

LEADERSHIP IN A THEORETICAL ASPECT

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The article attempts to explain the definition of leadership. Leading definitions in the field of management sciences are presented. A special role was attributed to the authenticity of the leader. The influence of the “ideal of organization” on individual members of the organization is described. “Authorities” were taken into account as a foundation for strong leadership, paying attention to the fact that gaining power and gaining social approval impose slightly contradictory requirements on the leader. Particular attention has been paid to leadership and management as different concepts. The differences between leadership and management are illustrated. The whole article ends with constructive conclusions.

Ключові слова: leadership, leader, management, effective leader.

Quick technological, economic, and social changes lead to the fact that modern organizations operate in a turbulent and changeable surrounding. Conditions in which modern organizations operate lead to the need for effective leadership. It seems significant to adjust the culture of the organization to changes in the surrounding, which in turn guarantees having a strong leader. It is the leader that creates the organizational culture and may be its major advantage. The more turbulent surrounding, where the organization operates, the bigger need for effective leader, so acquiring such leader is a major challenge for an organization.

Although research on leadership has not yet led to determination of a set of features that characterize efficient leaders, it seems clear that leaders play major role in supporting groups, organizations and societies in achieving their goals. Thus, leadership skills and people management skills are an important factor of efficiency of managers. Many economic organizations, stuck due to difficulties, gain new strength after their presidents or directors were replaced. We should still perceive people as humans and not limit

ourselves to “categorize” and analyze their mental characteristics. Smart leaders strengthen their advantages, overcome their faults and tendencies and help team members in their efforts since they know that their success depends on work efficiency of the entire team.

Thus, it is necessary to attempt to answer the following questions [1]:

- What is leadership and why does it matter?
- How do we reconcile work with life?
- How do organizations take care of the most productive people?
- How do people and organizations adjust to conditions, learn and change?

When discussing leadership, we usually think about fulfilling certain military or political roles. In our reality, we come across leaders that fulfill less meaningful roles, e.g. entrepreneurs, managers or social activists. Being a leader fulfilling these roles makes it possible to gain better results at professional work.

The organizational system also includes the phenomenon of informal leadership. It is characterized by a person of outstanding respect and prestige. He/she is not on managing positions and people are still ready to listen to his/her voice and follow his/her lead.

Management and leadership. We have been dealing with management for ages. The development of the theory of management took place at the turn of XIX and XX century. The pioneers of the theory are considered an industrialist R. Owen and economist A. Smith. Factories and plants that were developed, would come across a wide range of problems related to work organization. This implied the need to work out new ways, techniques and tools of management. The management was dominated by three trends: universalist, engineering and humane. The representatives of the universalist trend are considered H. Fayol, of the engineering – H. La Chatelier, F. W. Taylor, H. L. Gantt, F. B. Gilbreth, and the humane – M. P. Follett.

The literature on management science contains numerous definitions of management. According to R. W. Griffin management is a “set of actions (including planning and making decisions, organizing, leading, i.e.) managing people and controlling), oriented at resources of organization (people, finances, materials and information) and fulfilled in order to achieve goals of the organization in an efficient and effective manner” [2].

According to A. K. Koźmiński, D. Jemielniak, “management is based on provision of (conscious creation of) conditions so that the organization operates in line with its assumptions and fulfills its mission, achieves goals in accordance with the mission and keeps a certain level of cohesion that allows survival, separation from the surrounding and development, so fulfillment of the mission and future goals” [3].

In turn, B. Gliński considers management as actions that lead to cause the objects, organizations or subordinate people to function in accordance with the goals of the manager [4].

The position of P. Drucker should be noted. It assigns management a wide range of features and rules that make it efficient [5]. Firstly, management refers to people. A person is the author of management. Thus, the manager should have proper competences.

A characteristic feature of management is organizational culture. Management is embedded in culture. Physical, behavioral, and linguistic artefacts gain a meaning. Values

and standards determine taking certain action. The organizational culture determines the manner in which employees act. The managers should take that into consideration in their work.

The management should be accompanied by particular goals. Depending on the level of management, these goals should be operational, tactical or strategic. Awareness of these goals by the employees guarantees efficient management thereof.

Management requires communication. Assuming that communication within organization fulfills an information-organizational and motivational-inspirational role [6] it should recognize validity of a message as information that is being communicated. Communication includes spreading information, providing data, ideas, facts. Making decisions, planning, organization management depends on information. Thus, information is crucial for existence of organization. It is used to achieve goals, clarifying, describing, evaluating, verifying them.

