

LEADERSHIP AND HUMAN FUTURE – REQUIREMENTS AND DIMENSIONS OF THEORETICAL AND PRACTICAL CONCEPT (Introductory Presentation)

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ЛИДЕРСТВОТО И ЧОВЕШКОТО БЪДЕЩЕ – ИЗИСКВАНИЯ И ИЗМЕРЕНИЯ ЗА ТЕОРЕТИКО-ПРИЛОЖНА КОНЦЕПЦИЯ

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Abstract: Analysis is made of conditions for justifying a unified theory of leadership. Approaches are tracked, outlining both the dimensions of interdisciplinary, interactionist perspectives and „open“ paradigm for the study of leadership, but also its varieties, specifications, projections and trends in management, economic and political spheres of society. The article presents the multi aspects, the complexity of the integration of external and internal factors discussed under the issue, but also the possibility of combining new models and theories of leadership. The dimensions of global leadership are placed in the context of emerging challenges in the modern world.

Keywords: unified theory of leadership, leading paradigms for scientific analysis, types of leadership, a new integrated model, dimensions of global leadership.

Резюме: Анализират се предпоставки за обосноваване на единна теория за лидерството. Проследяват се подходи, очертаващи както измеренията на интердисциплинарността, интеракционистките перспективи и „отворени“ парадигми за изследване на лидерството, но и неговите разновидности, характеристики, проекции и тенденции в мениджмънта, икономическата и политическата сфера на обществата. Посочва се многоаспектността, сложността от интегрирането на външни и вътрешни фактори в анализа по проблематиката, но и възможностите от обединяващи нови модели и теории за лидерството. Измеренията на глобалното лидерство са поставени в контекст от възникващите предизвикателства в съвременния свят.

Ключови думи: единна теория за лидерството, водещи парадигми за научен анализ, разновидности на лидерството, нов интегриран модел, измерения на глобалното лидерство.

I. Interdisciplinarity, interactionist perspectives and „open“ paradigm for the study of leadership, its variations and trends in the contemporary globalized world

Numerous publications, definitions and approaches to the study of leadership suggest not only the complex and multifaceted nature of this phenomenon, but also the need to seek the intersections of different concepts and paradigms outlining leading trends in the theoretical and empirical worked out, including gained historical, organizational and managerial experience of this, perhaps, the most beautiful, dynamic, publicly visible, but often invisible, dramatic – as existential, transforming personal experience – form of human activity.* Causing constant amazement of the built, a priori, entirely positive and even altruistic connotations for some over-norm, above-standard human dimension bearing romantic and charismatic alchemy of personal characteristics, emitting a clear vision and will for the launch of innovative ideas or making cardinal and key decisions. But also having an irresistible influence on mass consciousness, forming followers and associates in their implementation.

In this process of 'becoming', construction and operation of leadership, *personal, behavioral, situational and social phenomena* are intertwined that occur in various small or larger groups of society. On the one hand, its legitimacy may have the nature of spontaneous approval, but may be carried out through the mechanisms of power, its variants and specific requirements. The latter, in turn, have their own object of analysis, leading concepts and categories that explore leadership in a relatively independent aspect, direction or separately differentiated, constructed model of study.

Therefore, it is necessary that the parameters of a *single theory of leadership* reflect the projections from various fields and aspects of analysis, integrate relevant knowledge from used classic, traditional approaches to the study of the problems, but also modern interpretations of adequate and precise application. Both in terms of research tools and for its consideration as a pro-

* R. Ayman notes, in its analysis for the real boom in studies, research and publication activities on this issue in the US, that in the period 1990-1995 only, in this country, 2624 books and 592 300 articles has been published on leadership in business, management and policy. But the initial trends describing the „heroic leadership“ or establishing matrices of characteristics (over 110 definitions classified into typologies of indicators) are increasingly advocating and justifying inter-actionist perspectives, unifying approaches, models and theories of understanding of the holistic (whole) nature of human behavior in organizations, management and leadership. [1]

cess of successive steps and effective conditions for its formation in real-life environment.

The **first** component of this unity is linked to the demand of relations with the various sciences that are considered „committed“ to leadership such as *management, psychology, anthropology, political science*, etc. that put dominants and shape their priority focus for research in the following sequence:

- **Leadership and personality characteristics:** specific creative skills and sets of qualities that can vary depending on the situation, the level of control, performed activities, tasks or roles;
- **Leadership and power relations:** position and status in the organization, large or small communities; interactions „subject – followers“, „formal – informal“ in which power can reinforce leadership, but it may not carrying such recognition;
- **Leadership as behavioral and social phenomenon:** processes of influence in groups, organizations and communities that have different mechanisms of identification in achieving objectives, level of togetherness, attitudes, normative behavior, but also application of specific perceptual schemes for making solutions, systems for motivation and communication.

The **second** component reflects formed relevant scientific paradigms for analysis of this personal, behavioral, situational and social phenomenon:

- **Personalistic paradigm** – personal determination of the leadership, studying sets of qualities, combinations of properties, intelligence and perceptual-cognitive schemes for successful leadership;
- **Transactional paradigm** – exchange of ideas, values, trust and contribution between leaders and followers;
- **Transformational paradigm** – transformation of personal and organizational structures, attitudes, innovation and entrepreneurial activity;
- **Charismatic paradigm** – effects on motivation and meaning makers, but without the ability to persuade, listen and evaluate other people's opinions, charisma narrows to expressive style, devoid of content
- **Clinical paradigm** – with projections of psychoanalysis, where the irrational has its context, interpreted to compensate for psychological discomfort, guilt and syndromes of the past, and symptoms of hypertrophy in power – pathological fear of failure (not to lose the power), experienced effects of disassociation and dissonance, but also offering opportunities for reframing the situation.

