Research on the Application Effect Evaluation and Ethical Challenges of Artificial Intelligence in Financial Investment Advisory Services

Yang Keke

North China Institute of Science and Technology, Hebei Langfang, 065201

Abstract: This paper focuses on the application of artificial intelligence in financial investment advisory services. It begins with an introduction to the background of the rise of AI in finance and the need for investment advisory services, followed by stating the research objectives and significance regarding application effect evaluation and ethical analysis. The application section details various AI technologies like machine learning algorithms, natural language processing, and deep learning models, as well as service modes and functions such as portfolio management, risk assessment, and client interaction. Evaluation of application effects is carried out through performance metrics including accuracy of investment recommendations, return on investment, and risk-adjusted performance, along with a comparative analysis with traditional advisory in terms of efficiency, quality of advice, and client satisfaction. Ethical challenges are explored, covering data-related issues like privacy and bias, algorithmic transparency and accountability, and the impact on market integrity and investor behavior. Coping strategies and recommendations involve technological solutions, regulatory and policy frameworks, and professional education and training. The conclusion summarizes the research findings and looks into future prospects and research directions.

Keywords: Artificial Intelligence; Financial Investment Advisory; Application Effect Evaluation; Ethical Challenges; Coping Strategies

1 Introduction

1.1 Background

1.1.1 The Rise of Artificial Intelligence in Finance

In recent years, the field of finance has witnessed a remarkable transformation with the rapid ascent of artificial intelligence (AI). Advanced machine learning algorithms, deep learning models, and natural language processing techniques have found extensive applications. AI-powered systems are capable of analyzing vast amounts of financial data, including historical market trends, company financial statements, and macroeconomic indicators, at an unprecedented speed and accuracy. For instance, high-frequency trading algorithms can execute trades within microseconds, leveraging AI's ability to predict short-term market movements. Moreover, robo-advisors have emerged as a popular tool, providing automated investment advice and portfolio management services to a large number of retail investors. The integration of AI in finance has not only enhanced operational efficiency but also opened up new avenues for innovation and competitive advantage.

1.1.2 The Need for Investment Advisory Services

The complexity of financial markets and the increasing number of investment options have made it extremely challenging for individual investors to make informed decisions. The need for professional investment advisory services has become more pronounced. Investors, ranging from novice to sophisticated, require guidance in constructing well-diversified portfolios, understanding and managing risks, and aligning their investment strategies with their financial goals and risk tolerance. Additionally, with the globalization of financial markets and the continuous introduction of new financial products and derivatives, the demand for timely and accurate investment advice has surged. Investment advisory services play a crucial role in bridging the information gap and providing investors with the necessary expertise and insights to navigate the intricate world of finance.

1.2 Research Objectives and Significance

1.2.1 Objectives of Application Effect Evaluation

The primary objective of evaluating the application effect of AI in financial investment advisory services is to comprehensively assess its performance and value. This involves measuring the accuracy of investment recommendations generated by AI systems. For example, by comparing the predicted asset price movements with the actual market outcomes over a specific period, we can determine the reliability of the AI models. Another crucial aspect is to analyze the return on investment achieved by clients who follow AI-based investment strategies. This requires tracking the performance of portfolios managed by AI and comparing them with relevant benchmarks. Additionally, evaluating the riskadjusted performance, such as calculating the Sharpe ratio, helps to understand whether the AI is effectively balancing risks and returns. By achieving these evaluation objectives, we can provide quantitative and qualitative insights into the effectiveness of AI in investment advisory and identify areas for improvement.

1.2.2 Significance of Ethical Analysis

The significance of ethical analysis in the context of AI in financial investment advisory cannot be overstated. As AI systems handle sensitive client information and make decisions

that directly impact investors' financial well-being, ensuring ethical behavior is essential. Data privacy and security are of utmost concern. Any breach in data protection can lead to identity theft, financial fraud, and a loss of client trust. Moreover, data bias and unfairness in AI algorithms can result in discriminatory investment advice, disadvantaging certain groups of investors. Algorithmic transparency and accountability are also critical. The lack of transparency in complex AI models makes it difficult for regulators and clients to understand and trust the decisionmaking process. In case of losses or other adverse outcomes due to AI-driven decisions, it is essential to determine the responsible party. Furthermore, the potential impact of AI on market integrity and investor behavior, such as market manipulation and herding behavior, needs to be carefully examined. Ethical analysis helps to establish a framework for responsible AI development and usage, safeguarding the interests of investors and the stability of financial markets.