A significant increase in knowledge and information in modern market economy implies creating new methods and tools of management. A “learning organization” is the answer to such demand. Within the “learning” organization, the learning process is continuous. It is based on permanent acquisition of knowledge and skills within the scope of functions of management, preparing the management staff for particular positions, development of own professional competences.

Management takes more formal and scientific form. This applies to basic skills such as planning, organizing and motivating and efficiency of skillful use of IT techniques. Management becomes effective due to profound and continuous analysis of indicators (financial, market, organizational). Based on this, the managers evaluate employees and actions of the lower-level management. Management is conscious development of conditions so that the organization fulfills its assumptions, own mission, in line with goals that is set for it and performs tasks and goals within shorter time perspective. Its main goals involve assigning a goal of existence of organization and setting a desired goal.

Many managers improperly define the term of leadership, and identifies it with social function and position rather than ability to gain followers. Thus, we also observe fight for position, dignity and title, and once they are obtained, an illusion of leadership is created.

A. K. Koźmiński and W. Piotrowski define leadership as affecting behavior of others, which is based on motivating people to efficient actions, and essentially on conscious selection of influence⁻ within the group [7].

S. Mika perceives leaderships as a certain feature, ability, or skill to unite people, affecting them and creating a vision of development and motivating subordinates to act [8]. According to Mika, leadership is characterized by special features of a person whom other are willing to trust and willingly come in line with. It might be said that such person is an authority and has power among such community, which is accepted.

M. Armstrong states that leadership is mostly an acquired feature [9]. According to Armstrong, a leader must show extraordinary intelligence, positive attitude and combination of such advantages as courage, craft and reason. He also states that effective leaders base on natural talents and develop them as they gain experience and shape skills

crucial for leadership. This phenomenon is referred to as charisma. Such skills are possessed by a small percentage of managers.

Thus, leadership is based on relation of influence between the leaders and their followers and such relation reflects necessary changes that result from assumption of common goals. Management, in turn, is a relation of power between at least one manager and one subordinate, which relation coordinates their activity in order to produce and sell particular goods or services.

Leadership is a skill to lead smaller and bigger groups of followers. It is based on presenting, and communicating a vision of the future which the team is to pursue. The vision of the group should be interesting in order to raise emotional will for the managers to pursue it. The desire to gain benefits must have a reference to the higher motivation, and of such benefits is making self and own team stand out, pursuing both ideological and innovative goals.

Leading is an invulnerable part of management, not its substituent. The leader formulates a vision and strategy of actions, whereas a manager uses all skills at work in order to fulfill such vision. In order to understand leadership, it should be viewed from the perspective of unity and mutual dependency. The leader will address others, and not stand by; he/she is in touch with others and a positive attitude.

Management, as combined with leadership, may generate regular changes, leadership along with management, makes it possible to maintain proper level of compliance of the organization with surrounding environment [10].

Speaking of leadership, we are talking about a long-term process, management is again the so called “today” of the organization. The focus of management is on controlling the institution, its efficiency, performance, and what we can anticipate. Leadership is term that refers to future. It presents a vision of the organization within a time space that contains a strategy of achieving a goal that was set as well as future organizational culture.

Table 1 presents the differences between management and leadership, where the need for cooperational teams were considered for performance of goals that were set.

Table 1

Comparison of management and leadership

Management	Leadership
Definition of goals, intentions, and tasks	Communicating vision and mission
Setting strategies and policies	Inspiring and agreeing on values
Providing structure and support systems	Developing a magnificent environment
Agreeing on time frames, developing schedules	Clarifying expectations and aspirations
Planning, adjusting and organizing resources	Complete involvement of people in projects
Setting parameters and control	Developing high-performance ethics
Managing knowledge and information	Identifying, using, and developing talents

Source: own development on the basis of [11].

Leadership is not identical with management, however, for the organizations to operate properly need both [12].

It is more and more visible that organizations of the future will significantly differ from currently existing ones [13]. Thus, a question arises regarding the image of the manager of tomorrow that will manage such organizations. Along with increasing tempo of changes, the learning ability will not be based on getting to know new system just once. We already know that in the future, the only constant value will be the process of non-stop learning and changes. Moreover, it should be noted that the line between the subordinate and the supervisor will fade and the manager will not be only a manager but, above all – the leader.

In order to understand the significance of leadership, it is necessary to grasp the idea of differences that occur between it and management. This also applies to the difference occurring between leaders and managers. Management may be most easily defined as a tendency to convince people to do particular things, whereas the leadership is a tendency to do them. Leadership constitutes the highest form of management.

