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School of Business Administration

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Master in Public Management, MPM

MASTER'S THESIS

Investigating the Leadership Style in Organizations and Companies with highly qualified personnel

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"The author affirms that the content of this work is a result of personal work and that appropriate references have been made to the work of third parties, where such a thing was necessary, according to the rules of academic ethics"

Abstract

The quest to understand leadership, across different sectors and disciplines, has easily proved that literature is vast in this field. The purpose of this thesis is to examine the concept of leadership styles, and its relevance towards those used in highly qualified personnel. The thesis begins with overview of the concept of leadership and leadership theories, and then followed by a short examination of different concepts involved, like learning organizations, knowledge workers, and styles of leadership. The basic research tool was a structured interview, which was distributed to 11 leaders. The data were analyzed by using content analysis. The aforementioned methodology provides the researcher with quantitative information of the qualitative data. This thesis contributes to the field by creating a basis for the leadership styles that followers with highly academic profile wants to be lead with and gives an idea of the leadership styles that leaders in private companies and public organizations, with interest in research, use. In presenting contemporary approaches in the existent literature of leadership styles, this examination provides valuable information for researchers. The results of the research indicated among all the other significant findings that, responding to the main and title's question, charismatic and entrepreneurial leadership are the two dominant leadership styles.

Keywords Leadership, Leaders, Leadership style, Ambidextrous leadership, Charismatic leadership, Entrepreneurial leadership, Innovative leadership, Engaged Employees, Knowledge workers, Learning organizations.

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1. Introduction

This thesis discusses the concept of leadership in today's shifting working environment taking into consideration the type of leadership that highly qualified employees would like to be managed with. The focus is in leadership as it has been presented from other scholars in the business environment, since the nature of our society addresses the two main components of productivity and effectiveness, and the mission of the leader pictures them in the best way.

The main reason that droves this thesis to this research is that employees nowadays are completely different from the past. Even the title "employee" have changed and they relabeled by the word "followers". That's automatically changes the whole meaning of the relationship, responsibilities, duties, rights and requirements between the leader and human working force that needs to be lead. Leadership, being the most researched topic of all social sciences concept, is equally of great importance for the organizations as well as the employees.

Knowledge is the main asset of today's globalized economy. Without it, organizations cannot shape their structures and processes to the new reality, which is critical for their success. Knowledge and knowledge workers need one more soft element to connect them and let them interact freely. This is the leadership aspect. Leadership, both in the perspective of the relation between leaders and followers and as characteristic or process in the organization, is a critical enabler for knowledge to flow and grow in an organization. The desideratum, nowadays, in leadership, is quite different from the past decades. Leaders should not focus strictly on how to influence their followers, but they have to interact with a complex and emergent dynamic of knowledge flow, engage in knowledge creation and interact with other knowledge workers in the process. This process will help them to understand the motivational drivers of knowledge workers, affiliate with them and aim to enhancing learning, adaptability and innovation (*Sousa, 2010*).

Goleman (2000) suggests, leaders should be able to "use a collection of distinct leadership in the right measure, just at the right time". It is still being discussed, how to define leadership properly, however modern concepts mostly agree on its interactional explanation. Leadership is understood as a kind of relation between leader and followers, where leader has more power than followers, and as such should be studied in terms of group process. Leader is aware of goals, and context dynamics and knows how to influence, mobilize and lead the group. His repetitive practice in buildings bonds, gathering information, reacting and making decisions could be described as leadership style (*Cwalina, 2015*).

According to Wilson (1994) the classic type of the worker in many leadership models was the "typical American worker": a white male with a high school education working in manufacturing (*Horner, 1997*). Nowadays, it is clearly differentiated not only the type of this worker, but also the educational background, the educational demands, and the working environment that this worker needs to act and grow her/his talents, assets and knowledge.

In a rapidly changing world and economy, everything seems to continuous shift more towards service and away from manufacturing, the workforce is becoming older and more ethnically diverse, and competition for highly educated, talented people is surging. As the business society consists no more by manufacturing and manual workforce but most of all from ideas, talents, capabilities, risks and highly educated and qualified personnel, there's a challenge arouses; keeping people is the today's growing challenge, because today's workers are considerably different than they were in the past with regard to their demands for challenging, meaningful work and expectations for more responsibility and autonomy. Companies are experiencing these changes today, and the nature of work is significantly different than it was a decade or two ago. Organizations rely on these types of employees in order to reach innovation and creativity more heavily in the future than they have before (*Horner, 1997*).

Hiring talented people is difficult. Keeping them is more difficult, though. So, to plug the drain of human capital in a competitive knowledge economy, knowledge workers should be treated as an asset rather than as a cost, as partners or at least volunteers. This highly qualified personnel require knowledge managers, not bosses, leaders that exercise leaderships and not position power. Managers themselves deliver many roles; they are followers, team players, leaders and technologists. Coaching, mentoring, and feedback providing, are their daily appraised skills. Status and power are not the desideratum; the question is summarized in why should a knowledge worker want to be managed by you? (*Serrat, 2017*).

In conclusion, the literature highlights all the "components" around leadership and knowledge workers and this thesis comes to fill the gap of combining these concepts and try to answer to its main question of the leadership style that the highly qualified followers prefer. The methodology used is this of structured interview and content analysis used as a data analysis. The remainder of the thesis is organized as follows. The next section presents the main theoretical developments. This is followed by methodology, analysis of the results, discussion and finally conclusions, contributions and limitation of the analysis.

2. Theoretical part - Literature Review

The most important concepts mentioned in the present thesis are, more certainly, the concepts of leadership and leaders. There will be presented and researched, by interviews, four leadership styles, the Ambidextrous leadership, the Charismatic leadership, the Entrepreneurial leadership and the Innovative leadership. Other concepts that will arise as the literature analyzed is: Engaged Employees, Knowledge workers, Learning organizations, and they will all be developed as follows in the literature review.

2.1. Companies as Learning Organizations

Learning is the process of acquiring new understanding, knowledge, behaviors, skills, values, attitudes and preferences. In our modern society, learning is an integral part of wellbeing and progress, not only for humans but also for any alive organism. Companies and organizations are nowadays more alive than ever, as they have to deal not only with variable human resources but also with an unstable and continuous mutative environment, uncertainty of markets and radical increase of technological development. In order to reserve and secure their future existence, organizations should enable learning mechanisms, as through them they will constantly acquire new knowledge, adjust themselves to changes, adapt to internal and external needs, maintain sustainable existence and build competitive advantages.

Companies and organizations are struggling nowadays in an unstable and continuously changing environment while at the same time the market challenge them to convert quality improvements into sustainable competitive advantage in order to be shield from any kind of competition. The best way to respond to that frenetic commerce reality is adopt the ability of continuous improve themselves, the so called Japanese *kaizen*.

Continuous improvement is the ongoing improvement of products, services or processes through incremental and breakthrough improvements. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once. Among the most widely used tools for the continuous improvement model is a four-step quality assurance method—the plan-do-check-act (PDCA) cycle. For a company that wants to complete that circle needs first to **Plan** how to identify an opportunity and make a change, then **Do** by implement the change on a small scale, **Check** on how to use data to analyze the results of the change and determine whether it made a difference and in the end **Act** to see if the change was successful, implement it on a wider scale and continuously assess the results. If the change did not work, the cycle begins from the start. This circle is much more important for firms in the knowledge intensive industries, such as pharmaceuticals, digital-computer science, environmental industry and at any company that seeks to be in a sustainable advantage (*Garvin, 1993*).

The main factor that advances this improvement seems to be the learning process. Learning and accumulation of new knowledge in an organization always require two transformation processes: one transformation process from data to information and another from information to (new) knowledge. This is so, because only information, and not knowledge, can be shared and spread among the members of the organization, and individuals are mainly responsible to start this process (*Jensen, 2005*). Companies and organizations should, if they are not, in a short term, acquire the characteristics and the infrastructures needed in order to become learning organizations and be able to survive in this changing environment.

When a person tries to learn something new, integrate it and transform it to new knowledge, there are changes to inner processes that take place like, change causal relations or phenomena, modifications or a rejection of previously held beliefs, and changes in earlier individual faith. In order the individual to transmit this knowledge to her/his organization, needs first to transformed 'back' into information and provided it in the minds of other individuals and through it accommodate the demands from the stakeholders (*Garvin, 1993*).

The most important task of knowledge management is therefore to create the best possibilities for information sharing between individuals and coordination of the knowledge that individuals possess. In order to organize the complementary knowledge among the employees of an organization/company it has to be three and more people, or a team that can create a redundancy of knowledge. "The redundancies are one amongst other functions that create a common cognitive foundation upon which a discussion can take place because one of the employees shares the same information as the other employees". Of course, the meaning of any information shared in the organization is not the same and has not the same value for all the employees; depends on their cognitive background and the context, therefore they have to share their experiences and spread them through the organization. So learning organizations and "learning employees" should be able to scan for information in their environment, creating information and promoting the transformation of this information to knowledge, having as main purpose to become more adaptable and hence more competitive (*Jensen, 2005*). Drucker cautioned that "If knowledge isn't challenged to grow, it disappears fast. It's infinitely more perishable than any other resource we have ever had" (*Wartzman, 2014*). And as Senge states that "a learning organization needs not only "adaptive learning" in order to survive, but this must be joined by "generative learning", learning that enhances our capacity to create" (*Senge, 1990*).

According to Peter Senge learning organizations are "organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together" and he suggested the use of five "component technologies": systems thinking, personal mastery, mental models, shared vision, and team learning (*Senge, 1990*). A learning organization is an organization trained at creating, acquiring and transfer knowledge, while modifying its actions to reflect new knowledge and insights (*Garvin, 1993*). According to Shulka a learning organization "requires capabilities to link and perform all activities of the learning cycle vis-a`-vis scanning capabilities, capabilities to reflect and solve problems, capabilities to disseminate and share information, and capability to act and experiment" (*Singh, 2010*), while according to Garvin "A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights" (*Garvin, 1993*). To do so companies and organizations need a leader that admits them to openness, adjustability, great visions and exercise them to future flexibility. A leader in a learning organization can work as an architect and a teacher at the same time, as he/her will structure the policies and the organizational mission, while at the same time will instruct to his/her followers skills, abilities and knowledge that are required. In order to become the organization a field of learning for everyone that works in it, leaders should commit their followers to change, flexibility and lifelong learning situations. This can only be achieved when knowledge sharing becomes organization's fundamental practice, concurrently with encouraging cooperation and collaboration, supporting learning through mistakes, create share vision and strategies (*Singh, 2010, Rongbin et all, 2021*).