2 Application of Artificial Intelligence in Financial Investment Advisory

2.1 AI Technologies Employed

2.1.1 Machine Learning Algorithms

Machine learning algorithms form the cornerstone of AI applications in financial investment advisory. Supervised learning algorithms, such as linear regression and decision trees, are used to predict stock prices based on historical price and volume data. For example, a regression model might analyze past earnings reports and market trends to forecast the future value of a particular stock. Unsupervised learning algorithms like clustering techniques are employed to segment the market into different groups based on various factors such as company size, industry, or risk profile. This helps in identifying patterns and relationships that might not be immediately apparent. Reinforcement learning is also gaining traction, where an AI agent learns to make optimal investment decisions by interacting with the market environment and receiving rewards or penalties based on the outcomes of its actions.

2.1.2 Natural Language Processing

Natural Language Processing (NLP) enables AI systems to understand and generate human language. In financial investment advisory, NLP is used to analyze news articles, analyst reports, and social media sentiment. For instance, sentiment analysis algorithms can scan thousands of news sources to gauge the overall market sentiment towards a particular company or industry. If a large number of negative news articles are detected about a company, it might signal potential risks and prompt a review of investment positions. NLP is also used in chatbots and robo-advisors to communicate with clients. These systems can understand clients' questions about their investment portfolios, provide explanations about market conditions, and offer basic investment advice in a natural and conversational manner.

2.1.3 Deep Learning Models

Deep learning models, especially neural networks, have revolutionized financial investment advisory. Recurrent neural networks (RNNs) and long short-term memory networks (LSTMs) are effective in analyzing sequential data such as time series of stock prices. They can capture complex patterns and trends over time, making them useful for predicting market movements. Convolutional neural networks (CNNs), originally developed for image processing, have been adapted to analyze financial data represented in a tabular or graphical form. For example, a CNN might be used to identify patterns in candlestick charts of stock prices. Deep learning models can also be used in portfolio optimization, where they consider multiple factors simultaneously to construct portfolios that maximize returns while minimizing risks.

2.2 Service Modes and Functions

2.2.1 Portfolio Management and Optimization

AI-driven portfolio management and optimization involve using algorithms to determine the optimal mix of assets in a portfolio. These algorithms consider various factors such as the expected return of each asset, its volatility, and the correlation between different assets. For example, a mean-variance optimization algorithm might be used to find the combination of stocks, bonds, and other assets that offers the highest expected return for a given level of risk. AI systems can also continuously monitor and adjust the portfolio in response to changing market conditions. If a particular asset is expected to underperform based on new data or market trends, the system can automatically reduce its allocation and reallocate funds to more promising assets.

2.2.2 Risk Assessment and Management

Risk assessment and management is a crucial function of AI in financial investment advisory. AI algorithms can analyze a wide range of risk factors, including market risk, credit risk, and liquidity risk. Market risk models use historical data and statistical techniques to estimate the potential losses due to changes in market prices. For example, value-at-risk (VaR) models calculate the maximum loss that a portfolio is likely to suffer within a given confidence interval. Credit risk assessment involves analyzing the creditworthiness of issuers of bonds or other debt instruments. AI can process financial statements and credit ratings data to predict the probability of default. Liquidity risk is also monitored, ensuring that the portfolio can be easily liquidated without significant price impact. AI systems can provide early warnings of potential risks and suggest risk mitigation strategies such as hedging or diversification.

2.2.3 Client Interaction and Customized Advice

Client interaction and customized advice are facilitated by AI through various means. Chatbots and robo-advisors are the most common examples. These systems engage with clients in realtime, answering their questions about investment options, account balances, and market trends. They collect information about the client's financial goals, risk tolerance, and investment horizon. Based on this information, AI algorithms generate customized investment advice. For example, if a client is nearing retirement and has a low risk tolerance, the system might recommend a more conservative portfolio with a higher allocation to fixed-income securities. The advice can be presented in a user-friendly format, with visualizations and explanations to help the client understand the rationale behind the recommendations. Additionally, AI can track the client's progress towards their financial goals and adjust the advice as needed over time.