Manager versus leader. According to Zaleznik, leaders and managers are two, significantly different groups of people. The differences between them include, above all, motives behind actions, way of thinking and acting itself [14]. John P. Kotter has the same view and requires clear differentiation between the role of a manager and leader within the organization.

The role of a manager, by principle, is related to the role of a manager, boss, supervisor of people who work within particular organization or for the benefit thereof. This role is based on selection of employees who are assigned with scopes of professional duties and particular tasks, and provision of proper conditions for them to perform these tasks [15].

Activity of the leader is based on setting a goal that is ambitious and remote, and also to motivate subordinates in achieving such goal. In turn, action taken by the manager is based, above all, on managing processes that are already running. The leader sets a target point, and a good manager leads its team to achieve such goal by choosing the best way to achieve it [16].

The leader uses his/her imagination multiple times and searches for efficient techniques the aim of which is to introduce changes. A leader has a vision of his/her organization. He/she sets long-term goals and assumes particular strategy. A manager performs it, accepts certain methods of solving problems [17].

The literature on management sciences distinguishes more strict opinions that present differences between the manager and the leader. The differences are presented in the table below.

The tempo of changes in the economy and more and more turbulent surrounding implies the need to generate new competences among the management, namely gaining competences not only of a manager, but also a leader.

A leader is a person of extraordinary, elite character. Unlike managers, promoted by many people in differentiated format of organization as well as on various levels. The result is a rare man with personal features of a leader.

Table 2

Characteristics of actions of a manager and a leader

MANAGER (managing person, director)	LEADER (leading person)
Summary I	
Recommends, orders	Inspires, proposes
Arouses fear	Arouses interest
Blames other for errors, points out mistakes	Shows support, helps to fix mistakes and come up with solutions in order to prevent them
Sets tasks and tells other what needs to be done	Sets results and work tempo and tells other what needs to be done
Implements previously-determined tasks via others	Teaches cooperation and sharing benefits
Controls and checks	Promotes enthusiasm
Uses expressions like “I”, “go”, “be on time”	Uses expressions like: “Us”, “Let's go”, “let's be ahead of schedule”
Focuses on present	Thinks about the future
Enforces obedience	Shows a way
Subordinates	Education for independence
Summary II	
Plans actions	Has wider knowledge
Eliminates risk	Takes risk
Acts from the part to the whole	Acts from the whole to the part
Focuses on tasks	Focuses on people
Motivates and controls results	Inspired other and “makes them follow”
Subordinates others	Obliges others
Aims at organization	Sets directions
Applies formal structures, takes care about order within organization	Applies informal structures, introduces innovations
Aims at organization	Sets directions

Sources: [18].

The fundamental difference in creating interpersonal relations is that leaders (leaders) at senior management levels devote more time to influencing and convincing other entities over which they do not have the power resulting from their position in the organizational structure. Therefore, they are based on informal power, their own authority. Both leadership and managerial roles require specific interpersonal skills, and the difference in behaviour depends on the context in which these skills are used. A key difference between managers and leaders is the attitude of leaders to change and managers to maintain stability over time [19].

The fundamental difference between a leader and a manager is that the leader (leader) moves towards change, while the manager focuses on balance. The leader's attitude is to inspire others to work harder and achieve better results. In turn, the manager takes care of people so that they receive an appropriate salary in relation to their work.

P. F. Drucker, wishing to define a person as a leader, assigned him exactly four competences, which in his opinion should be displayed by an outstanding leader [20]:

- It's a person who has followers;
- An effective leader is not always loved or admired;
- the activities of leaders are noticeable;
- leadership always involves responsibility.

To sum up, it is therefore impossible to derive a single, binding definition of this phenomenon. Among the many ways of defining the concept of leadership, four most frequently functional approaches can be selected [21]. Leadership as a skill is understood as the ability to involve others in the process of achieving an objective within a system or environment. It is also a skill of winning people over, affecting their will to act. Leadership skills are assigned a key role in this approach.

According to John W. Gardner, there are five criteria to distinguish -between leaders and ordinary managers [22]:

- the leader thinks long term;
- the leader has the ability to deal with the conflicting needs of the team;
- the leader attaches great importance to an established vision;
- the leader seeks better, more effective solutions, does not accept the current state of affairs if it is inconsistent with his ideas;
- In his/her interests, the leader does not limit himself/herself to the scope of the team's tasks.

Employees appreciate the importance of the leader (leader) in the organization. People are attracted to leaders focused on the future, because living only in the present or the past, they fall into a melancholy that has never been a driving force for action, improvement. Successful leaders know that developing leadership skills is a lifelong task, that "a leader is always on the move".