So, a learning organization can be compared to a knowledge creating company that aims to continuous improvement through real changes, deep learning of processes and knowledge acquisition of everything regarding company's issues, that, finally, leads to improved performance. Garvin sets 5 core activities that a learning organization should be proficient. Systematic problem solving comes first as using those techniques employees learn how to diagnose problems, to solve them in a faster way and use statistics to organize their work. Experimentation is the second activity, that comes with systematic searching for and testing of new knowledge, whenever the opportunities allows it. Learning from past experience is the third activity and deals with company's past successes and failures. Garvin insists that the past should be part of company's future, not only for the employees but also for the leaders to learn from it, reflect on it, embrace it and at the end never do the same mistakes. Learning from others is the next activity by which companies and organizations can benefit with new perspectives. "Stealing ideas shamelessly" can only drive to creative thinking and "investigating" others can lead to benchmarking with the best practices. And the last activity has to do with Transferring knowledge in a quick and efficient way throughout the organization in order to share knowledge broadly – mainly by reports, tours (demonstrations) inside working units and personnel rotation programs (*Garvin, 1993*).

Organizational learning is considered as long-term activities that build competitive advantages over time and require sustained management attention, commitment and effort and not a spawn that can be build overnight. Companies and organizations have to work on little steps that will help them create and maintain their learning environment. First they literally have to create a space that will help the employees to think freely, exchange ideas, experiment and act by themselves, and all these without time pressure. From the other hand, conferences, meetings, and project teams will get the organization to the next level, as they will help the employees to break the "Chinese wall" of ideas exchanging and offer fresh ideas and competitive perspectives. Once these steps established, learning forums come to help the company, through programs or events, to deal with the new knowledge and its implications. Strategic reviews, systems audits, internal benchmarking, study missions, symposiums are some of Garvin's suggested practices that foster learning and commits the whole organization to it (*Garvin, 1993*).

Based on Drucker, someone can summarize that every organization, in order to be a learning organization, has to prepare for the abandonment of everything it does. As it has already mentioned, its function is to put knowledge to work - on tools, products, and processes, on the design of work, on knowledge itself. The nature of knowledge, especially nowadays changes fast and no longer anyone with any knowledge will have to acquire new knowledge every four or five years or become obsolete. And when it comes to companies and organizations of science or technology is definitely them that create new knowledge and make old knowledge obsolete. When it comes to the dynamics of knowledge, every organization has to build the management of change into its very structure, while increasingly will have to plan abandonment rather than try to prolong the life of a successful product, policy, or practice. At the same time, though, every organization must devote itself to creating the new knowledge, exploit the one that already has created, and learn to innovate. And this is a circle that will go back to abandonment and recreation or reinvention of the new, and this is the time that a company or an organization can call itself a learning organization (*Drucker, 1992*).

2.2. Knowledge Workers

Who is a knowledge worker and why is she/he so important in the leadership theory? Wiki can easily answer that "Knowledge workers are workers whose main capital is knowledge. Examples include programmers, physicians, pharmacists, architects, engineers, scientists, design thinkers, public accountants, lawyers, editors, and academics, whose job is to "think for a living" (*www.en.wikipedia.org*). Any profession that has the ability to produce unique knowledge, requires mental abilities to solve complex problems rather than perform tasks of a physical and manual way, is work that has to do with thinking over new knowledge and boosts effectiveness.

According now to scholars knowledge workers are the more highly skilled and motivated people, who know about and understand the organization's needs, they engage in activities, that are productive, and they manage to lead themselves while mitigating the need for proximal control, direction, and supervision (*Manz et al., 1980*). Drucker and Davenport emphasize that these experts should have autonomy, with the latter claim that "hire smart people and leave them alone". But an organization cannot easily do that. Instead there is a need for trust nurturing and respectful relationships instead of creating law-like causalities as any style of institutionalized leadership is tents to prevent self-organized forces from getting out of control. Drucker (1967) writes that "an unnecessary decision is the same as an unnecessary surgery as it is an intervention into a system and therefore carries with it the risk of shock". As Drucker (1999) also writes, "in manual work, the key question is always: How should the work be done? In manual work, the task is always given" and here comes the contradiction with the knowledge worker with whose managers cannot observe and control the most important part of their process work, as it happens in their brains and its invisible. Drucker describes good leadership of knowledge workers in six prepositions. First they have to determine their task. Then, a good knowledge worker leadership must leave some space for self-organization, meaning that knowledge employees should be left free to decide and make mistakes. Good knowledge worker leadership must spur continuing innovation, as these experts seek for feedback in order to improve their skills. Good knowledge worker leadership must facilitate continuous learning, and that can be achieved only if they define their tasks from the beginning and the organization offers them quality in their knowledge process. Good knowledge worker leadership must focus on outstanding quality, which means growth of assets and elimination of costs. And they result that, good knowledge worker leadership must see and treat experts as asset (*Ingo et al, 2013*).

Along the same lines Edwards (2017) introduces a noteworthy definition of the "employer branding" which identifies the unique "employment experience" as the all of tangible and intangible rewards that an organization offers to its employees. The asset here comes with the amount of desire required from knowledge workers to work for the organization – in preference to all other opportunities (*Ingo et al, 2013*). According to the definition above, is verified that in our time organizations/companies, if they want to have a competitive advantage, they cannot rely on tangible assets, like technology, that are commonly available. Knowledge comes to cover the organization's survival gap, and lead to success. There are two dimensions of knowledge that its workers use. Explicit dimension that can be transformed to data and widely shared in written or spoken form; and tacit dimension, that is partly or fully subconscious and difficult to isolate from its human owner (Mládková, *2012*).

That kind of knowledge is the major working resource and tool of knowledge workers and they are usually willing to use and share it in benefit of their organization. Management of knowledge workers is a tricky business, explains

Mládková; "Knowledge workers are well educated or experienced, create their own work standards, and make decisions independently. Many of them make the final control of their product or service themselves. Managers cannot follow and control the process of work of knowledge workers as its most important part happens deeply in their brains. Managers of knowledge workers are advised not to rely on traditional managerial tools and methods and switch to leadership" (Mládková, *2012*).

Peter Drucker was the first who used the term of knowledge workers in order to describe "a person who has knowledge important for the organization and often is the only person who has it, a person who can use the knowledge in work and whose knowledge is partly subconscious." But he gives another remarkable term of those knowledge workers that their job demands to combine manual work too. He calls them the "technologists" and describes them as a very large number of knowledge workers that do both knowledge work and manual work, while this group includes people who apply knowledge of the highest order. His example to describe the technologists is rather cognizable by all of us; "Surgeons preparing for an operation to correct a brain aneurysm before it produces a lethal brain hemorrhage, spend hours in diagnosis before they cut —and that requires specialized knowledge of the highest order. Again, during the surgery, an unexpected complication may occur which calls for theoretical knowledge and judgment, both of the very highest order. However, the surgery itself is manual work—and manual work consisting of repetitive, manual operations in which the emphasis is on speed, accuracy, and uniformity. These operations are studied, organized, learned, and practiced exactly like any manual work—that is, by the same methods Taylor first developed for factory work" (*Drucker, 1999*). Knowledge workers can be found at any working field, design, marketing, management and consultancy, advertising, broadcasting, law, finance and research, scientists, engineers, professors, attorneys, physicians and accountant. What they have in common is that they are highly qualified and highly educated professionals, that their work is to convert information to knowledge using their competencies. Knowledge workers is a company's knowledge capital as their main work tool is their brain. But productivity and quality of their work are hard to measure Their position requires continuous learning, improving, creativity, innovation and problem solving skills, and by this way they create a high added value on every information they share or learn. (Mládková, *2012, Vainman, 2010*).

In brief, a leader of knowledge worker should be herself/himself an example and demonstrate this passion to subordinates; need to look beyond skills and strengthen workers' ability for a competitive tomorrow; protect their workers' time from things that neither encourage their passion nor enhance their abilities; as Hill (2011) suggests, the building of professional networks at this group of workers is very important, as it allows knowledge to flow, circulate, exchange and come back to the organization fresh; these workers aim higher than money, they manage to grow the company and achieve its goals; that's why, at the end of the day, administration should show its appreciation and make tangible its intention to make them feel rewarded about which they are passionate about.

2.2.1. Talent management

As it is already stated, knowledge workers excel in the work field and as a working force by virtue of their higher educational background, intelligence levels and rational thinking capability. They form their own perceptions based on their experience and understanding of the business, and literally cannot be "led" to believe. As Drucker mentioned, in order to lead knowledge workers, traditional management styles and leadership action do not produce the desired impact or results. There's need of adopting the appropriate framework by the leadership leads in order to have better quality decisions and business success (*Krishnamoorthy, 2013*).

Organizational learning and constant development of human capital are companies' major investments in today's globalized world where any know-how abilities are advantage over competitors. Vainman in his book (2010) foretells the substance of knowledge workers by making, due to tremendous changes in the business landscape and organizations the past two decades, a employee separation in two categories; those with a traditional employment relationship, that "they have a full time work under an open-ended contract with a specific employer and protection against wrongful dismissal"; and the non-traditional workers – where, according to this thesis, knowledge workers can be classified - where they work as a freelance contractors and paid by the assignment. Apart from the gnostic background and any other charismatic trait that a knowledge worker may have, another important difference has to do with the level of commitment and internal drives for excellence that knowledge workers possess. Instead, contingent workers, due to the nature of their employment contract, are less committed to the firm, less satisfied and less likely to exhibit extra-role behaviors (*Vainman, 2010*).