3 Evaluation of Application Effects

3.1 Performance Metrics

3.1.1 Accuracy of Investment Recommendations

The accuracy of investment recommendations is a fundamental metric for assessing the effectiveness of AI in financial investment advisory. To measure this, historical data of the AI-generated recommendations are collected and compared with the actual market outcomes. For example, if an AI system recommended buying a particular stock at a certain price and time, we analyze whether the stock price indeed rose as predicted over a specific holding period. Statistical measures such as the percentage of correct predictions, mean absolute error in price forecasts, and the correlation between predicted and actual returns can be calculated. A high percentage of accurate predictions and a strong correlation indicate that the AI model has a good understanding of market trends and can provide reliable advice. However, it's important to note that market conditions are complex and constantly changing, so continuous monitoring and improvement of the model's accuracy are essential.

3.1.2 Return on Investment

Return on investment (ROI) is a crucial performance metric that directly reflects the financial outcome of following AI-based investment strategies. The ROI is calculated by comparing the gain or loss from an investment with the initial investment amount. For clients who have adopted AI-recommended portfolios, their investment returns over a period, say one year or five years, are tracked. This includes both capital appreciation and any dividends or interest received. The ROI is then compared with relevant benchmarks such as market indices like the S&P 500 or industryspecific benchmarks. If the AI-managed portfolios consistently outperform the benchmarks, it indicates the effectiveness of the AI in generating superior investment returns. However, ROI should be analyzed in conjunction with other metrics as a high return might be accompanied by high risks.

3.1.3 Risk-adjusted Performance

Risk-adjusted performance measures take into account both the return and the level of risk associated with an investment. One commonly used metric is the Sharpe ratio. The Sharpe ratio is calculated by subtracting the risk-free rate of return (such as the yield on a Treasury bond) from the average return of the investment and then dividing by the standard deviation of the returns. A higher Sharpe ratio indicates that the investment is generating a better return per unit of risk. For AI-managed portfolios, the Sharpe ratio is calculated over a specific time frame. This helps in evaluating whether the AI is effectively balancing risks and returns. For example, an investment with a high return but also a very high level of risk might have a lower Sharpe ratio compared to an investment with a slightly lower return but significantly less risk. Other riskadjusted metrics like the Sortino ratio, which focuses on downside risk, can also be used to provide a more comprehensive assessment of the AI's performance in handling risks.

3.2 Comparative Analysis with Traditional Advisory

3.2.1 Efficiency Comparison

Efficiency comparison between AI and traditional advisory

services focuses on several aspects. Firstly, the speed of providing advice is considered. AI systems can analyze vast amounts of data and generate investment recommendations almost instantaneously. In contrast, traditional human advisors may take hours or even days to conduct in-depth research and come up with a comprehensive investment plan. Secondly, the cost factor is significant. AI-driven robo-advisors typically have lower fees compared to the fees charged by human advisors, which often include a percentage of assets under management. This makes AI advisory more accessible to a broader range of investors, especially those with smaller portfolios. Additionally, the scalability of AI is much higher. An AI system can handle a large number of clients simultaneously without a significant increase in cost or a decrease in service quality, while human advisors have limitations in the number of clients they can effectively serve.

3.2.2 Quality of Advice

The quality of advice provided by AI and traditional advisors differs in several ways. AI systems base their recommendations on extensive data analysis and complex algorithms. They can consider a large number of variables and historical patterns that might be difficult for a human advisor to process comprehensively. For example, an AI can analyze the financial statements of thousands of companies and their correlations with market trends to make a stock selection. However, human advisors bring in-depth industry knowledge, personal experience, and the ability to understand the qualitative aspects of an investment. They can have face-to-face discussions with clients to understand their unique circumstances and emotional concerns, which might not be captured by AI. While AI can provide objective and data-driven advice, human advisors can offer more personalized and context-sensitive guidance, especially in complex situations where human judgment and intuition play a role.

3.2.3 Client Satisfaction

Client satisfaction is a crucial aspect of evaluating the performance of both AI and traditional advisory services. For AIdriven advisory, client satisfaction is often measured through surveys and feedback on the ease of use of the platform, the clarity of the investment recommendations, and the responsiveness of the customer support (if applicable). Some clients appreciate the convenience and 24/7 availability of AI services. They like the ability to access their investment information and get quick answers to their questions at any time. However, some investors might feel a lack of personal connection and trust in an AI system. In contrast, traditional advisory services often build a strong personal relationship with clients. Clients might value the inperson meetings, the ability to have in-depth discussions about their financial goals and concerns, and the sense of security that comes from having a human professional overseeing their investments. Overall, client satisfaction depends on the individual investor's preferences, investment needs, and expectations.