The **third** component is in the field of theoretical and applied analysis, which seeks to „transfer“ ideas and approaches (interdisciplinary and integrated projections) between demarcated varieties of leadership, shaped by studies in practice and described in the literature:

- **Organizational and business leadership** – justifying systems and components bearing the characteristics of specific technical, conceptual, interpersonal, communication and administrative skills, reflecting group dynamics and corporate cultural context;
- **Economic Leadership** – outlining trends and leading priorities in economic development, institutional frameworks and economic privileges formed between the iron law of oligarchy, monopolies, elites and approaches, launching the general basis for the development of talent in human communities; marking also leading innovative models to stimulate the complete human expression.
- **Political leadership** – systematizes and focuses primarily regularities and research dimensions associated with: image building, „impression management“ phenomenon, need for power, party spirit and ideology, electoral behavior and psychology of crowds, masses, social movements, parameters of cultural-historical evolution (or specific „social order of the age“).

The **fourth** component is based on the changes in trends and their implications for concepts and practical perception of leadership in today's globalized world requiring not only *global* (political, economic, organizational, corporate, business) leaders, but *global civil leadership*. Here, new ideas and challenges are in respect of:

- Globalization, as a sense of *chaos and uncertainty*, which puts constant issues related to „losing“ the requirement of loyalty and allegiance to the same organization, profession and workplace, but also with illusions of complete, systematic and consistent employment giving the stability of previous generations;
- Global leadership should constantly present *vision for the future* to serve in full the public good – economic, technological, political, social and aesthetic organization of society;
- Leaders should have the skills and implement *tools for tactical and strategic impacts* maintain internal and external networks of influence, but associated with systemic thinking for pooling structures and ideas in arranged integrity;
- Leaders shall use not only *intellectual but also social capital* of the organization, the nation and the community*, avoiding all forms of concentration of power and apply the *art of empowerment, authorization*, giving rise to a burst of energy and commitment for innovative ideas and contribution to the common cause;

* In its comprehensiveness this „*human – social capital*“ relation, as a concept of the meaning

- Leaders shall guide optimally the global labor force to market by effectively managing *cultural differences*, but overcoming with arguments and real actions incumbent historical stereotypes, prejudices or traditional but outdated ideologies.

Comparative analysis of the dominant scientific paradigms for leadership

Personalistic paradigm – from the myths of the characteristic “heroic traits” to the study of the context of situations, circumstances and expectations

Personalistic paradigm explores and analyzes the personal determination of leadership the main accents being focused on what distinguishes and differs one person of the other (the so called Theory of features), as well as highlighting those features, patterns and approaches describing but also building a „hero image“ or characteristics of a „great man“. Dominant traditional concepts in this regard are based on the distinction of leaders from non-leaders systematizing, justifying or exploring a collection of sustainable, congenital or permanent personal characteristics suggestive of successful leadership. But even in their initial stage, some researchers found that only 5% of the identified features fully cover the pre-defined requirements for successful leadership. [2] It is discussed also the inability to differentiate clearly necessary for leaders defined qualities from those of followers since it was found that most of the failed leaders, even though they have the so called distinctive characteristics do not want to occupy leadership positions.

Therefore, a number of authors (R. Hogan, R. Stogdill, R. Cattell, et al.) make their generalizations, assumptions and interpretation based on clusters, leading features and combinations of properties, which they qualify as particularly significant for the appearance of the leader. Many researchers seek relations between this diversity of traits and characteristics of leadership, taking into account the influence of various factors. Even in his earliest studies R. Stogdill, although he lists the following priority qualities: *intelligence, dominance, self-confidence, vigor*, he does not see them as much as relatively independent features, but as placed in the context of the task or depending on the situation. [3].

and possible index for personal, organizational and social development, but also an integrated methodology of possible visions of the future, was placed for consideration at the Scientific and Practical Conference „*The Human Capital – Methodology, Dimensions and Practices (Education – Management – Business)*“, (2015) New Bulgarian University.

Later models, proposed by R. Cattell, H. Eysenck, Myers, Isabel Briggs and their tests with personality typology indicators covering important basic factors of the famous five-factors model of personality traits or the so called „Big Five“, and related with the following dominants: *extraversion-readiness to cooperation-consciousness-emotional stability-openness to experience*, are also subject to a special statistical procedure (meta-analysis) for correlation with leadership. In 73 studies (R. Hogan, T. Judge, et al.) a high degree is establish of correlation, indicator and determinant of leadership in relation of: *extraversion* – with the highest degree of markedness; *consciousness* (which includes such traits as curiosity, creativity, originality, imaginative), and *emotional stability* – with a high degree of markedness; while the *readiness for cooperation* (with leading features: goodwill and trust) gets the lowest score in the meta-analysis – a degree of correlation close to zero. [4]

Others, like R. Hogan, R. Foti, D. Miner, state another relevant personal value – *self-efficiency* as a summary construct (but also a preliminary factor) for a series of self-motivation mechanisms associated with the aspirations of the individual to perceive itself in the quality of initiator of significant events in the environment, not as a passive contemplator or as a performer only, led by the status quo, situation or mainly from the influence of others. [5]

