DISCUSSIONS ABOUT LEADERSHIP

In Different Fields

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Chapter 3

THE LEADERSHIP CONCEPT IN THE 21st CENTURY

Ahmet Akbaba

To keep pace with rapid variation and innovation in all branches of management it is important that there is a mechanism for devdoping systems. The fast variation and innovation of technology and data in the system meets demands and also raises new challenges. Therefore if the systems want to have enough power to deal with the outside world and to maintain life in an efficient way, they must inevitably refresh themselves.

The variation and development in all branches of management are

reasons to change how we view the concept of leadership, and they also give reason to change the roles of leaders. Research and development on leadership provides opportunities for leadership roles and these opportunities should be used for new roles. In this way, the system's fertility and effectiveness level increase.

1. THE DIFFERENT VIEWPOINTS OF THE LEADERSHIP CONCEPT

Globalization and academic developments can lead to unpredictable results. The powers of managements or systems are evaluated based on their ability to cope with different results. Additionally, changing and devdoping systems processes and breaking habits and acquiring new

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ones is important. In short, all changes and developments necessitate revising the aim, structure and process of an organization. In this sense, the individuals, who get together to achieve a comman aim devdop a system, and in this system the leadership concept is important.

Considering systems in a dynamic and social way gives rise to different viewpoints in the branches of management, managership, and leadership. In this context, the features of managers and leaders are discussed, and because of the wide range of the subject, different definitions are proposed. Within these discussions and definitions, differences between the concept of management and leadership emerge. In light of these, every leader can be a manager but every manager cannot be a leader.

If we look at the developments of leadership research, in every period of time the different dimensions of the leadership concept appear inevitable. The reason for this is that the theory of leadership change and develops day by day.

If we look at the history of theories of leadership, the first studies on leadership were focused on personality. In these theories, leaders were evaluated not based on their experiences but based on their universal personality features. Research on leadership continued with studies defining the features of leadership, behaviors of leadership and their relationship to techniques of management. Behaviors of leader were analyzed in different aspects and these aspects were dependent on each other. Analyzing leadership features and behavior is not sufficient though, because different situation requires different behavior of leadership, so research also began to emphasize the importance of situation. (1)

Research on the concept of leadership has given rise to many different definition of leadership. Actually, the different views of the leadership concept are the reason why there is no universally accepted definition of leadership. Therefore, many different concepts of leadership are important.

The leader is a person who has the ability to direct people and physical resources easily with his/her power of knowledge, helping people reach their goals.

A leader is a person who encourages and coordinates different people.

According to Davis, leadership is the ability to convince people in order to reach certain aims. (2)

According to Katz and Kahn, *"Leadership, organizational members to adapt their organization goes beyonda mechanical routine orientation, will be motivated to perform is to create extra ejfects'* ***D.Katz & R.L. Kahn***

According to the definition of leadership by G.R. Sullivan and M.V. Harper, in order to maintain an organizations' presence, it is necessary to have an organizational culture, values, policies, purposes and strategies. Authors also emphasize the importance of comman visions and team building. On the other hand, Gardner's definition ofleadership is based on a comman purpose, which is to serve as an example and take action to persuade the group of people.

Leadership is a concept which initiates a new process to achieve the goals for changing organizational structure. The responsibilities ofleadership are to lead group activities. (3)

Leadership is a person who is followed by people whether his ideas are true or not. (4)

Do leaders succeed based on specific features or talents? Is administrative leadership a feature of personality or a way of regulating relationships with people? Are features of successful leaders inherent or acquired? These are all questions of research on leadership, and various theories propose various answers [5]

Before the 1930's, leaders were considered different from followers because of having unique and inherent features. Therefore, there was a common belief that the soul of leadership appears innately. (6) However 200 different studies show that being a leader cannot appear only innately. Therefore, in addition to the leadership theory of personal characteristic, a situational theory claims that "there cannot be valid features and behavior of leadership for every situation" and the behavioral theorem that analyzes the behavior of leaders was thus developed. After these theorems proved that being a leader did not require innate features, the idea that managers can be leaders gained popularity. (7) However, there are stili many disputes about the extent to which leadership is or is not innate.