So it is easily to argue that knowledge workers can be company's/organization's human capital and define themselves as 'talents'. The Economist (2006) underlines that "companies do not even know how to define 'talent', let alone how to manage it". So, how this organizational talent can be connected with talent management?

Starting with the etymology of the word, the first dictionary definition of ''talent'' refers to ''a denomination of weight, used by the Assyrians, Babylonians, Greek, Romans, and other ancient peoples'' – that's the Greek word 'talanto'.

If we take Gagne's (2000) definition, we can still connect talent with the traits and characteristics of knowledge workers; "talent exists in the few individuals who have the necessary capabilities to make a difference in a given field of human endeavor, whether it is academia, arts, leisure, sport, social action, technology or business. Talent emerges from ability as a consequence of an individual's learning experience" (*Tansley, 2011*).

There are many definitions in the literature about talent management; Cappelli describes it vividly as "anticipating the need for human capital, and then setting out a plan to meet it" - but what the today's uncertain business world needs is a new approach that will meet its demands (*Cappelli, 2008*). Thorne and Pellant (2006) argue that a talented individual is ''someone who has ability above others and does not need to try hard to use it. They excel with ease and grace. A talented person has a certain aura in their ability that others wish to emulate and from which lesser mortals draw inspiration''. Gagne (2000) suggests that talented people have the ability to perform an activity to a degree that places their achievement within at least the upper 10 per cent of their peers who are active in that field (*Tansley, 2011*). Goleman noted that in professional jobs, top performers who were capable of adding value to their organization are worth ten times as much as their co-workers (*Goleman, 2000*).

Talent management make its bright appearance around '90s, when a huge wave of employee circulation take place, while companies were attracting experienced candidates and losing experienced employees to competitors at the same rate. So, the goal from now on was the improvement of talent recruitment away from competitors, but also the improvement of retaining their own talents – a goal that remains highly today in executives' concern. Talent management's today's quest is to support organization's overall objectives, which is profit in combination to the benefits associated with talent management choices (*Cappelli, 2008*).

As part of a strategy, talent management includes many effective policies to ensure talent exists to support an organization's overall objectives. Several principles and key strategies are identified in the literature and this thesis will focus and bring out Cappelli's four particular principles and Pobst's five key strategies, which share some common ground.

According to Cappelli those innovative approaches of today's talent management are drawn from operations and supply chain management. The first two derive from the uncertainty on the demand side and the other two address uncertainty on the supply side. Principle one is Make and Buy to manage risk, and simulates the procedure of a warehouse manager who puts spare parts in a warehouse to leaders who relatively easy park people on a bench when there is an excess of talent until opportunities became available. Today, this inventory not only is expensive but it can easily walk out the door. So, the companies have to options that should combine, either to develop talent internally, which is cheaper and less disruptive, or hiring from outside, which is faster and more responsive. Talent management is an investment, not an entitlement. The second principle, Adapt to uncertainty in talent demand, has to do with the forecast. Buying company's components in bulk and store them away in the warehouse allows to have enough material to produce years of product and therefore have to forecast demand years in advance. But if you bring in small batches of components more often, you don't have to predict demand so far out. Implement this tactic when there is uncertainty in talent demand gives firms the opportunity to break up development programs in shorter units or create a talent pool, that would be accessible among all the business units to use it by necessity. The third principle calls Improve the return on investment in developing employees, because all the employees, no matter how much they like their job will eventually seek something better and leave the firm. But the firm has make costly investments as it aims to internal development in order to produce management talent. In order to make 'refund' and return these investment costs, companies can delegate their employees to additional volunteer assignments or retain their relationships with those employees that trained and invest on, in the hope of returning with their skills. Clash to the above, the last principle has to do with Preserve the investment by balancing employee-employer interests. As noticed above management of talented people is an investment for every company, that needs to be preserved. The key is to negotiate solutions that balance the interests of all parties (*Cappelli, 2008*).

Focusing now on Pobst's research, retention, development, recruitment, worker engagement and feedback, and mentorship are the literature's principals. Retention stands for keep those "gold collar or elite expertise workers" in their positions in the company and moreover continue to bid up their salaries and their skills sharp by having challenging projects on which to work. Retention is like re-recruitment, in the company they already work, before they get a better offer, by having regular discussions with top performers to remind them of their value, future opportunities in the firm, and solicit their feedback. Companies should aim in the development of their talents by constantly seeking what motivates them and what growth opportunities they seek. Recruitment is another strategy that has to postdate retention, as companies should search for people with basic competencies even though they don't have any experience. Abdullah (2009) suggests that "through well-planned and implemented retention and development strategies, a company w` ill develop a reputation as being an employer-of-choice which then helps the firm recruit new employees". Work engagement and feedback are two more strategies of managing the talented personnel. When the leader communicates genuine interest in workers, when older workers provide key experience then the top driver of the new employees is engagement to those outperformed firms. Feedback, from the other side, is equally important as employees learn who they and the company performed and how they can lead to self-improvement, which makes them part of the firm's vision and engage them even more. Feedback should be systematic and continuous, and include apart from supervisor to employee consultations, information about corporate culture, the work environment, training programs offered, compensation package, supervision and overall communication. Mentorship shall be the last suggested strategy, which can be described as when older workers share their experience and younger workers share their more up-to-date technical skills in an inter-generational learning network. Engaging with company's oldest human capital has its burden for all the new employees and moreover, if the mentoring is purposeful the advantage of keeping these elite-expertise workers is highly competitive (*Pobst, 2014*).

Talent management is closely connected employers, employees, and the broader society. Employers want to 'gain' the skills they need in the most costless way, exactly the same time they want to have the best human capital that will give them the competitive advantage. Employees, from the other side, chances of success, advancement and work climbing, but at the same time control over their careers. Societies and economies comprised and operate of them need higher levels of skills, competencies in management and yet leaders that have abilities, possibilities, skills and talent to help organizations, companies and their people thrive.

2.3. Employee engagement

One of the organization's top priority is employee engagement. Having an engaged staff, a company can easily create a better work culture, reduce staff turnover, increase productivity, build better work and customer relationships, and impact company profits. From leader's perspective, sustaining a high employee work engagement means being a leader that tends to have followers that feel included fully as a member of the team, focused on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognized for achievement (*Nikolova et al., 2019, Serrano et al., 2011*).

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement goes beyond activities, games, and events and drives performance. In order to a person feel engage it must be motivated, and motives are psychological factors that need to be stimulated. According to Nikolova (2019), the Self-Determination theory contributes to identify the core drivers of an individual's optimal functioning at work in three innate psychological needs, i.e. autonomy, competence and relatedness. In fact, as higher the degree that an employee feels in control, effective, loved and cared for, as more possible to engage to work by showing energy, focus and persistence (*Nikolova et al., 2019*).

The leader, now, from her/his side, needs to increase and sustain high this levels of inner drivers. As it has already mentioned, the leader should be herself/himself an inspiration for the followers and subsequently nurture their inspiration, by making them feel part of organization's vision and increasing any enthusiasm for the work. She/he have to strengthen followers' self-esteem by granting freedom, delegating tasks and allow them to take responsibilities of their complete work. At last, a team spirit is a significant factor that helps the leader to reach engagement, by encouraging and promoting collaboration. Taking actions like these, any leadership can advance the three core drivers of the Self-Determination theory; promote the autonomy of the employees and shelter the sense of control and participation to an important goal; boost the competence of the employees by delegating graded tasks; fortify relatedness as they are encouraged to collaborate and bond as a team and each other (*ibid*).

Searching for more theoretical aspects, Serrano (2011) refers to employee engagement as "an employees' investment of physical, cognitive, and emotional energy and their full deployment of themselves into their work roles or tasks" that has a strong positive link to organizational commitment, job satisfaction, physical well-being, in-role and extra role performance and financial returns. In order to get a better understanding of the employee engagement, the proof by contradiction would help in order to input the concept of burnout. Kahn (1990) was the first to bring the construct of engagement into the workplace and the one that emphasized the contradiction of positive psychology in work (e.g., engagement) and negative (e.g., burnout). Engagement is characterized by energy, involvement, and efficacy, while burn out by exhaustion, cynicism, and professional inefficacy. Energy leverages high levels of mental and physical strengths into the work field. Involvement is taking part in every working project while being positive, considerate and attached to it. Efficacy has to do with the belief to one's capabilities that gives also the advantage of competence and ability to produce quality work (*Serrano et al., 2011*).

Research on leadership indicates that the leadership style is one of the most important factors that influences not only employee outcomes and job attitudes, but also employee engagement. According to Serrano and Reichard (2011), leaders can influence the level of engagement following four specific paths. First, they have to design meaningful and motivating work by creating a persuasive vision around the work that, every time, needs to be done. Redesigning, now, the work allows employees to be more energetic and being more involved while rotating in roles, tasks and boundaries. The second path is supporting and coaching the employees. Leaders are called to provide individual coaching based on individual needs (knowledge, skills, and abilities) for growth and achievement. Then, they have to be supportive, by conducting performing reviews, giving feedback, allowing participation in decision-making, rewarding and recognizing accomplishments. The third path has to do with enhancing employee's personal resources, like self-efficacy, hope, optimism and resilience. These resources promote engagement as they are connected with "individual's motivational propensity and perseverance toward goals". And the last path, is referred on building a supportive work community by facilitating rewarding and supportive coworker relations. A sense of safety, a psychological safe environment and a culture of trust are aspects of the edifice that a leader should build in the organization in order to encourage employee openness and bonding. This form can be boosted by the "contagion" effect, under which engagement seems to have contagious result among work teams, with open communication, collaboration encouragement, and trust cultivation, and in the end yield higher employee engagement (*ibid*).