Thirds bind leadership with high levels of *emotional and social intelligence*, using and applying *perceptual-cognitive schemes*, optimally reflecting the view, attitudes, ideas, requirements and experience of followers. In this sense, contemporary studies examined personality mainly as an intermediate variable in determining leadership behavior. B. Bass even believed that personality traits could explain only 35% of the manifestations of leadership, which, according to him, depends on perceptions of subordinates, i.e. how they perceive the personality of the leader. Or, as expressed by R. Lord, M. Hogg et al., it depends on *prototypicality* – the degree of compliance of the prototypes, but also the *prototypical delinquency* (the deviation from the prototype), i.e. what traits are perceived as effective or are associated to be ineffective, outside these pre-built images and concepts – prototypes for successful leadership. [6]

Therefore the expectations of followers are important: to know and remember *what people demand from their leaders*. In cross-cultural studies conducted by J. Kouzes & B. Posner, opinion survey of 75,000 respondents from different countries, a key question was posed: „*What values (personal qualities, characteristics) you want from your leaders?*“ Their responses systematize 225 different values, traits and characteristics, but the leading four remain always the same in the different periods of the study: *honesty* (88%), *vision*, *prescience* (71%), *competence* (66%), *ability for inspiration* (65%). [7] See Figure 1:

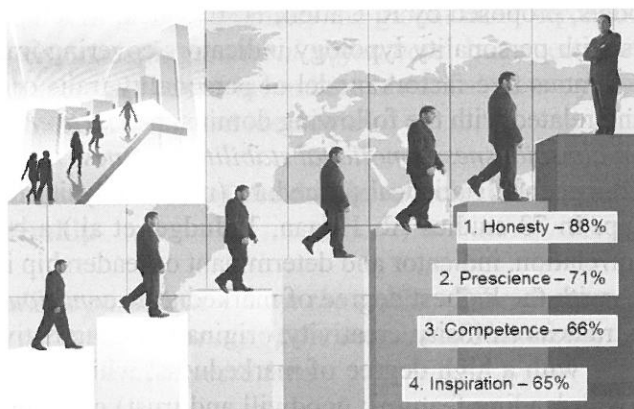


Figure 1. Ladder of Fame and Trait

Transactional paradigm – not only as an exchange of mutual benefit between leaders and followers, but also for their mutual enrichment

This approach to the study of leadership is aimed at analyzing the relationship and interactions between leaders and followers – mostly regarded as *relationship of a kind of exchange, a type of transaction or contract*. In essence, these concepts are leading in the economy, social anthropology and sociology, but find their interpretation also in the issue of leadership. Since leadership is realized not only by the presence of certain personality traits, characteristics and features, but is implemented as a form of social behavior. It is here, under continuous interaction with others, that exchange flows (tangible and intangible) between the participants, a specific contribution is made in communicating and participating through activities, in which people, depending on their behavior, receive remuneration, approval, prestige or status. In this process of transactions, as the authors of this concept emphasize (G. Homans, E. Hollander, et al.), of *bilateral influence and mutual exchange, leaders by organizing actions, specific tasks, goals and overall participation, for the success of all, receive their legitimacy*. And thus leaders gain a position of respect and a leading role in this interaction.

Followers, on the other hand, show a willingness to adopt their influence, especially if their expectations are justified in terms of *competence, leaders' ability to motivate*, and on other more important qualities mentioned in the previous figure – these dimensions and profile of behavior that followers most would like to see in their leaders.

This attitude to the trust can be a source for the development of differ-

ent forms in their productive interaction. There is similar reflection in the so called phenomenon of „*idiosyncrasy credit*“: when trust is used for credit by the leader and the resulting „halo“ of the already won status is used as a kind of advance for possible unplanned actions. On this basis the leader is like to receives the „right“ to act deviant, to depart from the established group norms (followers, of course, will allow him – at least in the beginning this „frivolity“ of him), when he starts experimenting with innovations or introducing changes that create space for the innovation aspect of leadership. In this sense, the resulting credit (resonance of shared trust and real contribution made to the common cause, but also as a result of the reputation built and the respect) for taking innovative actions is not only a nod to his leadership, but also appears as categorical indicator of loyalty. [8]

Thus the dynamics of movement to the position of leader is bound to constantly complicated interaction of the exchange with the followers, which is not only *mutually beneficial*, but also *mutual enrichment*. An exchange that seeks any equivalence, equality and proportionality and opportunities for growth and value in this two-way process – as an effective personal expression, accumulation of experience, formation of new skills, building authority, development of leadership potential, intra cohesion or united community. Although following the above described reciprocity, as a preliminary „calculation of gains and losses“, is hardly possible in the „suite in time“ situation. For example, extremities, reproduced continuously by the speed with which information accumulates in administrative exchange, as well as numerous role requirements for organizational leadership, require another type of *flexible and situational leaders*, where the speed of adequate, exactly measured actions and skills for effective interpersonal perception and interactivity is a measure of their contribution to the life and development of a particular community.

Transformational paradigm – with opportunities for influence and changes, but also with forming effects to models for sustainable growth

Leadership through the prism of this paradigm is seen as a process of transformations and changes of available personal and organizational structures where creating new quality, skill and perspective, marking also the growth of followers. This process is changing not only the leader, but those who follow him, and their psychological and intellectual potential and creative abilities are at a maximum activated, but also continued interest is formed in innovations, sustainable entrepreneurial attitudes in personal, organizational and managerial context. This allows the researchers of this model (B. Bass, B. Avolio, et al.) to consider transformational leadership is not only more ef-

ficient and superior of transactional leadership but to treat them as opposite dimensions of a continuum of possibilities.