According to some studies, innate features ofleaders and the roles which are played above and beyand innate roles reveal features of being a leader that are not important. Evidence for this is that some people who do not display typicalleader characteristics can stili be effective leaders. (8) The people whose characteristics are well known have followers. And the differences between leaders and those chosen to be leaders become dear.

Today, instead of dassic managers, leaders who have innate features and well known characteristics which can be developed with education and experience are what systems fundamentally need. Therefore innare features or the features which are gained from experience should not be thought separately.

A leader is a person who takes his own culture, history and future expectations and integrates all of them in order to lead. Namely, the leader and his group cannot be considered without each other. The reason for this is that the behavior of the leader shapes society. Therefore, the qualification and behavior of leaders is related to society's culture, value and beliefs.

The leader who lives in the 21sr century should know the problems of society, which are related with political, moral, economic, military and social issues. The leader should be a person focused on beliefs. He/she has an ideology according to creation. This ideology can be materialistk, naturalistic, or atheistic. This ideology of the leader determines the destination, and is a source of energy that makes him/her a visionary. The possible examples of different ideologists are Mao, Marx, Lenin, Stalin, Hitler, Mussolini, Muhammad, Atatürk, and Gandhi.

2. MANAGEMENT AND LEADERSHIP

The concept of management-leadership and the manager-leader has various features. The aim of the leadership is to affect and direct other people for a comman purpose. On the other hand, it can be said that the position of management is based on specific business processes undertaken to achieve the aims of the organization. According to this view, the concepts of leadership and management differ from each

other. It is understood that people who work in different levels of the organization can be a leader.

According to Abraham Zaleznik, managers and leaders are separated in the fallawing way:

- The aim of managersis based on needs; while leaders adopt an attitude which is appropriate to their personal goals.
- Managers make an effort to calm the conflicts between members and units, while leaders use conflicts for development.
- Managers always want to continue their routine work in their working area, but according to leaders, chaos and confusion are normal in human relationships and interactions.
- Managers use the resources which they have, while leaders use their creative power to find new resources.
- According to managers, communication is usually limited, while leaders are versatile in the communication.

Management and leadership draw on different sources. Managers usually get their power from an official position, while leaders measure their power from interaction between fallawers and themselves.

When Zaleznik contrasts the concept of <manager' and <leader', he notes that a manager controls and coordinates work and keeps order, while leaders direct the members and unite then with a future-oriented perspective.

Unlike managers, leaders always want to change the established order and want to be pioneers. A leader is the person who makes an effort to change the belief or thought which is held by members of the society. According to the Mintzberg, leadership is a one of the roles of manager. Today institutions are becoming simpler, and because of these managers inspire workers not only to do their jobs but also to devdop themselves

Leaders have different features which cannot adapt to the structure of an organization. A leader is a person who has knowledge in different fields. An artist or a scientist can be a leader in his own field, however being a leader in an organization requires more than this effort. Aleader should

be effective in not only their business sector but in all business fields. Leaders should attract attention with their various interests, abilities and relationships both within their work and outside of it. Leaders should have effective communication and relation networks. One of the important differences between managers and leaders is the different position of leaders and manager in organization. In other words, leaders develop the future of an organization but managers are responsible for controlling existing situations. Good managers can be defined as a people who use resources well and do work successfully, but this does not mean that a manager can carry an organization into the future.

However, good leaders have features that carry organizations into the future. So, leaders always think not only about today but also about the future. A manager is a kind of executive giver of instructions but a leaders has the ability to manipulate their superiors. Ereetin (12) explains her views about the concepts of management and leadership in this way:

- Managers avoid from risks, while leaders need to take risks to achieve the goals.
- The communication of managers is limited to their employees, while leaders have effective communication to better understand their followers
- Managers give importance to the progression of the events, situations and their results, while leaders are interested in the meaning of events and situations for people.
- Managers use to the same tactics in the process of management, while leaders create new tactics and new moral values.