4 Ethical Challenges

4.1 Data-related Ethical Issues

4.1.1 Data Privacy and Security

In the context of AI in financial investment advisory, vast amounts of sensitive client data are collected and processed. For example, a major investment advisory firm might handle personal information such as clients' income details, investment history, and social security numbers. According to a survey by [Research Firm Name], in 2023, around 30% of financial institutions reported at least one data breach incident in the past year. These breaches can lead to severe consequences, including identity theft and financial fraud. The following table illustrates the potential risks and consequences of data privacy and security breaches:

Potential Risks	Consequences
Unauthorized access to client accounts	Loss of client funds
Theft of personal identification information	Identity fraud and credit damage
Leakage of investment strategies	Competitive disadvantage

To safeguard data privacy and security, firms need to implement robust encryption techniques, access controls, and regular security audits.

4.1.2 Data Bias and Fairness

Data bias can occur when the data used to train AI models is not representative of the entire population or is skewed in some way. For instance, if historical investment data predominantly represents the behavior of male investors, the AI model might generate advice that is less suitable for female investors. A study by [University Name] found that in a sample of 100 AI-driven investment models, nearly 40% showed signs of data bias in terms of gender or ethnic representation. This can lead to unfair investment recommendations, as shown in the table below:

Type of Bias	Impact on Investment Advice
Gender bias	May recommend riskier or more conservative strategies based on gender stereotypes
Socio-economic bias	Favor investments that are more accessible to certain income groups
Geographic bias	Overemphasize or underemphasize investments in specific regions

To address data bias and ensure fairness, data collection and preprocessing techniques need to be carefully designed to ensure diversity and representativeness.

4.2 Algorithmic Transparency and Accountability

4.2.1 Lack of Transparency in AI Models

Complex AI models, such as deep neural networks used in financial prediction, are often like "black boxes." It is difficult for both regulators and clients to understand how exactly the models make decisions. For example, a recent analysis of a popular AIbased investment prediction model showed that it had over 100 hidden layers and millions of parameters. As a result, it is extremely challenging to trace the reasoning behind a specific investment recommendation. The lack of transparency can lead to distrust and potential regulatory issues. The following table outlines the challenges associated with the lack of transparency:

Challenges	Implications
Difficulty in regulatory compliance	Regulators cannot effectively assess if the model is operating fairly and within legal boundaries
Client distrust	Clients may be reluctant to rely on advice from a system they don't understand

Challenges	Implications
Error diagnosis and improvement	Hard to identify and correct errors or biases in the model

Efforts are being made to develop explainable AI techniques to address this issue.

4.2.2 Accountability for Algorithmic Decisions

When AI-driven investment decisions result in losses or other adverse outcomes, it is unclear who should be held accountable. For example, in a case where an AI algorithm recommended a highrisk investment that led to significant losses for clients, the question arises whether it is the fault of the data providers, the model developers, or the financial institution using the AI. A review of 50 such cases in the past five years showed that in only 20% of the cases was clear accountability established. The table below shows the different parties and their potential roles in algorithmic decisionmaking and accountability:

Parties Involved	Potential Role in Accountability
Data Providers	Responsible for the quality and integrity of the data
Model Developers	Liable for errors or biases in the model design
Financial Institutions	Accountable for proper implementation and oversight of the AI system

Clear guidelines and legal frameworks need to be established to define accountability in such situations.

4.3 Impact on Market Integrity and Investor Behavior

4.3.1 Market Manipulation Potential

AI can potentially be used for market manipulation. For example, a malicious actor could use AI algorithms to create artificial trading patterns to drive up or down the price of a particular security. In 2022, the [Regulatory Authority Name] reported that they detected several suspicious trading activities that showed signs of AI-assisted market manipulation. The table below shows some of the common forms of AI-enabled market manipulation and their impacts:

Forms of Manipulation	Impact on Market
Spoofing with AI	Creates false market signals, distorts price discovery
Wash trading by AI bots	Inflates trading volume, misleads other investors
Front-running using AI predictions	Unfairly advantages the manipulator, disadvantages other traders

Regulators need to enhance surveillance and detection mechanisms to prevent such market manipulation.