As opposed to pragmatic exchange reduced to rational, contractual, transaction relations, transformational leaders motivate growth, creating conditions catalyzing positive attitude, atmosphere and relationships for steady growth. This is possible when leaders offer the others: a part from a new perspective, mission, vision and conditions of commitment to these new horizons, but mostly preconditions under which *personal growth starts to connect and be realized as a contribution to human capital of the group, organization and community*. In this context B. Bass formulate four main directions of transforming components of the developed by him Multifactor Leadership Questionnaire (MLQ):

1. *Idealized influence* of leaders, leading both to admiration of the example, causing trust and respect, and to his imitation accordingly;
2. *Inspiring motivation* inspiring followers with enthusiastic and optimistic vision for the future development of personal and community (collective) level;
3. *Intellectual stimulation* causing doubts, alternative assumptions and reconsideration of the old traditional (routine) approaches and solutions, as leaders actively contribute to the development of innovative critical thinking.
4. *Respect for individual opinion*, in which leaders seek not only active and full understanding of every individual potential, but also an opportunity to complete mediation. [9]

Thus the concept of transformational leadership, described as a process of transformation, not only offers dimensions for analysis, but a *pattern of behavior* that can be followed and adopted by way of training in organizational environment. Although looking for possible strong correlations between the various factors and elements of organizational culture, conducive to transformation, many researchers lack the overall picture of this process: *a)* as interaction of individual prerequisites (attitudes, qualities, traits) in *b)* with an accumulated meaningful experience of occurring specific challenges that often have a different value for each personal development, and namely on this basis it is necessary, also *c)* the application of specific, differentiated targeted leadership skills for optimal impact on followers.

Charismatic paradigm – a choice between an impressive vision, “social drama“ or real „creators of meaning“

It covers most of the dimensions and analyzes of previous transformational paradigm, whose main purpose was mainly linked with the mecha-

nisms of distribution of power authorizations in which others become agents of change and transformation. But unlike it, the leading focus of charismatic paradigm is that this transformative influence stems from *the ability of the leader to present both an impressive vision as a set of personal characteristics and scale images of prospects and development opportunities, by interpreting realities in projections of his specific radiation and irresistible image of himself*. And here change is sought, mission and values are defined, but through their approval by the charismatic leader this occurs during their compulsory commitment to reality – in current and future plan, which presents them in the eyes of others as true creators of meaning (meaning makers).

Therefore, most often in the models for charismatic leadership, to a highest degree, personal, behavioral and situational components are intertwined of the broad base of inter-actionist approaches binding: *a) expressive personal characteristics of the leader; b) its particular impact on specific followers; c) elements of the environment that actively participate in the so called „social drama“ in image building, but also precisely controlled „scene“ to manage impressions.*

In this mutual participation in the construction of the charismatic influence of a pronouncedly „symbolic leadership behavior“ paramount importance have dimensions as defined by R. Kanungo & J. Conger: *vision, clarity, sensitivity to the needs of others and the environment, unconventional behavior, personal orientation to risk and attitudes to challenge the status quo*, and also variety of *motivational and personality constructs* embedded in behavior. [10] In the literature, these embedded components are described as: *demand for power and achievement* (McClelland, D.), in which a person wants to achieve, but also to feel in a strong position to influence or have the potential to act with boldness in making difficult decisions [11]; combination of *high confidence and belief* in their ideas on the basis of which leader launches expressive palette of: inspirational messages and intellectual stimulation; distinguished signs of nonverbal communication; intentions or evidence of moral surrender in the name of duty, mission, mutual trust, loyalty and affection. In this mutual process the behavior of the followers also plays an important role, which, according to R. House & M. Baetz can be differentiated as follows: faith and absolute acceptance of the ideas launched; sense of attachment to the leader; willingness to obedience; emotional involvement, imitation and aspiration for identification. [12]

On the other hand, although the charisma of the leader is defined as a significant factor, reinforcing the impact on followers *with special fluids of power* that effect inexplicable charm (Moscovici, S.), but also as a „*type of hero who is loved by the crowds*“ (Le Bon, G.), some researchers indicate that its effect is growing especially in the uncertainty of the environment. But when

the environment is perceived as stable, such a relation between these variables is absent, i.e., the instability of the environment contribute to the development and strengthening of charisma. [13] The „charisma“ indicator is often neutral in value-plan, as well: in studies of C. Gibson there are not fixed differences between moral and amoral motives for leadership. [14] But relationships are established between the level of narcissism and social orientation of the leaders, between the dark side of charisma and manipulative behavior in the form of a variety of strategies, tactics and actions of the leader, described by G. Yukl, demonstrated primarily by the following events:

- 1) Incorrect interpretation of the occurring events, conflict points provoking, leading to crisis situations and the corresponding need for decisive action;
 - 2) Permanent hyperbolization of the own image implies a constant search for and receiving of positive evaluations, but thus hiding the mistakes and failures that distort the actual state of affairs;
 - 3) Creation of expectations for wonders both in the process flow and the final result, but in sentient restrictions on information and not allowing critical comments and opinions;
 - 4) Preference of tactics with status symbolic, demonstrations of formality rituals, excessive reverence and adoration;
 - 5) Tendency to dramatic scenarios and theater events causing enthusiasm, but also loaded with strong emotional perceptions and opportunities for pressure (selectively targeted suggestions) to new followers.
- [15]