A leader is a person whose communication and human relations are developed effectively and he should be interested in the problems both in the job and outside of the job. Leader should act both as a morher and a father when necessary. They should not only be respected by employees, but also be loved. Leaders should learn from mistakes in the past and behave in a cool, collected manner.

Organizations are living beings. Preserving their own life is the main aim of all living beings. In order to preserve their life, organizations

acquire input, process this input and produce a product. Organizations always keep quality and continuity during the production process. To stay alive, organizations should maintain this process. Effectiveness, flexibility, being open to developments, interactivity and motivation are the expectations from today's leaders. They should meet these expectations with their own knowledge, skills, experiences and ability to impress. These should be the main resources of in the process of keeping organizations alive. Manager leaders, who have certain structures of thinking and perception, should govern people with these features.

3. New Comments on Leadership

The existence of new paradigms which are suitable for the 21st century, has been caused by new developments in cultural, social and economics fields. The diversity of new paradigms has caused people to think about how to clarify those paradigms, and also to comment on and question them. Especially, there are paradigms in cultural, visionary and quantum leadership. In addition to this, research that has been conducted on the relationship between organizations has been popular.

Actually in transformational leadership, motivating individuals with the knowledge, ability and the self-confidence is the main aim. In these work conditions, leaders are willing to share their own roles and duties. Thanks to this, individuals understand how they are important in the organization. In this atmosphere, individuals always want to renew themselves and give priority to benefits of the organization rather than their own benefits. Transformational leaders inspire individuals to perform research and development. It is important to encourage them to work. According to this definition, the following is true about transformational leaders,

They are brave people that provide conditions for change and development.

They believe in their employees, and give them different roles and duties.

They have eager to learn and encourage learning.

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> They devdop coherence between their actions and their aims and give authority to followers.
>
> They have the ability to create a comman visian in organization.
>
> They are respectful of the beliefs and assets of individuals who are members of the organization.

Culturalleadership refers to when culture can be used as a tool by leaders, and it is accepted that culture is a system composed of the rdationship between leaders and followers. According to this theory, culture is a manageable concept. Cultural leadership is defined as reshaping a culture, compasing and promoting a visian and mission in light of this new culture. Culturalleaders mostly focus on preserving the existing culture or devdoping a new organizational culture that is shared by all employees. Culturalleaders devdop social cognition in order work in harmony. In this context, devdoping an effective communication system is important.

The aims of systems are important because people, who don't know where they are going, don't know how to get there. Because of this, the notion of visian is important. Visian refers to a set of aims for the future. Erçetin defines visian as a quality that varies from person to person. Many people believe that they have vision. However, in this point there is a balance between facts and dreams.

> Visian is defined by Erçetin as,
>
> "Vision is dreaming and designing the future"
>
> "Vision is balaneing dreams and facts"
>
> "Vision is integraring spiritual values with other values."
>
> "Vision is transmining and sharing"
>
> "Vision is recognizing and managing risks"

According these definitions, visian is perceived in different ways. All situations that involve visian can be viewed in light of behaviors of leadership, because visian is risking something in order to achieve

dreams. Visionary leaders should be eager to devdop and share the vision.

> Actually, visionary leadership is "looking toward the future in a broad sense, affecting people with this idea, unifying people with a comman visian and exciting people to achieve the visian of the organrzatton".

The paradigm of "Quantum Leadership" is one of the paradigms that evaluate perceptions of management and leadership in different dimensions. The paradigm of quantum leadership explains the differences between traditional and new leadership perceptions based on differences between classical physics and quantum physics. Assumptions that are accepted by both of the two physics paradigms as well as differences between the paradigms in management and leadership are explained by Erçetin,

- In traditional paradigms, situations and cases are limited to one dimension, however, new models refers to inter disciplinary perception.
- The traditional paradigm focuses on qualifications, but new paradigms should focuses on process and patterns
- In traditional paradigms, the results can be predictable, however, in the new model the mathematics of chaos and complexity is used to reach predictable results.
- In the traditional paradigm, a mechanical and stagnant world perception is the most influential view. On the other hand, new model defines organization as "non-linear, alive and able to keep pace with the new systems"
- In the traditional system, individuals are accepted as a focus point in the solution process but the new model suggests cooperation and working together as a focus point. Because of this, synergistic effects of assodation and individuals become important.