When the leader makes the job challenging by giving career growth opportunities, supports working relationships, skill development and perform feedback, then the employees feeling engaged and the leader plays an important role to this. But it is at the same importance when the employees try to feel and be engaged counting only to themselves. The research of Baker, Demerouti and Xnathopoulou results that, engaged employees do not only make full use of the available job resources, but they also create their own resources to stay engaged and they proactively shaping their work environment. These researchers respond to the elements of Kahn's theory, energy, involvement, and efficacy with vigor, dedication, and absorption. They define engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one's work, and experiencing a sense of significance and enthusiasm. Absorption is characterized by being fully concentrated and happily engrossed in one's work". Engaged employees have specific characteristics; they are optimistic and positive, self-efficacious, they can appreciate and recognize their own success, they are highly engaged outside work too and active learners, and they are not workaholics. Self-directed performance feedback is a basic characteristic that promotes proactive behavior which in turn keeps employees engaged. Concurrently, when an organization provides the resources needed, helps employees to perform higher and increase productivity, which in rotation strengthens engagement. Engaged employees are also exponents of "job and relationships crafting", as they can actively choose tasks, job contents and also choose with whom they'll work with, in order to undergo a more valuable meaning of their work (*Baker et al., 2012*).

In conclusion, employees who take care of their own work engagement are not passive workers, but they actively change their work environment if needed. They prefer an autonomous and challenging work environment on which they have control in order to freely craft it and change even themselves.

2.4.Leadership

When we took our first leadership class during our MPA, we start, after a fruitful brainstorming, to document characteristics, traits and attributes that a leader might and should have. Then, the professor, and supervisor of this thesis, demonstrate us personalities that are globally known, admired and accepted as world's leaders (Gandhi, Churchill, Mandela, Mother Teresa, Lincoln). Suddenly among them there was, intentionally, a photo of Hitler, while all of us were flustered about our opinion and connection to this man's awful actions to leadership characteristics. 'Digging' through papers and literature, Hitler and other caricatures like him, are presented (e.g. Northouse, 2019) to question the traits and abilities that a leader may have, in order to influence the followers, despite the character and the insanity. So, what is leadership about? Are traits like drive, achievement, motivation, ambition, energy, tenacity, initiative, and knowledge of the business enough or we need also extra characteristics such as charisma, creativity, flexibility, honesty and integrity, self-confidence, emotional and cognitive stability? Leadership is a multifaceted concept with no single definition. The most influential definitions state that leadership is a process by which one individual exerts influence over a group.

The key Druckerian idea of leadership can be summarized as follows: "the foundation of effective leadership is thinking through the organization's mission, defining it and establishing it, clearly and visibly". Drucker further states here that tomorrow's leader will not be able to lead only by charisma – but that she or he will need to think through the fundamentals so that others can work productively.

Business is a finely tuned orchestra, you have to make sure that the various groups converge to produce the desired results and a maestro should think of his team that "leadership is a responsibility rather than a rank and privilege". This is not about refraining from giving orders, but instead knowing when to give an order and when to treat someone like a partner (*Bildstein et al., 2013*).

2.4.1. Leadership and Traits

'Great man' theories of the past century asserted that leadership qualities were inherited and great leaders were born not made. So, the key to success for the companies, was simply in identifying those people who were born to be great leaders. Today, according to more democratic theories, traits and characteristics, that formulates with situational factors – like capacities, motives, cognition – are more important. So, the "theory of traits" comes to fil the previous gap of inheritance, as this is of little importance. What's important is knowledge of the business, experience and learning. Leaders are definitely not like other people, but traits alone are not sufficient for any success. There must be certain action to take in combination to traits that will lead to any accomplishment (*Kirkpatrick et al, 1991, Horner, 1997*).

According to Kirkpatrick traits do mattes, as he introduces six of them that distinct leaders from non-leaders. Drive, is the first and connects to that internal force that people have to succeed in everything they dive into. Is the urge, the power and the motive that reflects to a high level effort. Drive has five more aspects; achievement motivation, ambition, energy, tenacity, and initiative. Effective leaders have the need for achievement and excellence very high and the satisfaction that derives from it is very important and challenging. Ambition is what moves the leaders to make greater steps and the desire for advancement is what makes them effective. Energy and stamina is something that comes from their inside as they urge to be the best and they have to preserve it. Tenacity is for aiming the goals and overcome any obstacles in order to accomplish them, but at the same time be tireless persistent and follow the program. Leaders should be proactive and not reactive. Initiatives means to make choices and take actions that could lead to change through any risk (*Kirkpatrick et al, 1991*).

Leadership motivation is the second trait. This kind of motivation has two dimensions; the leader's desire to lead and influence others and the desire for power. The willingness to take responsibility, to be competitive, to take authority, but also to exercise power over subordinates are means to achieve desired goals or vision. Effective leadership motivation takes account of followers' needs and results in empowered, independent followers, develop networks and coalitions, gain cooperation from others, resolve conflicts in a constructive manner, and use role modeling to influence others. Honesty and integrity are the virtues that constitute the third trait. "Integrity is the correspondence between word and deed and honesty refers to being truthful or non-deceitful." If a leader has in less quality those two, then the foundation of trust and commitment cannot be preserved (*Kirkpatrick et al, 1991*). Self-confidence, a positive and strong sense of self-worth, is the next trait. According to Goleman (2000) self-confidence is part of self-awareness, a fundamental capacity that leads to emotional intelligence, the ability to manage ourselves and our relationships effectively (*Goleman, 2000*). Leadership is such a difficult working task; information dealing, problem-solving, decision making, followers influence, risk taking, are works that need to be done in a daily basis with emotional stability, and if the leader has no trust to his own worth and abilities then there will be lack of commitment and confidence in his face (*Kirkpatrick et al, 1991*). Cognitive ability is the fifth trait and is bound to intelligence as it is one of those characteristics that even followers look for at their leaders. Enormous amounts of information, different strategies, problem solving and decision making are task that demand above average intelligence rather than genius. This cognitive ability is relating to strong analytical ability, good judgement, and the capacity to think strategically and multi dimensionally. The last trait has to do with the knowledge of the business they work in but also of the business world that surrounds the firm. Business experience is as much important as all the other traits, as it helps leaders to understand and have an in depth knowledge of the business mechanisms and make well informed decisions (*Kirkpatrick et al, 1991*).

In conclusion, traits only endow people with the potential for leadership, while additional factors need to be activated in order to actualize an effective leadership. Skills like decision making, problem solving, and performance appraisal; a vision which includes the concept and the target of the organization in the present and the future in parallel to the communication of this vision to the followers; and a strategy to implement all, are the extra factors that a leader need to share hers/his values, persuade the followers and make the company competitive.

2.4.2. Leadership through its evolution

Some researchers conceptualize leadership as a trait or as a behavior, whereas others view leadership from an information-processing perspective or relational standpoint. So, when leadership stop being explained only by those internal qualities, many other different approaches emerged trying to identify the success leader. Many researches and theories attach importance to the behaviors that leaders exhibit and increase the effectiveness of the company by identifying what behaviors differentiated leaders from followers so that the behaviors could be taught. Blake, Shepard, and Mouton (1964) developed a two-factor model of leadership "concern for people" and "concern for output" and managers exhibit behaviors that fall into the two primary categories (task or people) while trying to balance those two. Saal and Knight (1988) argued that leadership could be different in every situation as they explain that there's interaction between the leader's traits, the leader's behaviors, and the situation in which the leader exists. Fiedler (1967) and House and

Mitchell (1974) deals with leaders – followers and the degree of influence; certain leadership styles were more effective in certain situations and leadership was seen as an interaction between the goals of the followers and the leader. Vroom and Yetton (1973) worked at the same wavelength, as they gave importance to the level of followers' involvement in decision making process and described what leaders should do accordingly (*Horner, 1997*).

Kouzes and Postner define leadership as a relationship between those who aspire to lead and those who choose to follow. For Schein is the ability to step outside the culture, to promote more adaptive evolutionary change processes. Richards and Engle believe in embodying values, and creating the environment within which things can be accomplished. Northouse argues to an influential process of a group of individuals in order to achieve a common goal. For Veber leadership is a creation of vision and activation of people to achieve it (*Mládková, 2012*).

Graen (1976) was the one that open the way to discuss the existence of different leadership styles, as he introduced the leader-member exchange theory, according to which the relationship between the leader and each group is different, and that's the main reason that affects the type of work members of each group are given. Schein (1985) and Baron (1995) focused on the factor of organizational culture. If a leader wants to be effective, she/he needs to have a clear idea of the organizational culture in order to transmitted to the followers, identify any changes, adapt to them and develop as the environment shifts (*Horner, 1997*).

Motivation is another factor that formed some of the greatest leadership theories. Herzberg (1964) talked about employee satisfaction in his motivation theory; when there are 'motivators' in the working environment, employees are happy, work with relish and are more motivated by their job objective. That's a variable that a leader should take under consideration and develop an environment more conducive to employee satisfaction and performance. Alderfer' s (1969), Maslow's (1943) and Murray's (1938) motivation theories can also be applied to leadership, as they suggest that followers, in the working field, are come up with certain needs about what they expect from their working results or outcomes, and leaders should give them the opportunity to satisfy those needs while they concurrently benefit from their work. Motivation theories are equally important as they emphasize not on leaders' behaviors but on what makes the followers to act, their skills and activities (*Horner, 1997*). From these motivation theories emerge the three well-known leadership approaches of servant leadership (where leader utilizes 'caring principles' focusing on followers' needs, in order to become more autonomous); followership (which puts in the center the followers and their role in the leadership process); and adaptive leadership (where leaders encourage followers to adapt in order to solve problems and challenges) (*Northouse, 2019*).

The turn of our century brought the emergence of approaches that highlighted communication processes among leaders and followers (authentic leadership, entrepreneurial, innovative, charismatic, transformational, ambidextrous leadership). Gardner (1990) stated that "leadership is the accomplishment of group purpose, which is furthered not only by effective leaders but also by innovators, entrepreneurs, and thinkers; by the availability of resources; by questions of value and social cohesion." Leadership, then, was viewed as the focus of group processes, where the leader is in the middle of any change and activity that the group goes through and embodies its will. Other saw leadership from the personality perspective and bring back to light the special traits and characteristics that some individuals possess. Some definitions focus on power relationship between leaders and followers, with the first to affect the change in others. Transformational process is another point of view, in which leader pushes followers to accomplish more than it is usually expected from them. Finally, there's emphasis on skills perspective theories, where capabilities, skills and knowledge are the components that make the effective leadership (*Northouse, 2019, Horner, 1997*).