Therefore the problematic aspects of this paradigm are related to the need for the charisma study to pass closer through the prism of *attributive processes between leaders and followers*, between the impact of the determinants of behavior and their interaction at group and organizational levels. In these processes, identification (with group, organization or collective) reflects the specifics of group dynamics, but also reflections, phenomena of *the psychology of the masses and the crowd, their variable states and patterns*. On the other hand, systematic study is important of the causes of the transitory nature of charisma, as well as the variety of factors that stimulate or acting as barriers to its functioning; and ranking of possible conditions for its reinforcing or destructive influence, depending on the *cultural specificity of the community* (regional or national), but also the specific effects and regularities of its *ideological, political, corporate or organizational dimension*.

Clinical (psychoanalytical) paradigm – inner experiences and their impact, but also interpretation to reconstruct the situation, behavior and personal positive action

The dynamics of leadership is analyzed also through projections of psychoanalysis on personality, functioning interpersonal relationships, power trials and their influence (rational and irrational) of processes occurring in a variety of management styles in the organization and in formation, building and development of its various structural components.

Parameters of one or other behavioral manifestations have their own internal reasons, passing through complex motivational mazes, personal conditions and intentions dictated by available knowledge, levels of affectivity, temperament abreaction and possibilities of transformation experience (established habits and skills), but also of pulses coming from the subconscious. In this clash of *experiences, meaningful or emotionally reflexive action*, thinking and behavior patterns are formed often carrying both intuitive insights or protective reactions and cognitive illusions. Their recognition is possible, according to Manfred Kets de Vries, by integrating the achievements of different disciplines, sciences which are outside of psychoanalysis, anthropology and management, organized into the so called by him *clinical paradigm*. The research searches of this theoretical and practical „mix“ are based on three fundamental principles:

- 1) What you see *does not necessarily* correspond to reality;
- 2) Every human behavior, despite its irrationality has its logical justification (*background, contextual information, retrospection and trace of the past*), which gives meaning, purpose and support of human action;
- 3) Although we are a result of our past, we can always look at any complex situation that confronts us *from another point of view* to adopt it in its maximum entirety. Thus altering our personal position, we can more easily restructure (reframing) the situation and find a positive outcome (decision) thereof. [16]

Moreover *paradoxes in leadership* are related with our personality characteristics, emotional attitudes and moods that follow its peak and successful resistance, but which at their collective momentum can easily turn them into a fundamental cause not only for a personal failure but also for failure of the company. Since the strengths of a leader in a given situation could become an obstacle or weakness when not adapted adequately to another stage of development of the organization. Especially if the leader gets „closed“, „conserved“ by once achieved success and is not driven by aspirations for permanent innovative reflection to a more flexible organizational (corporate)

architecture, options for management style and innovative design of behavior, oriented to action and changes.

So in this respect *factors, sources of dysfunctional leadership models* that reflect the organizational life (described as signs of corporate pathology) are systematized usually as follows:

- 1) Constant pressure and tension arising from the dual role of the leader: *to imagine the outside, the desired public 'I', or listening to their personal 'I'*;
- 2) Getting caught in the net of *universal hallucination of power*, by its ideology and hyperbolization, conveyed mostly by followers;
- 3) *Syndromes, fixations and possessiveness* arising from misidentification, imitation of aggression and style (coming from similar patterns of behavior in senior management), which is projected in protective mechanisms to overcome the fear of a similar style of management, but also raises the general level of aggressiveness in the company. On the other hand, obsessive distrust of the other crosses not only any desire to delegate powers, but also develops bureaucratic pathology, paralyzing the slightest form of initiative;
- 4) *Narcissism and complexes*, developing compulsions and paranoia are the most common catalysts in which some leaders not only go very easily out of balance, but hastily transfer them to the organizations – in the form of permanent suspicion, marking guilt, acts of revenge, emotional numbness and dissonances in behavior (to show one thing, when thinking quite different). This is sometimes due to the specifics of management related to the dimensions of loneliness in power, emerging from its natural or forced detachment.

Clinical (psychoanalytical) paradigm explains the transfer of projections in the organization as a logical sequence of reflections: *neurotic style* associated with impulsivity of decisions – forming emotionally intense organization; *mistrust of the leader* – builds paranoid organizational culture following the strong concentration of rules and control, but is often used as „ethics of self-defense“ and reduced to stereotypes/symptoms of groupthink; personality *schizoid characteristics* (“closed“ in the past humiliations) develop need of alienation, but also create conditions for schizoid organizations in which reigns politicized behavior – culture of constantly changing alliances of careerists; *depressive personality*, characterized by low self-esteem, guilt and inferiority complex – forming dependent relationship in which servility „blooms“, but also conservative, apathetic behavior with the use of tactics similar to the so-called „buried ostrich head“ unwilling to see the changes taking place, etc.

Clinical paradigm involves both individual (internal) contextual dimen-

sion, but also cultural context – management of cultural differences, specialized data of cross-cultural studies and management of transnational companies, i.e. requirements are coming at the foreground for skills necessary for *global leadership*. Here prerequisites for development are mostly related to the formation of an integrated culture of acting – giving collective sense and a sense of community, but also felt like a constant „flow“ of enthusiasm, positivity and altruism.