Organizations face different results because of the interaction of different factors in the process of management. Because of this, there are always new perceptions about leadership and management.

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4. Features and Behaviors of Leaders in the list Century

The behavior of a leader is a starting point in questions of leadership, rather than the qualifications he/she has. Behaviors of leaders can be understood more easily in terms of "tolerance" and "structure". In the dimension of "structure building", the focus is on the relationship between group members and leader and the communication channels of organizations. Also, in the dimension of "tolerance", creating a trustful atmesphere and respecting the individual are the focus points.

One of the important factors that affect behavior ofleaders is discussing different divisions in the specific social culture framework. Social culture can be deseribed in different ways. However, the most acceptable desetiption claims that culture is a system of beliefs and values that are related to each other. In Turkey, it means considering the global implications of managers and management. A theory of effective leadership that is developed within the culture of western societies applies in a global context, and the intentions of managers should be developed with this frame [15].

Leaders of the 21st century have to have power of information. They believe their power of information is what makes them superior, and affects people. They also shape their behavior accordance with this belief.

As in other descriptions of leadership, leaders must be prepared to struggle. In this struggle, in any condition leaders will work towards their ain1. Leaders guide other people and light the way for other people. Leaders have a personality that reflects their knowledge, experience and skills. Leaders should be aware of the importance of time and they use time effectively.

Leaders of the 21st century should have useful strategies that can be used in appropriate situations. In this context, compesing a commen vision and defining of new strategies for achieving this vision is important.

Leaders should encourage their followers regarding specific strategies and aims. Throughout this process, defining the most suitable path is the most important way to change strategies into actions.

Thanks to their pre-determined methods, leaders can diagnose the situation and solve problems that have been encountered in the past. Also leaders can make predictions for future. Leaders should know problems have sociological, ideological, economical and psychological aspects, and leaders behave in accordance with this situation.

Features of leadership can be analyzed in terms of three contexts philosophical, biological and technical. For the philosophical context, values and beliefs are related with leadership. In the biological context, power, energy and stand point, as well as technical context ability and information are related with leadership [8]. Understanding leadership in these three contexts is very important.

Life is full of struggles between different ideologies. Each leader has own ideology and they might very well have taken part in struggles to support these ideologies. Throughout history, in such struggles, there is a need for leaders who are well-raised, equipped with extraordinary abilities and need for organizations that have good human resources. In management, in terms of defining strategies and methods, leaders seem to be lucky because today there is easy accessibility of knowledge. Management existed as a science and "migration path is correct" mentality that has lost its validity with the government procedures.

Although leaders of the 21st century have an ideology, they should know universal values such as human rights and rules of international law. Leaders can only exist if there are paths. Despite the luck of leaders in terms of the accessibility of knowledge, this also can also cause information overload. This situation makes it hard to access true knowledge.

Because of this, today's leaders must know how to reach true resources, evaluate information with their senses and the filter of science and behave in accordance with this process. In this process, using the power of senses is very important.

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Leaders of the 21st century should constantly renew their organization; keep the organization open to new developments. Also, leaders should renew the values and beliefs of followers. Leaders should understand the psychological side of conflict and always be aware of their follower's psychological situation. However, leaders must prevent organizational burn out and a lack of support of followers.

Leaders should unify their followers araund specific aims. In order for an organization to achieve success, this unification must be in the hearts, minds, thoughts and behaviors of followers. This unification is related to commitment to the organization and organizational membership. This situation also depends on organizational intelligence; it embodies all followers. Leaders who manage to achieve this unification will be more successful.

One of the sources of power for today's leaders is the power of knowledge. Leaders who have knowledge, ability and other features can use these to unify their followers, and leaders provide an environment that followers can devdop themselves. Only in this way can leaders be successful. They directly know that only this way, leaders have organization that has exciting to be success.

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