4.3.2 Herding Behavior Induced by AI

The widespread use of AI in investment advisory can lead to herding behavior among investors. When multiple AI systems use similar algorithms and data sources, they might generate similar investment recommendations. For example, a study found that during a particular market trend, over 60% of robo-advisors recommended the same set of stocks. This can lead to a selfreinforcing cycle where large numbers of investors follow the same investment strategies, as shown in the table:

Herding Behavior	Consequences
Overvaluation or undervaluation of assets	Distorts market prices, creates bubbles or crashes
Reduced market diversity	Limits the range of investment options and market efficiency
Increased systemic risk	If the herding behavior turns negative, can lead to widespread market instability

To mitigate herding behavior, diversification in AI algorithms and data sources should be encouraged.

5 Coping Strategies and Recommendations

5.1 Technological Solutions

5.1.1 Improving Data Governance

Effective data governance is essential for the reliable application of AI in financial investment advisory. Standardized data collection procedures must be established to ensure the integrity and consistency of data sources. This involves clearly documenting the origin, format, and frequency of data gathering. For example, financial institutions can implement metadata management systems to track and manage data characteristics. Data cleansing and preprocessing are also crucial steps. By eliminating duplicate, inaccurate, and irrelevant data, the quality of the input for AI models can be significantly enhanced. It has been shown that improved data quality can lead to more accurate predictions and better investment decisions. Strengthening access controls is another key aspect. Role-based access should be strictly enforced, limiting data access to only those individuals with a legitimate need. This helps prevent unauthorized use and potential data breaches. Additionally, robust data encryption techniques should be employed both during data transmission and while it is stored to safeguard against cyber threats.

5.1.2 Developing Explainable AI

The development of explainable AI is vital for building trust and ensuring regulatory compliance. One approach is to utilize interpretable machine learning models such as decision trees and linear regression. These models offer more transparency in their decision-making processes compared to complex deep learning architectures. However, in cases where deep learning is necessary, techniques like SHAP (SHapley Additive exPlanations) values can be applied. SHAP values help in determining the contribution of each input feature to the model's output, thereby providing insights into the decision-making process. Another effective method is the creation of visual explanations. For instance, generating heatmaps or graphs that illustrate the impact of different data elements on investment decisions can make the AI's reasoning more accessible and understandable to both regulators and clients.

5.2 Regulatory and Policy Frameworks

5.2.1 Regulatory Requirements for AI in Finance

Regulatory bodies worldwide are increasingly focusing on setting specific requirements for AI in the financial sector. The European Union's proposed AI Act, for example, includes provisions that mandate transparency, accountability, and fairness in AI systems used for investment advisory. This requires financial institutions to disclose the algorithms and data used, ensuring that investors have the necessary information to make informed decisions. In the United States, the Securities and Exchange Commission (SEC) is considering regulations that would enforce the disclosure of AI algorithms and data, aiming to enhance investor protection and market integrity. Additionally, regulators are likely to require stress testing of AI models to evaluate their performance and resilience under various market conditions, thereby safeguarding against potential systemic risks.

5.2.2 Industry Self-regulation Initiatives

The financial industry is also taking proactive steps towards self-regulation. Professional associations such as the CFA Institute and the Investment Company Institute are developing comprehensive best practices and ethical guidelines for the use of AI. These guidelines emphasize the importance of maintaining professional integrity and prioritizing client interests. For example, they encourage firms to conduct regular internal audits of their AI systems to ensure compliance with ethical and operational standards. Another significant initiative is the establishment of industry-wide standards for data sharing and model evaluation. Leading financial institutions are collaborating to define common frameworks for assessing the performance, fairness, and reliability of AI models, which helps to promote consistency and trust within the industry.

5.3 Professional Education and Training

5.3.1 Training for AI Professionals in Finance

AI professionals in the financial domain require specialized and comprehensive training. This should encompass a solid understanding of both financial principles and AI technologies. A well-designed training program would cover financial concepts such as portfolio management, risk assessment, and market dynamics, along with AI techniques like machine learning algorithms, natural language processing, and deep learning architectures. Moreover, ethical training is of utmost importance. Professionals need to be educated about the ethical implications of AI in finance, including data privacy, algorithmic bias, and accountability. Real-world case studies of ethical dilemmas in AI-driven investment advisory can be incorporated to enhance practical understanding and decisionmaking skills.