II. Integration of external and internal factors in the analysis, development and justification of new models and theories of leadership

Based on the results of 43 interviews with leaders of different ages (from 21 to 93 years) – acting through different historical periods, Warren G. Bennis & Robert J. Thomas* offer a new dynamic model and new theory of multifactorial nature leadership, highlighting the following objective laws:

1. Leadership is not only a process of „becoming“ – building and formation of certain qualities (significantly broader analysis is presented in the literature about leadership), but constantly *accumulating experience, which is reflected and transformed into a new quality*: considered as a new reference terms of rationalization of the „line“ of life and its challenges;
2. Leadership in the way of change „tolerates“ *a chain of reactions* that depend on: a) the footprint of a particular historical period, „producing“ the relevant profile, requirements and functions of the leaders and their role in it; b) but also from the unique network of events, obstacles and challenges that they will encounter, experience and overcome;
3. Leadership in this process of change is associated with *intense quality personal growth* since the necessary leadership characteristics, which are formed and evolve constantly, are seen not only as an indicator of respective personal success, but also as an integral *component of the overall human development*;
4. In the complex spiral of quality development, it is impressive the distinctive difference between leaders and non-leaders, which consists

* Warren G. Bennis is well-known university professor, named by Forbes magazine „Dean of leadership gurus“ for its 27 books on leadership, changes and creative collaboration, some of them are in the top 50 business books of all time, and according to The Financial Times he is the man who laid the foundations of leadership as an academic discipline; Robert J. Tomas – a researcher at the Institute for Strategic Change in Cambridge, Massachusetts, specialized in the field of leadership and transformation changes, consultant at global companies in leadership development, organizational design and implementation of new technologies.

of: the ability of leaders to *transform even the negative in life*, by absorbing it in the form of accumulated experience, learning and development opportunities, but also using their broad and sustained record of: *adaptive capacity* (way, approach and a good understanding of the facts of life); special focus *for optimal positive setting* preparing individuals for future success; specific scanning or „grasping context“ – the ability to accurately assess the „weight“ of ongoing events and objective factors. [17]

The imprint of the era: Characteristics, particularities and trends in leadership priorities

Different historical transitions determine the specific impact on the dominant leadership priorities. In one way, economic and social trends taken shape in the *Era of Limits* have their influence: the development of major industries and dependencies of a clear organizational structure and the impact on the organizational life dynamics with stress role and importance of the so-called organizational person; hierarchical management requirements and the rules of interaction – obedience – performance and hence loyal following of career, devotion to the same profession, etc. These features enhance the rigid parameters outlining the „halo“ of organizational leaders, despite those restrictions. And in quite another way, the *Era of Options* – a mix of opportunities, alternatives and choices, but without a clear direction and not necessarily a requirement for loyalty as a basic system value. This, in turn, seemed to make the concept of leadership irrelevant, since permanent technological changes, exponentially growing digitalism and visualization of relationships, change in fundamental ways learning approaches, the accumulation of knowledge and experience – here, every advantage is relative, and career development is characterized by continuous and constant process of adaptation in time.

These are real prerequisites for formulating and outputting findings, marking the end of „heroic leadership“, standing as if in a remote area, surrounded by the magic of exclusivity, grandeur and severity of their historical functions and purpose. Everything is blurred from fast flowing information that did not seem to feel the need for coherence with the logic of the accumulated knowledge because knowledge flows freely from Internet and different scientific paradigms are looking not only for synthesis, openness, but also vitality, brightness of self – attracting unusual pulsations of crosses and insights. On the other hand, the constant change of images, leadership and requirements to them turns raised icons or idols in temporary phenomenon, and modernity, in adopting the new, associates more with the ruling empiric of the

modern world, the facts of the current reality, which requires first to act, then the person to learn and adapt.

Other forms of creativity are coming in the foreground, reflecting the broad base of intelligence (not so certain features or sets of individual factors), which helps a lot more the personality in overcoming crisis situations in the heavier or more light trials in its life – an integrated, complex and comprehensive process of transformation and catharsis, called by the authors „*crucible*“. It is in their rethinking that man reaches new levels of competence, which in turn prepares him/her for the next challenges in life. In this extraordinary process of transformation, leaders are actually „supplied“ with new tools and skills. Understanding, very different from the old concepts of leadership that were emphasizing the importance and benefits of individual factors, as they were often persuading us that leaders are born, not created, formed or constructed. Or the availability of best genetic predispositions and favorable socio-economic conditions are not enough necessary conditions for the establishment of a leader. Rather, his ability to adapt and transform the experience, sense and meaning in situations of crisis, key events, historical changes and circumstances are the leading determinants of successful leadership. As noted in some of the latest research findings: „*the people who aged most successfully had great adaptive capacity, continued to learn new things, and looked forward, with eagerness and optimism, rather than dwelling on the past*“. [18]

The alchemy of leadership in search of the universal dimensions of its global nature and purpose

In this kind of incubator of thoughtful experience, from which is derived the essence of wisdom accumulated in efforts to constantly search for unconventional solutions, personal growth is stimulated. People who went through this process began to look to the past as „*ballast and teacher*“ and to the world in a new light that is changing before their eyes, but also „*the exact moment, when my life changed*“. It is here that the new identification is received in which values are weighted and abilities are checked, enhanced, modified, by placing them in the right place as they deeply believe that „*everyone has their own wall to climb*“. Therefore surveyed leaders, according to the authors, have *the ability to find meaning and strength in adversity* – the main thing that makes – *distinguishes leaders from non-leaders*, they seem to have *anesthetized him against fear of failure*, following by the maxim of Huxley: „*Experience is not what happens to a man. It is what a man does with what happens to him*“. [19]

This alchemy of leadership, as they point out, is possible in the operation

of the four core skills, basic competencies and respectively relevant abilities, presented in its entirety in Figure 2.