This thesis will adopt Northouse's attempt to define leadership by breaking into four components; "Leadership is a process whereby any individual influences a group of individuals to achieve a common goal". Leadership is a process, involves influence, occurs in groups and involves common goals. Defining leadership as a process relieves the pressure from the traits and focus on the transactional events that take place between the leader and the followers. This process is not linear, influence is a two-way street, as leader affects and is affected by the followers, and leadership is available to everyone. Influence, now, has to do with the way, manner and style that a leader decide to communicate and affect the followers; is the sine qua non of leadership. Leadership would be empty if there was no group to aim at. There has to be a group of people with a common purpose aiming through leadership to a common goal. And this goal has to be common in order to feel safe so the leaders as the followers, so that they share a mutual purpose that is ethically correct and that leaders don't act by force or unethical. Conclusively, leadership is an interactive situation in where both leaders and followers are involved, need each other, but usually starts from leader's initiation, while she/he carries the burden for maintaining this relationship. As Hollander (1992) pointed out "leaders are not above or better than the followers. Leaders and followers must be understood in relation to each other" (*Northouse, 2019*).

2.4.3. What makes a leader successful

Several hypotheses have been made to answer this question, from measurements of personalities, of leadership effectiveness, to measurements of followers' productivity and failure factors. For example, the big five (surgency, agreeableness, conscientiousness, emotional stability, and intellect) model of personality structure of Hogan, Curphy, and Hogan (1994) is a commonly accepted approach to correlate personality factors to effective leadership. From the other side there is the set of negative behaviors, such as arrogance, untrustworthiness, moodiness, insensitivity, compulsiveness, and abrasiveness, that belittles any other positive behavior that a leader can demonstrate and withdraw from effectiveness. Characteristics that make leaders effective years ago may not be the same needed today. In fact, one of the greatest changes today is the transformation from industrial-based economy into an information-based economy. Therefor capitalizing on the talents, on intellectual potential of employees, on different skills and behaviors, and on team –based work will help to form a mindset for continuous improvement (*Horner, 1997*).

So, what components constitute a leader successful or at least effective? Kotter (2001) comments that "leaders don't make plans; they don't solve problems; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it". Broadly talking for leadership, we can argue that it is about coping with change by setting a direction. That direction is the vision and how well this vision serves the interests of the people involved, along with strategies for producing the changes needed to achieve that vision. The leader should align people, communicate hers/his vision and lead to the new direction those who can create coalitions that understand the vision and are committed to its achievement. Leader needs to motivate and inspire, make her/his followers persistent to move in the right direction, despite major obstacles to change (*Kotter, 2001*).

On the antipode we found Goleman, of course, who argues that "leader's singular job is to get results". What works in favor of a good leader is to practice his emotional intelligence. Emotional intelligence is a primer for Goleman, a requirement for a leader in order to influence, guide and create a net of people that will help her/him to pay off all the effort. Emotional intelligence has to do with the ability to manage ourselves and our relationships effectively. It consists of four fundamental capabilities; self-awareness, self-management, social awareness and social skill. Self-Awareness is its foundation. Resonant leaders are adept in recognizing and understanding their own emotions and have a clear sense of their purpose. Self-aware leaders have a deep understanding of their strengths and limitations, as well as their values and motives. Self-Management is described as the ability to manage effectively one's emotions, which allows the focused energy required by leadership. Leaders who are effective in self-management display an authentic openness to others about their feelings, beliefs and actions, which engenders trust. Effective self-management is key to working successfully in ambiguous and dynamic environments. Social Awareness has empathy at its core. Empathy is the ability to recognize other people's feelings and make thoughtful decisions that reflect this understanding. Empathetic leaders are effective at recognizing the needs of clients, customers and employees. They invite input, listen carefully to people, and respond in ways that build connection. Social Skill relies on the first three building blocks and is the ability of leaders to handle others' emotions well in service of specific aims. Socially skilled leaders have resonance and rapport with a wide circle of people and have a knack for finding common ground and building support. Relationship skills are pivotal to cross-functional effectiveness, leading other leaders, and mobilizing people for change and high performance (*Goleman, 2000*).

Pagonis applauds by claiming that "to lead successfully, there's need of two active, essential and interrelated qualities, expertise and empathy", and can be both deliberately cultivated. Organization is another piece in this equation. Effective leaders not only shaped by the environment that they are called to work in, but they take active roles in remaking the environment more productive. So, any company or organization must be open, rigorous and willing to follow the leader's vision and strategies and move towards and organizational change and development (*Pagonis, 1992*).

There are steps that a leader can follow in order to develop an effective type of leadership. First of all, she/he has to know their expertise, their strengths and weaknesses, and how to be improved. The work with yourself doesn't end. The leader needs to deal, now, with and sharpen its skills and knowledge. This self-analysis completes by the communication. Good leaders know when and how to speak, but most important when to stop and listen to others. Good listeners "never pass up the opportunity to remain silent" and pay attention to the problems, opinions, suggestions that followers make. Then, through a good level of expertise comes a good knowledge of the mission. An effective leader creates organization's vision, knows how can this be accomplished and how can she/he channel the job and delegate tasks to followers in order to get effectively work done. Then, she/he set organizational meetings, in which leads, through discussion, the groups on how they can handle real problems or plausible challenges. For the benefit of both the individuals and the organization a feedback is necessary, as it keeps every member productive and informed. The feedback can be done by the leader itself or by an interactive procedure among the followers, indicating each other the positive qualities or the areas that need improvement (*Pagonis, 1992*).

According to Harvard Business Review Leader's Handbook the most effective leaders, with big impact make use of six classic, fundamental practices. They have an aspirational vision, around which they unite their followers. They build a strategy around it. For the implementation of this strategy they struggle to find, attract and develop the best possible talents. They constantly focusing on the best results that this strategy can provide. Attach importance to innovation in order to reinvent, at any time needed, both the vision and the strategy. Work with themselves and "leading" them so that they can most effectively lead others and carry out these practices (*Ashkenas et al, 2018*).

2.4.4. What helps a leader not to fail

As it has already mentioned, strategy and leadership today, demand more than classic competitive positioning and just organizing people and assets. Many young ventures, from the moment they take on the lead of an organization they easily achieve the goals of raising vast amounts of money and attracting millions of customers, but they collapse ere long as they can't figure out how to fend off imitators and turn a profit.

Leadership demands careful coordinated choices about the emerged opportunities, create the highest potential value and capture as much of it, adapt an implementation process that allow the long term realization of abilities and activities. If a leader pays much more attention to the initial success and to broaden firm's scope too far, she/he will underestimate the impact of new technologies, new customers' needs and how to identify new ways of generating value. Leadership should be an "interactive art" between experimentation, learning, creating a vision and put it into action (*Collis, 2021*).

According to Collis, in order not to fail, a leader should first be able to identify opportunities, by getting informed and be continually open to the world, grabbing the changes and possibilities that the firm can exploit. Then, they have to make the best use of those opportunities and maximize the potential value of their offering. In order to figure out how to capture that value, a leader should be an appreciator of industry's attractiveness, meaning to know if it's allowed to the firm to earn in this field. She/he has to know company's competitive positioning in order to take advantage of opportunities and make this advantage competitive; and has knowledge of behavioral and game theory approaches, in order to predict any competitive interaction among rivals. From time to time, leaders should, also, realize value, not by reformulating the entire strategy, rather by making incremental changes to respond to new realities. Implementation is the solution to realize more value, by giving to teams authorities to experiment, hence supporting entrepreneurial activity that drives incremental but continual improvement (*Collis, 2021*).

Concluding, leadership is more than finding an attractive company or defining a competitive advantage. It requires an action set, well-aligned on decision making about opportunities, efforts for companies to create and capture value, and how to keep realizing value and build foundation for long term success.

2.5.Leadership Styles

There had been thousands attempts from scholars and more to define leadership properly, and as we reach out for modern concepts of it mostly agree on its interactional explanation. Interaction has to do with the relationship that creates between leader and followers, where leader has more power than followers, is aware of goals, and context dynamics and knows how to influence, mobilize and lead the group; leader practice in buildings bonds, gathering information, reacting and making decisions (*Cwalina et al, 2015*). And as the always relevant Goleman suggests, leaders should be able to "use a collection of distinct leadership in the right measure, just at the right time" (*Goleman, 2000*)

The term of style was introduced for the first time by G.P. Allport (1937), as "different types of personality or behavior" and it is specific to psychology. Style is characterized the distinctive or characteristic behavior and a particular method of acting. Around the '60 – '70, the concepts of leadership type (qualities, knowledge and aptitudes) and leadership style (the way of expressing and manifesting the type), that was diversified, were amalgamate and many different leadership styles arose. Scholars suggest that numerous factors like, the size of the organization, the degree of interaction, the type of internal communication, the personality of followers, the strategic goals of the company, the level of decision making, determine which leadership style or combination, is most effective (*Amabile, 2004*).

Regardless of which leadership style will be used, leaders are required to think and act differently, using innovation and personal values to help guide their actions, instead of following textbook solutions. Tomorrow's leaders need to hold visions, values, assumptions and personal paradigms, to enable an empowered workforce in order to support the organization and be equipped to make decisions in alignment with the organization (*Horner, 1997*).

2.5.1. Ambidextrous Leadership

In order to survive, within dynamic environments, thrive and be competitive, organizations and businesses should at least balance themselves between a successful past and a promising future. To do so, they must be aligned and efficient in the present while at the same time adaptable to future changes. Exploring new competences and capitalizing current competences concurrently can secure and ensure organization's long term development and success.

