with an emphasis placed on the examining their values, beliefs, and attitude. This study shows that cultural and spiritual values are also largely relevant in shaping and determining the personality and performance of the leader, and it is a meaningful insight for the development of normative leadership theory. Furthermore, this examination will serve as the foundation in developing *philiarchy* (friendship) leadership as a new normative leadership theory that complements the authentic, transformational, and servant leadership and leads to a conclusion that, *philiarchy* leadership is a more comprehensive normative leadership theory because it explicates not only the ethical values, but also cultural and spiritual values.

Keywords: normative, leadership, friendship, ethical, cultural, spiritual, Mandela, Ahok, *philiarchy*