The need for understanding the broader context of information (global, national, institutional), which on the other side flows directly, alive and expressive, suggesting permanently functioning communication skill (so called *obsessive communication*), but also the ability to logically distinguish different emotional tones in terms of followers. They are also in the main constituents of the mobilizing power of leadership, since „*the essence of leadership is mobilizing people to achieve great things*“, but in understanding of its creative nature expressed in this thought, the equivalent of law: *Effective leaders don't just impose their vision on others; they recruit others to a shared vision*. This energy is driven by the personal integrity of the following triad: *ambition – competence – moral compass*, in which any underestimating or ignoring any of these components will always give „side effects“ of inefficiency. Thus, in this formulated „Big Four“ there is always respect of the independent significance of its individual ingredients, but while looking for a permanent balance and integrity between them. [20] But as the authors note, what is important is not only the construction of a scheme of real, vital indicators, but also their global purpose and functioning: „*Once we identified these essential leadership qualities, we realized that are qualities of leaders in every culture and context*“. [21]

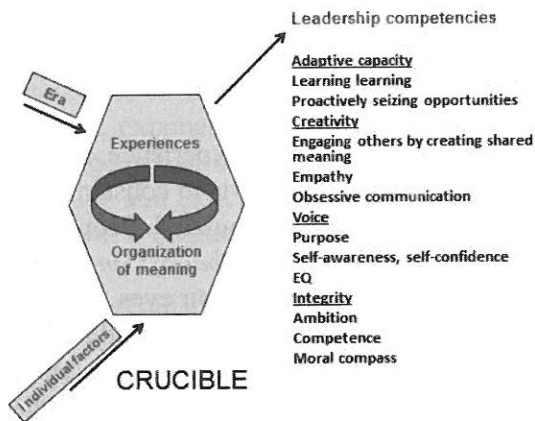


Figure 2. A dynamic and evolving model of leadership
Source: Bennis, W., Thomas, R. (2002)

The theory of W. Bennis & R. Thomas offers a complex interpretation of the need for determined leadership canon (sets of integrated components, skills, abilities), but which builds and develops in a transformational process-

es, events, conditions and experiences. Leadership experience accumulates in the way of each trail (*"crucible"*) and „unlock instant history“ serving as an incubator for new insights, ideas and concepts for their own development. The study of the internal impulse, „intimate magic“ of unfolding, standing up and defending the leadership principle, despite existing frustrations of destiny, the so called „*neotenic way*“ (any form of encouragement and self-motivation) is also an essential part of the heart of this theory.

On the other hand, its integration with *social interaction, social welfare and forms of civic leadership should carry us in its present and future use*. Where investments for the development of human capital in an organization, community or nation will reflect the single transformational learning and creativity, not forgetting the other important strategy – the ability of a person to learn from the experience of previous generations. But even with total acceptance, alchemy of leadership involving the accumulation of experience in action, but in conditions of challenges and constant rotations, forming *leadership empathy* – the ability to communicate at all levels with a wide range of opportunities to influence others, to understand, persuade and reconstruct dissents.

III. Dimensions of global leadership and challenges of the modern world

In the scientific literature, when analyzing some or other problems and challenges that the world today is facing, very often, leadership researchers seem to be obsessed with their systematization, classification, form of arrangement of facts, research and trends, but in most cases they are deprived not only by their consistent follow-up for related and essential causality, but also *concepts for leadership vision with proposals for reasoned and possible solutions*. Each of applied political matrices or functioning economic models have their own logic in the proposed system of tools and approaches, but almost always they have a one-sided effects and often unaccounted projections at the time, since it is difficult for them to cover global, complex nature of ongoing events in the modern world. This can be observed in the annual reports on *Human Future* under Millennium Project, which attempt to measure the indices of the state of our future development by offering variants of a system of collective intelligence in solving these 15 global challenges: 1) Sustainable development and climate change; 2) Clean water; 3) Population and Resources; 4) Democratization; 5) Globalni projections and policies; 6) Global convergence of information technology; 7) The gap between rich and poor; 8) Health problems; 9) Education; 10) Peace and Conflict; 11) Status of Women; 12) Transnational organized crime; 13) Energy; 14) Science and Technology; 15) Global Ethics. [22]

But at the same time that scientific precision in deducing the „chain“ of issues is likely to avoid indicating and justifying priority beginning, looking for cause and effect of the avalanche accumulation, understanding the nature of the occurrence of one or another phenomenon. Only indication of the links may be useful in their analysis in a formal system of ranking, but not in their prognostic practical solution. Therefore, reserving the last 15th place for the *global ethics issues* suggests a total misunderstanding of the contemporary context in the development of human societies. While they should be leading in this ever more complicated, open and dynamic world of human interactions. And are further evidence of the need of scale of values (priorities), subject to human nature, its capacity for cohesion in community, rather than successive substitutes, sets of objective factors or personality dimensions enclosed in a matrix arranged structures. Thus embedding the *global ethics*, supporting the values link with humanity – beyond the limits of national, regional and local, but also „producing“ models for transnational cooperation, is important prerequisite for multiplier effects for solving the other components of the so formed system of 15 global challenges.