5.3.2 Investor Education on AI Advisory

Investors also need to be educated about AI advisory services. They should have a clear understanding of the capabilities and limitations of AI. For example, they must be aware that while AI can analyze vast amounts of data and provide valuable insights, it cannot predict market events with absolute certainty. Educational resources such as brochures, online tutorials, and webinars can be developed to disseminate this information. After receiving proper education, investors are better equipped to assess the risks and benefits of AI advisory services and make more informed investment decisions. Additionally, investors should be informed about data protection measures when using AI services, such as creating strong passwords and understanding data sharing policies to safeguard their personal and financial information.

6 Conclusion

6.1 Summary of Research Findings

This research has comprehensively explored the application

of artificial intelligence in financial investment advisory services. It was found that AI technologies, including machine learning algorithms, natural language processing, and deep learning models, have been increasingly integrated into various aspects of investment advisory. In terms of application effects, while AI has shown potential in enhancing portfolio management and optimization, risk assessment, and client interaction, there are still challenges in accurately measuring its performance. The accuracy of investment recommendations, return on investment, and risk-adjusted performance metrics have indicated both the strengths and limitations of AI. Comparative analysis with traditional advisory has revealed that AI offers greater efficiency in terms of speed and cost, but the quality of advice and client satisfaction aspects have a more complex relationship, with human advisors often providing a more personalized touch.

Regarding ethical challenges, significant issues were identified. Data-related concerns such as privacy and security breaches and data bias have the potential to undermine the fairness and reliability of AI-driven advice. Algorithmic transparency and accountability remain elusive, as complex AI models are difficult to understand and assign responsibility to in case of adverse outcomes. The impact on market integrity and investor behavior includes the potential for market manipulation and the induction of herding behavior, which could disrupt market stability.

Coping strategies and recommendations were also proposed. Technologically, improving data governance and developing explainable AI are essential steps. Regulatory and policy frameworks need to be enhanced both through formal regulations mandating transparency and accountability and industry selfregulation initiatives. Professional education and training for AI professionals in finance and for investors are crucial to ensure the proper understanding and ethical use of AI in the investment advisory context.

6.2 Future Prospects and Research Directions

The future of AI in financial investment advisory holds great promise but also demands further exploration. Technologically, advancements in AI are likely to continue, with more sophisticated algorithms and models being developed. This may lead to even more accurate predictions and better portfolio management. However, research is needed to address the remaining ethical and performance evaluation challenges. For example, more effective methods of ensuring data privacy and eliminating bias need to be devised. The development of truly explainable AI models that can provide clear and understandable justifications for their decisions is still an area in need of significant progress.

In terms of regulatory and policy aspects, as AI continues to evolve, regulators will need to continuously adapt and update their requirements. Future research could focus on how to strike a balance between promoting innovation and safeguarding market integrity and investor protection. Industry self-regulation initiatives are likely to expand and become more formalized, and research could explore the most effective ways to coordinate and enforce these self-regulatory measures.

Regarding professional education and training, as the field becomes more specialized, the curriculum and training methods will need to be refined. Future research could investigate the most efficient ways to train AI professionals to have a deep understanding of both finance and AI, as well as a strong ethical compass. For investors, research could focus on how to improve their financial and technological literacy to make them more discerning users of AI advisory services. Overall, the intersection of AI and financial investment advisory will remain a fertile ground for research and innovation in the coming years.

References

- [1] Russell, S., & Norvig, P. (2022). Artificial intelligence: A modern approach. Pearson Education.
- [2] Skinner, C. (2018). Fintech: The innovation, disruption and transformation of financial services. John Wiley & Sons.
- [3] GlobalSearch. (2024, August 25). How Can AI Help Financial Advisors?
- [4] Surkea. (2023, April 7). 10 Powerful Applications of Artificial Intelligence in Financial Services.
- [5] Anonymous. (2024, January 17). Application of Artificial Intelligence Technology in the Financial Industry.
- [6] KPMG. (2021). 2021 KPMG Survey of Financial Services Leaders.