A manager who wastes time and effort to keep up with our increasingly competitive society is disqualified by others. What you become is much more important than what you own. Income usually does not precede personal development. But don't forget that what you become has a direct impact on your possessions.

In shaping your leadership, you should take care to change unwanted behaviour. Feedback from subordinates and colleagues should be filtered for reliability. However, it is not enough just to know what needs to be changed. The process of change must be carried out in an appropriate and considered manner, which requires time and effort and conscious thinking about one's own reactions to particular situations. The leader is obliged to train in behaviours that are appropriate for the situation and that will properly influence subordinates, therefore it is necessary to eliminate undesirable behaviours, means behaviours that may undermine the trust placed by members of the group in their leader.

Although research on leadership has not yet led to determination of a set of features that characterize efficient leaders, it seems clear that leaders play major role in supporting groups, organizations and societies in achieving their goals. Thus, leadership skills and people management skills are an important factor of efficiency of managers.

Management uses well-defined tools and techniques based on reasoning and verification, which can be used in a variety of situations. Leadership has less precise tools that are often intuitive.

To sum it up. Leadership is no better than management, nor is it an alternative [23]. These are two different but complementary sequences of action. The challenge is to skillfully combine leadership with management and to balance them. A good manager should have both management skills (organisational talent, ability to set tasks and communicate with the team) and leadership skills in managing people.

Organizations need both management and leadership to function effectively. Leadership is a prerequisite for change and management is a prerequisite for achieving the expected results.

The essence of leadership is its multi-faced nature. Leadership is based primarily on the authority of the individual and authority that others themselves accept. It is also setting the direction, developing a vision for the future of the organization, but also setting the direction of people's actions. The leadership is also inspiring and motivating, releasing energy in people. Leadership is necessary to create change and management to produce regular results.

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ТЕОРЕТИЧНІ АСПЕКТИ ДОСЛІДЖЕННЯ ЛІДЕРСТВА**Р. Бальцежик, Я. Матерак¹, О. Голубник²**

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Швидкі технологічні, економічні та соціальні зміни означають, що сучасні суб'єкти ринкового господарства, зокрема підприємства, діють у бурхливих і мінливих умовах. Ці обставини зумовлюють необхідність ефективного керівництва підприємствами. Важливо адаптувати культуру підприємства до змін у навколишньому середовищі, що, в свою чергу, потребує наявності сильного керівника. Саме він створює організаційну культуру і може бути її позитивним чинником у конкурентній боротьбі з іншими організаціями. Чим нестабільнішим є середовище, в якому працює підприємство, тим більшою є його потреба у ефективному керівникові.

Хоча дослідження лідерства ще не призвели до визначення сукупності ознак, що характеризують ефективних лідерів, очевидно, що лідери відіграють головну роль у підтримці груп, організацій та суспільств у досягненні своїх цілей. Таким чином, лідерські навички та навички управління людьми є важливим фактором ефективності роботи менеджерів.

Наведено основні визначення лідерства представлені у наукових дослідженнях з управління та запропоновано авторське трактування цього поняття. Аналіз досліджень науковців дав змогу визначити фактори від яких залежить роль лідера, а саме досвід керівника та інших членів організації, організаційне середовище, здібності та очікування підлеглих, тип завдань, що підлягають виконанню, і ситуація, в якій існує зв'язок між лідером і членами організації. Особливу роль відведено автентичності лідера.

Описано вплив "ідеалу організації" на окремих членів організації. "Влада" враховується як фундамент для сильного лідерства, звертаючи увагу на те, що здобуття влади та здобуття соціального схвалення формують трохи суперечливі вимоги до лідера. Особлива увага приділяється лідерству та менеджменту як різним поняттям. Прілюстровано відмінності між лідерством та управлінням. Визначено, що лідерство не є кращим, ніж управління, і не є альтернативою. Це дві різні, але взаємодоповнюючі дії. Завдання полягає в тому, щоб вміло поєднати лідерство з управлінням і збалансувати їх.

Загалом визначено, що суть лідерства полягає в його багатогранності. Лідерство ґрунтується насамперед на авторитеті особистості. Лідер встановлює напрям розвитку, розробляє бачення майбутнього організації, а також надихає та мотивує людей. В сучасних умовах лідерство необхідне не тільки для розвитку, а для забезпечення ефективного функціонування організації.

Ключові слова: лідерство, лідер, менеджмент, ефективний лідер.