Most large businesses and organizations operate in multiple environments that change quickly. This diversity requires firms to be oriented with the needs of the external markets and embrace no single approach to strategy in their entirety and over time. Companies should separate any new and explorative department from the most traditional and exploitive ones, and let them have different processes, structures, and cultures, while at the same time they maintain tight links with everything traditional in the company, allowing this way executives to pioneer radical or disruptive innovations while also pursuing incremental gains (*O'Reilly et al., 2004*). These organizations are called by the authors, ambidextrous.

If someone refers to a dictionary looking for the word "ambidexterity" and "ambidextrous" she/he will find the meaning of "skill / ability in using two hands". This mental balancing act is one of the toughest of all managerial challenges and requires ambidextrous managers/executives, who will be able to understand the needs of such a complex organizational form (*ibid*). Emulating the ability of ambidexterity, a leader should handle with mastery on one hand the external environment (competition, technology, economics, politics, customers) and on the other the internal reality of its company (personnel, company's culture, owners), and still manage to balance successfully between them.

According to the literature, an organization in order to be considered ambidextrous it has to strike a balance among exploitation and exploration, efficiency and flexibility, evolutionary and revolutionary change, low and high cost strategy, incremental and radical innovation (*Alghamdi, 2018*). Since many firms operate in more than one strategic environment at once, they need to improve their ability to apply multiple approaches to strategy either concurrently or successively. According to Rossing "ambidextrous leadership defines as the ability to foster both explorative and exploitative behaviors in followers by increasing or reducing variance in their behavior and flexibility switching between those behaviors" (*Rossing et al, 2011*). According to O'Reilly and Tushman ambidextrous organizations are those who can successfully exploiting the present and exploring the future (*O'Reilly et al., 2004).* The following table from Harvard Business Review indicates those two different approaches that ambidexterity requires.

Alignment of:	Exploitative Business	Exploratory Business
Strategic intent	cost, profit	innovation, growth
Critical tasks	operations, efficiency, incremental innovation	adaptability, new products, breakthrough innovation
Competencies	operational	entrepreneurial
Structure	formal, mechanistic	adaptive, loose
Controls, rewards	margins, productivity	milestones, growth
Culture	efficiency, low risk, quality, customers	risk taking, speed, flexibility, experimentation
Leadership role	authoritative, top down	visionary, involved

Ambidextrous Leadership
Different alignments held together through senior-team integration, common vision and values, and common senior-team rewards.

Table from O'Reilly et al., 2004

In the nature, ambidexterity meets up with giraffes and their nourishing strategies, as when food is abundant, as it usually is in the wet season, they don't need a targeted strategy—there's plenty of low-hanging fruit. In the dry season, however, giraffes need an explicit strategy for how frequently and how far away they should search for food sources, since staying too long at one grove will reduce yield and leave them too hungry to find the next food source. On the other hand, spending too much time wandering around looking for food will also make them vulnerable to starvation (*https://www.bcg.com/en-gr/publications/collections/your-strategy-needs-strategy/biology-strategy-giraffe*). In history, the Roman god Janus had two sets of eyes—one pair focusing on what lay behind, the other on what lay ahead (*O'Reilly et al., 2004*).

Explicate the forenamed examples and implement them in businesses, we can say that this trade-off between exploitation of the current environment and attention to the products and processes of the past, while outperform, and exploration of the new and unknown with preparation for the innovations that will define the future, is the core of ambidextrous leadership. The challenge for a leader here is to work on exploit and exploring, or running and reinventing the business, simultaneously. Choose the strategies that work on today's contradiction between austerity, that derives from intense competition and cutting costs, while on the other hand sacrifice all the means in order to achieve innovation and uniqueness in the line of business, is an important capability for the leaders to develop (*Reeves et al., 2013, Rosing et al., 2011*).

According to the Boston Consulting Group, whether a firm adopts the ambidexterity or not, depends on the diversity on its environments and its dynamic situation of change. Companies need ambidexterity when they perform in an unstable and complicated environment. They underline that "ambidexterity is not another color on the strategy palette; it is a technique for using the four approaches to strategy in combination with one another.

The four approaches to ambidexterity—separation, switching, self-organization, and external ecosystems—depend on the degree of diversity and dynamism of the environment". A *separation approach*[1] should be used when the environment is quite stable and simple, and a structural separation of the units can be accompanied by different approaches to strategy. From the other hand, a dynamic environment needs the *switching approach*[2], while the company changes its style according to its environmental changes. This is a top-down strategy where managers firstly use the exploratory style and as it goes over time turns into exploitative style and makes sustainable profits. Where the top-down approach seems unpractical, and the environment is highly diverse and dynamic, the solution comes with the *self-organizing approach*[3]. Here dominate individuals and small teams, as they "split" the organization into smaller units and each unit chooses the best approach to strategy in order to maximize its performance. When a company has to survive in the most diverse and dynamic market, and therefore has to combine rapid adaptation to external needs, fast-moving competitions and yet also needs to use some of its classical approach, the strategy is orchestrated by the *external ecosystem approach*[4]. In order to collaborate with other ecosystems, a company should fortify

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[1] "Companies such as fashion retailer Zara and industrial conglomerate GE have reduced separation when operating in dynamic environments. At Zara, design and manufacturing work collaboratively to shorten new-product cycles in a highly dynamic industry. GE has in-sourced manufacturing of some of its high-end refrigerators and other consumer appliances and increased integration of design and manufacturing, allowing the business to shift quickly from creating new designs to exploiting them in the market" (*Reeves M. et al., 2013).*

[2] "Amazon was able to rapidly switch from exploration to exploitation. In only two years, it went from exploring (out of Jeff Bezos's garage) the use of the Internet for retailing to exploiting and industrializing its operations, opening its first distribution center, and going public" (*Reeves M. et al., 2013).*

[3] "Chinese consumer-goods company Haier successfully employs a self-organizing approach. Seeking to improve its ability to deliver customer value, the global conglomerate flattened its organization structure and developed 2,000 self-governing units. Each unit functions like an autonomous company, with its own profit-and-loss statement, operations, innovation program, and motivation. This approach has helped Haier go from near bankruptcy in the 1980s to market leadership today" (*Reeves M. et al., 2013).*

[4] "Apple has used it with great success in the smartphone arena, where winning requires multiple strategy styles. Rather than trying to deploy all strategy styles itself, Apple chooses to shape and

its internal units so much so that they can respond to the most complex cases that derive from the high costs and risks of cooperation and choose the strategy it needs (*https://www.bcg.com/en-gr/publications/collections/your-strategy-needs-strategy/ambidexterity, Rosing et al., 2011*).

Ambidexterity should not be considered as a personal or psychological trait rather than a distinctive behavioral capability that a leader should be involved with. Ambidexterity, that combines free thinking and objectivity, will help her/him to perform in complex cognitive processes and guide its followers in quest of diverse opportunities, goals and needs. According to Rosing, Frese and Bausch "ambidextrous leadership consists of three elements first, opening leader behaviors to foster exploration (if the variance in followers' behavior increases, means that it's time for experimenting, independent thinking and challenged approaches), second, closing leader behaviors to foster exploitation (if the variance in followers' behavior reduces, means that corrective actions need to be taken), and third, the temporal flexibility to switch between both as the situation requires" (*Rosing et al., 2011*).

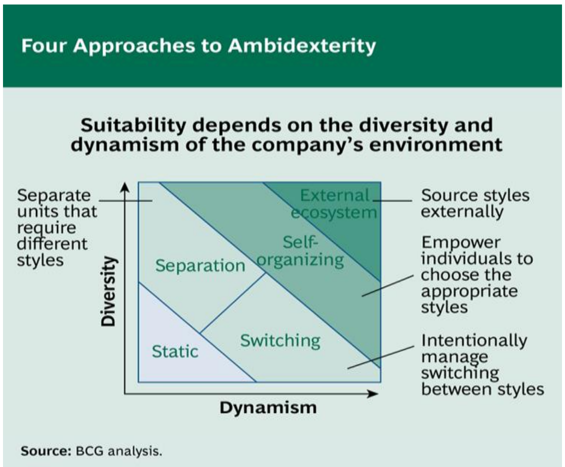


Table from BCG

orchestrate an ecosystem of companies that exercise the strategy styles it needs. It achieves this by creating common platforms, such as the iTunes Store, that are beneficial to all ecosystem participants" (*Reeves M. et al., 2013).*

2.5.2. Innovative Leadership

As it has already elaborated, ambidexterity is the ability to excel simultaneously in efficiency and innovation. Innovation is that part that increases the pace of change and has to do with the future. Leadership and innovation are linked; leadership is one of the most influential predictors of innovation. Innovation is a word used quite always with a positive meaning and especially when it comes in the field of management, while at the same time diversity at work seems to be the desideratum in order to get innovation. "Innovation is a process of introducing something new like an idea, product, service, process, method, technique, and discovery (invention) to solve the current and anticipated future problems for satisfying peoples' needs" (*Şen, 2012*).

Innovation can come from either doing something totally new, "invention" or try to change something that already exists, "iteration", but if it does not meet the idea of "new and better," it is not innovative. Innovative leadership is an ability of certain elements like different thinking, creation from different thinking, model innovation into practice and influence others to do so, and solve meaningful problems (*Couros, 2015*).

Innovation is different from creation; creativity is defined as the generation of original and useful ideas while innovation is the implementation of these ideas in order to solve a problem and make radical changes. In their research, Rosing, Frese and Bausch highlight that innovation requires also ambidexterity, and they base it on the two related values of its processes. Ambidexterity composes of exploitation and exploration while innovation is "made up" of idea generation and idea implementation. Creativity has to do with quest, and "thinking out of the box" which simulates to exploration new things and ideas. Idea implementation requires a degree of effectiveness, objectives and linked with exploitation. But the authors argue that this relationship works and vice versa and innovation itself has a complex and shifting nature (*Rosing et al., 2011*).

As mentioned above diversity of people in the working place is one of the requirements to get a good level of innovation. Different people means different backgrounds, cultures, ideas and solutions and with a manager that can integrate all these creating a team or department with big results it's an easy task to gain. Companies need to be proactive. It's not enough to hire people from different backgrounds and yet do nothing else.