For the eternal dilemmas and the desire for a change in direction yet philosophers Plato and Aristotle have been arguing: let us recall the famous painting „School of Athens“ by Raphael, where Plato seeks sources and inspiration, pointing up to the divine, and Aristotle has stretched hand forward as if to convince us that it is necessary to rely on common sense, the balance of opportunities and the pursuit of elusive human equilibrium. While Plato believes one of the conditions for the „blossoming“ of the ideal state, its management, and effective leadership consists in keeping a certain *proportionality in remuneration and responsibilities in 5: 1 ratio* – the difference between the highest and lowest material paid, then Aristotle speaks of the need to reach a balance between liberty, justice and solidarity as a criterion for a successful state. And if their philosophical messages more and more do not fit into our world where the ratio has been long disturbed*, and proclamations of growing inequality and its overcoming long ago became a mantra with a hint of utopia or populism – favorite words of some contemporary analysts, which want an easy explanation of these contradictions, but also to avoid „heavy“ thoughts of the „golden section“ of Aristotle, then the questions that arise are:

* According to official data and analysis it is noted that this ratio for the countries of the East is approximately 17 times, and the West – up to 300 times. For example, remuneration for 2014 of the heads of the 100 companies that make up the index of the London Stock Exchange – FTSE 100 are 183 times the average annual salary of employees, and tend to increase; if for leading US companies it is mentioned average of 571 times, in informal interpretations this parameters are many times exceeded.

Is it possible, with such „blatantly disproportionate, unceremoniously asymmetrical, unfair and non-joint“ leadership, to inspire and motivate people in an open and globally dependent world, doomed to cooperation? And how do these asymmetries enter in universal human values (or European values, if we assume them as aspiration or movement toward their realization)? World, which is supposed to measure the significance of both physical and spiritual capital, but their real and not in fictitious, imaginary or virtual equivalents stimulating trend towards ever-deepening inequality.

Therefore, the construction of a unified theory of leadership should take into account all aspects of reflection, particularities of its different varieties: political, economic, business or organization by examining also their cross-cultural specifics. But along with that it should be followed the mandatory requirement bearing almost imperative nature, but evolutionary, naturally adopted basic rules of global ethics: 1) to reach the „nature of things“ not to exhaust our agenda with the label „radical reform“ only – combination of words most used in our time, but in most cases, trumpeted to conceal the status quo for the eternal fight with ... but not to eradication, overcoming emerging challenges: processes that are to convert to cause, public will and debt for current leaders; 2) embed and develop radical honesty in relation to ourselves and others, shaking the meaning of our human purpose; live with a core of truth, not its imitators – external and hypocritical expressions alienating us more and more from what is actually needed to solve our problems. Since a person who does not think about the nature of truth and justice, as Plato writes in its known essay „The State“, is simply living in „dream of people imprisoned in themselves, taking for truth nothing but the shadows of the transmitted images from outside world“.

Moreover, the inability of everyone came to power to uphold humane principles of life and society makes him, as noted by W. Reich in his remarkable book „Listen, little man“, just a „little man“ ready to place the state over the justice, the lie over the truth, the war over the life. [23] Plato called those tempted to use power for themselves, those who approach it with their imperfect nature, ever more condescending: „minims“. And those who love not just one or another part of wisdom, but all of it, and all those who are doing everything possible that „justice flashes, like fire flashes by rubbing dry wood“, Plato continues, will always measure the strength of their growth and greatness.

In this aspect, global leadership does not mean hegemony and power of coercion, but power of: a) global citizens (who have prerequisites to become such, when all their rights are respected, not just camouflage, selectively chosen, according to leading political doctrine or economic model); b) power not for the sake of the people, but carried out by people when parties (P) launch

ideas, but they are settled through consensus; c) a conscious movement to dreamed community – its vertical and horizontal integration is carried out by global leaders who use their individual potential (individual good), but it is completely subordinate to collective good (actions and evolutionary expanding cohesion of institutional and civil preconditions, something like inverted, open pyramid, to use the famous scheme described by Maslow). See Figure 3:

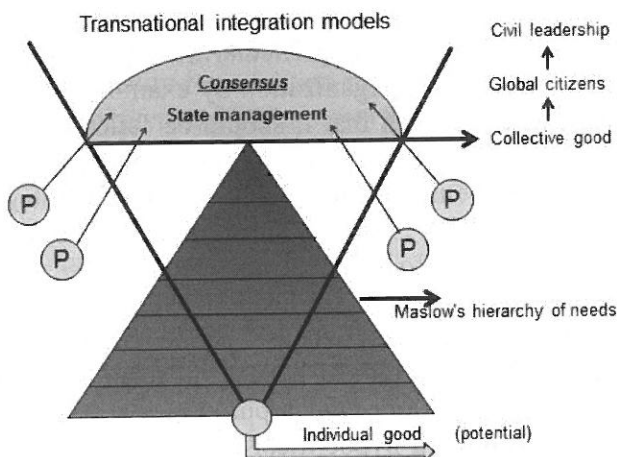


Figure 3. *Valuing power and global leadership – possible parameters for theoretical and practical concept*

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