Another prerequisite is the deal with global events as they formulated day by day. Many scholars support that world problems like hunger, terrorism, environment destruction, inequality and health cannot be solved any more with the contemporary leadership practices, like authoritarian and self-interested leadership principles. There's no shared vision, no focus on the future, no expedient knowledge, skills, and values to solve the current complex problems, no equal opportunities, that can prepare the ground for radical changes that are required for solving present day problems (*Şen, 2012*).

Dealing with a shifting world and business environments that constantly changes, in order to thrive, companies and organizations should think innovatively to ensure continued success and stay competitive. On the other hand, innovation accelerates every pace that an organization will do towards change and survival. Innovation as an idea and practice should be one of the main tools in leaders' agenda, part of the strategic -planning process, while leaders encourage and protect innovative ideas, but also implant a culture towards innovation (*Barsh et al., 2008*). The leader should set the goals, be accountable and demand accountability, help its subordinates to master new capabilities, take risk and experiment, help them develop faster and more agile, and at the end of the day create a team with different skills, mind sets, empathy and the ability to communicate in order to get new things done. So innovative leadership is a philosophy and technique that combines different leadership styles to influence employees to produce creative ideas and boost the organization performance (*https://www.bcg.com/publications/2018/how-diverse-leadership-teams-boost-innovation*).

Innovative leadership aims to radical changes and to anticipation of future problem-solving. Innovative leadership practices deploy ideas, methods, processes, and techniques in order to help leaders to understand the sources of current and future problems and solve them successfully. Innovative leaders are visionary, their focus is on the future, they take risks, they are committed in solving current problems, they focus on updating their followers' knowledge and values and make them feel part of the organization's internal culture, but most of all, they provide radical changes in order to satisfy people's needs. Innovative leaders have a good knowledge of the political, social, economic, and technological present framework, they are able to predict the future of it and establish a vision for changing and satisfying the needs of organizations. As it implies, knowledge plays an important role for the leader, as she/he have to be an adequate appreciator as of explicit knowledge (knowledge about the object, like technical knowledge, verbal statements and analytical formulas) as of tacit knowledge (like social values, ideas, intuitions, imaginations, and beliefs) (*Şen, 2012*).

It starts to become clear that innovation, as a procedure, requires different skill-sets, mindsets, and tool-sets and leaders' job is to bring people together as a team, to demonstrate deeper empathy, to have the ability to get new things done. They have to take the burden to figure out how and where they can add unique value, they have to foster for themselves and for their followers how fast they can unlearn, relearn and how to master those new skills. They have to engage others at a deeper, more humanistic and passionate level.

On a research of Harvard Business Review colleagues in big industries were asked for concrete examples of what the leader did that caused her or him to be perceived as highly innovative. They were also asked how this leader differed from other leaders they'd served. The results of this survey summarize in the ten following traits that innovative leaders have and make them effective. Innovative leaders display excellent strategic vision; they make the destination of the vision clear as well as the avenue for the team to get there. They have a strong customer focus, as they try to get in their minds by asking questions about their needs and wants. They create a climate of reciprocal trust. As innovation is an occupational hazard and not always successful, the leaders requires to create a team based on collaboration, warmth, accessibility and trust. And when that team is ready, they display fearless loyalty to doing what's right for the organization and customer. The fifth trait is faith in a culture that magnifies upward communication; the culture of communication is the ideas to come from the first levels of the organization. They are, also, persuasive without being pressing and imperative; the presentation of the new ideas comes with enthusiasm and conviction, and the team willingly followed. Then, they excel at setting stretching goals, and commit people to find new ways for achievement. They emphasize speed and prefer experiments and rapid prototypes than lengthy studies by large committees. Innovative leaders are candid in their communication, honest with straight answers, fact that subordinates feel they could always count on them. And last, they inspire and motivate through action having a clear sense of purpose and meaning in the work (*Zenger et al., 2014*).

Any potential that an employee can have, innovative leadership capitalizes and stimulates it, in order to increase a company's ability to innovate and to enable business innovation. Idea generation is the start of successful business innovation; is the developing of exceptional ideas. Companies that want to implement an innovation strategy are required to build an innovation culture. They must be able to implement incremental innovation and continuous improvement as well as radical innovation. Business leaders play an increasingly important role in this process. The relationship between them and the followers are not traditional, executional, authoritative, instead leaders act as a promoter for new ideas. Leaders and their teams are called to overcome the status quo, think ahead about tomorrow's products and services, develop new business models and business processes. From the other hand employees should be stimulated by an intrinsic motivation which ensures that they feel passionate about a certain topic, and therefore become deeply involved in the subject (*Vaccaro et al., 2012*).

Creativity is, many times, unintentionally undermined every day by a working atmosphere that – for good reasons – has been created to maximize business needs such as coordination, control and productivity. That's the main reason why innovative leaders should not demand from their teams to do what is feasible. Exceptional results don't come when thinking within existing and proven solution patterns. Promoting creativity necessitates setting ambitious visionary goals, regularly pushing conventional boundaries, defining limits and giving employees the necessary freedom to develop ideas within these limits. One of world's main advocates of innovation, Jeff Bezos, argues that restrictions encourage creative thinking; "Austerity promotes innovation just as other constraints do", is his company's basic philosophy (*Birkinshaw et al., 2008*).

Concluding, innovative leaders are visionary, empathetic, models learning, open-risk takers, networked, observant, team builders, relationship-focused. Organize every working group and design every process in such a way that obstacles can be overcome quickly and easily through creative solutions. They make decisions quickly and unbureaucratically. They take advantage of new ideas where other companies get stuck. They involve their teams, practices, processes and organizational structure, to any kind of innovation implementation. "Thinking innovatively isn't enough. It is just as important to create a climate that promotes this sort of thinking – an environment that scales it up from the individual to a team, a unit, or an entire organization. That's the leadership component." (*Stauffer, 2005*).

2.5.3. Charismatic Leadership

The terminology of the word charisma refers to the owner of the gift of grace "by virtue of which he is set apart from other men and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities" (*Tucker, 1968*). All these can be equal to magic and charm, two characteristics that lean towards particular traits and quality of a person, who, when it comes to people and teams, allow her/him to lead and inspire many of them.

W.Churchill, Gandi, M.Luther King Jr, Mother Teresa where some of history's most "wanted" charismatic leaders and they still exemplify for many hopeful managers in organizations and companies. The main question is, if these dynamic, charismatic and inspirational personalities were born or made. Twin surveys by R.Arvey and colleagues answer to that dilemma, as they find out that leadership is about two-thirds made and one-third born (*Riggio, 2012*). So someone can interpret according to this studies that, leadership with charisma is a set of learned skills and competences, that enable leaders to communicate, influence, persuade, gain trust, interact eloquently, while at the same time practice all this as they thrive in the business world.

According to Shamir, House&Arthur in the early 90s the theory of charismatic leadership was also covered by other genres of leadership theory referred to as "charismatic," "transformational," "visionary," or "inspirational" and that's why charismatic, transformational and visionary leadership have usually familiar interpretation. But the leader's behavior in charismatic leadership is significantly different from the other organizational theories. In the past theoretical background there was a leader/follower exchange relationship, providing direction, support, reinforcement behaviors that affect the task environment of the employees and pay attention to material incentives. Focusing on charisma the leader transforms into symbol/role model, visionary and someone that inspires, uses nonverbal communication, appeals to ideological values, intellectual stimulates the followers, displays confidence in self and followers, and in the end of the day the whole team has sacrifice itself for the main purpose and commit to performance beyond the call of duty. Consequently, leaders who engage in the theoretical charismatic behaviors experience the charismatic effect as they and their followers, perform higher, have more satisfied and more highly motivated followers, and they are considered as more effective by their superiors and followers than others in positions of leadership (*Shamir et al, 1993*).

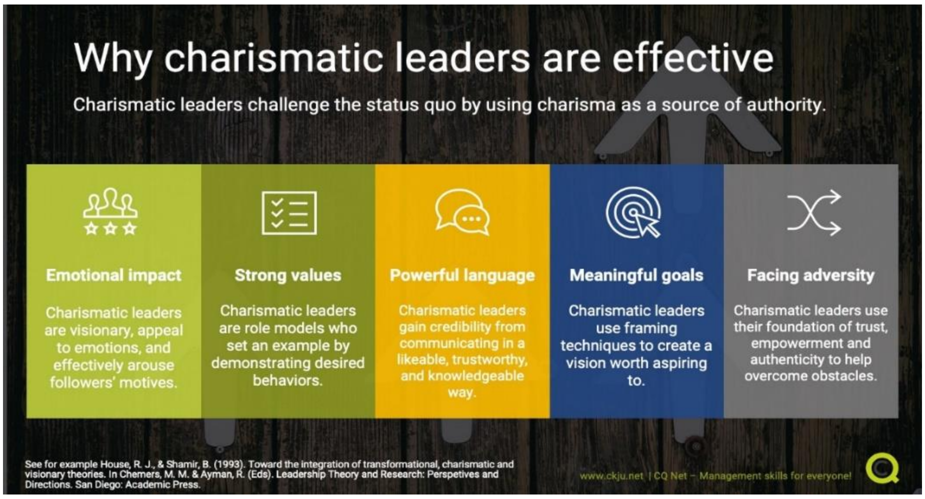
Charismatic leadership, as seen, is a leadership style that combines charm, interpersonal connection, and persuasive communication to motivate others. The trait of quality in effective communication is this leader's basic asset, and by this way she/he influence the followers, persuade them, and finally gain their trust and admiration. Charismatic leaders are seen to have inspiring visions, being able to enthuse their followers and get them to identify with the vision through their powers of persuasion and ability to influence the emotions of followers. Vision, from the other hand, is the another trait that differentiates charismatic leaders, as through it they are able to effectively articulate, facilitate and formulate ideological goals such as honesty, fairness, and craftsmanship. They are also enthusiastic, they challenge the status-quo and engage in risk-taking and unconventional behavior to demonstrate their commitment to their values and vision (*Conger et al., 2000*).

While other leadership theories, emphasize on follower cognitions and task-related behavior, charismatic theory supports collective interests and by using their charisma influence the followers' emotional attachment to the leader, emotional and motivational arousal, respect to the leaders' mission, self-esteem, trust, and confidence in the leader. As McClelland (1975) is one of the earliest researcher in the field of charismatic leadership its worth referring to his two distinctive denotations of charismatic leadership, the socialized and the personalized. The socialized style has to do with egalitarianism, collective interest and empowering the followers.

While the personalized style consists of leaders' personal dominance and authority, self-interest and exploitation of followers (by the willingness to exercise force but not to be dominant). These two styles, though, are not mutual exclusive, as a leader can use, simultaneously with the charisma, both of them in order to influence and persuade the followers towards the company's mission (*House et al., 1992*).

Charismatic leadership plays a really important role in difficulties, in crisis and when there's need of organizational changes. Given to leaders' ability to connect with people on a deep level, she/he are especially valuable in tough times, as their followers want more than intelligence and integrity. In these rush hours they want someone who can make an exciting and interesting move or speech that will inspire, motivate while becoming an example through these difficult times, demonstrate optimism, determination and self-confidence.

Trying to sum up the above discussion, we can arrive at some charismatic leadership characteristics that can work together and can be implemented at different times and periods for better use. Communication in articulate way with clear duties, goals and openness. Empathy, as Goleman (2000) indicates, "the sense of how people are feeling at the moment" allows leaders to respond to employees needs and thoughts, in a highly congruent with their emotions way, which makes them great listeners and confidants to their followers. Confidence, now, of the leader, who can easily take control, solve problems and share all these with the employees give the sense that everything will result in a good outcome. Humility contraries to arrogance that in many cases follows leadership. Humility here means that leaders are willing to accept their mistakes, improve themselves with and through followers, that they are, finally, part of the team and not only above it. Self -awareness bring us back to Goleman, as "the ability to read and understand your emotions as well as recognize their impact on work performance and relationships", trait that gives leaders the advantage to know themselves, their role in the working team and the way that others react to them (*Goleman, 2000*). Optimism is seeing the "glass half full" and in a leader's position is looking everything in the bright side and when it comes to organizational difficulties, reassure their employees that the issue can be corrected. Last but not least, passion is what describes and conquers a charismatic leader, which means that a genially great enthusiasm thrives though them to their followers (*https://www.betterup.com/blog/charismatic-leadership, https://yscouts.com/10-charismatic-leadership-characteristics/*).



2.5.4. Entrepreneurial Leadership

Half a century now, entrepreneurs have entered in the business world with aggressive pace and a sentiment to change it. They are individuals who recognize opportunities where others see chaos, contradiction, or confusion. Kuratko compare them to "Olympic athletes challenging themselves to break new barriers, to long distance runners dealing with the agony of the miles, to symphony orchestra conductors who balance the different skills and sounds into a cohesive whole, or to top-gun pilots who continually push the envelope of speed and daring". Persistence and achievement, innovation, capacity for accomplishment and development effectiveness are some characteristics that combined with other significant such as opportunity-seeking, risk-taking beyond security, and tenacity to push an idea through to reality, which give us a whole picture of an entrepreneur executive (*Kuratko, 2007*).

Entrepreneurial leadership is "work from the inside" as it aims to the growth of businesses talents and more precisely to the growth of organizations leaders using interdisciplinary-one's understanding of the field. It involves organizing and motivating a group of people to achieve a common objective through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment. The traditional corporate mindset has its focus on systems and processes, whereas the entrepreneurial style is more risk oriented and fosters innovation and adaptation to changing environments. According to a computerized adaptive test that evaluates this type of personality, entrepreneurial personality is made up of a set of psychological traits including "self-efficacy, autonomy, innovation, internal locus of control, achievement motivation, optimism, stress tolerance and risk-taking" (*Postigo et al., 2020*).

Risk-taking, innovativeness and proactiveness are three strategic postures that an organization can adapt in order to influence willingness to overall business operations, reveal talents and create a more competitive advantage by stimulating individual outcomes. Risk-taking is attached to unknown and yet the organization is willing to support projects with uncertain outcomes and enter to new markets, because it believes to its leading people. Innovativeness is usually coming after taking the risk and it has to do with the enthusiasm of the corporation to support creativity and experimentation to anything new. Proactiveness has to do with action and the dynamics of the organization, where it seeks for opportunities, new perspectives, new ways to create change in order to get above the competition proactively than reactively (*Kör, 2016, Covin et al., 1991*).

Entrepreneurial leadership emphasizes the participation of each employee in the processes of the company as well as the importance of doing and participate rather than traits or personalities. Among leader's priority is to encourage, motivate and in the end engage her/his followers towards organizational goals. They arouse followers' personal involvement by stimulate them to think and act in innovative ways, they encourage them to be a part of company's future by carving it with their personalities and their visions. These leaders become role models and inspiration for their followers since they act as a part of the team, take under consideration every opinion, keep intellectual motivation in high levels and show their commitment to the company. Followers' beliefs consider entrepreneurial leader's sequel of passion, creativity, self-efficacy, skills and abilities. Leaders focus on opportunity-oriented behaviors, both by themselves as well as by those who follow them. (*Renko et al, 2015*). The challenge for leaders is to create a special place inside the organization as a marketplace for ideas, and encourage employees to act on these ideas.

At this part, researchers (*Hornsby, et.al., 1994; Longenecker, et.al., 2006; Humphreys, 1993; Kuratko, Goldsby&Hornsby, 2004; Hamel,2000; Chau&Siu, 2000*) rouse some ethical issues regarding the way that an entrepreneurial leader should behave. As they act as role models for their followers and considered one of enterprise's important executive, they have to display honesty, integrity, and ethics in all key decisions. The contribution of the organization/company is equally important, as it should provide the proper entrepreneurial environment and ethical guidance to the leader and the followers in order to flourish and attain their goals. To conclude, the organization/company has to establish and continually reinforce ethical standards and moral principles, distinct acceptable from unacceptable behavior and create higher cognitive moral development (*Kuratko, 2007*).

From the other hand, there are some typical actions, processes, and attributes in the entrepreneurial mindset that can be present in an organization of any size, type, or age, that tries to reinvent itself through entrepreneurial initiatives in the ever-changing marketplace, to develop new ventures and display effective leadership behaviors. These attributes converge to opportunity recognition and exploitation. The sense of opportunity in the entrepreneurship relates to introducing innovative rather than imitative ideas. Recognizing this opportunity means perceiving this possibility while exploitation refers to action and any investment committed to goals, when the leader involves all of them (*Renko et al, 2015*).

So, before this thesis settles to a definition of the entrepreneurial leadership its worth mentioning that walk around literature, many scholars make comparisons between the meanings of entrepreneurship and leadership and explore the common themes and linkages. First, they relate the nature of entrepreneur to be a leader par excellence, enclosing by this way their virtue and that they are meant to be leaders. Vision, goals and motivation is the triptych of this practicality. Second, scholars (*Stuart and Abetti, 1987; Cunningham and Lischeron, 1991; Chen, 2007*) in entrepreneurial leadership focused on personality attributes to distinguish who an entrepreneur or a leader was and who was not. Here comes again specific traits and personal characteristics of entrepreneurs to solve the dilemma, such as tolerance for ambiguity, persistence, creativity, enthusiasm, adaptability, responsibility, energy, cooperativeness, a combination of risk-taking propensity, proactiveness and innovativeness. Third, entrepreneurial leadership is typically characterized as an authentic, charismatic and transformational leadership style. Authenticity for this leader is combined with self-trust and self-awareness not only to themselves but also for the followers. Charisma and transformation are both likely bond to vision, inspiration, empowerment and most important, led by example their followers, intellectually stimulate them and build their confidence. Cogliser and Brigham (2004) remark the mutual cross-fertilization of the leadership and entrepreneurship fields: 'There are numerous potential areas where entrepreneurship researchers might benefit from observing the challenges, continuing struggles, and successes of leadership researchers' (*Leitch et al., 2017*).

To come to a conclusion, entrepreneurial leadership is a mindset that focuses organizations on turning problems into opportunities that create economic and social value, with a continuous positive outlook about the future, as they are always trying to improve things. And summarizing the above characteristics of the entrepreneurial leader we come up with communication skills that make her/him able to clearly articulate their ideas, and the plan to achieve common goals. Leaders encourage communication between departments and across levels and avoid ambiguities and generalizations, while they are able to avoid conflict and misunderstanding due to poor communication. Then, they have clear vision of where they want to go and how to get there – and that vision is communicated to the team in order to become reality. They are supportive as they permit and encourage the initiatives and reactiveness, and they go out of their way to provide all the support that the team needs to achieve their goals. When a mistake occurs, they sit down with employees to analyze what went wrong and work with them to correct it. Self-belief and self-awareness are two more characteristics that the leader gain from years of experimenting, at times failing, and learning, that make them aware of their strengths and weaknesses. Success sharing has to do with the acknowledgment of the contribution of the followers while sharing the praise. The entrepreneurial leader is involved in the field of action and not in the office. They spend time among employees, interact with everyone, and see them doing their job. The entrepreneurial leader also provides positive feedback when employees come forward with an opinion. Honesty is one of the most important quality of an exceptional leader, as they are able to quickly win the trust of their employees. People respect leaders to come across as honest, and are more likely to accept positive or negative feedback and also work harder. Thinking themselves outside the box they try to create a learning environment in the organization encouraging others to improve their knowledge, widen their experience, and tackle multiple challenges, investing not only in learning but also in updating the occupied knowledge (*Vecchio, 2003; Antonakis et al., 2006*).

For closure, the table, as detailed below, introduces several studies that have been published in the field and various definitions of entrepreneurial leadership that have been proposed.

Evolving Definition of Entrepreneurial Leadership

Authors / Paper	**Definition**
Cunningham and Lischeron (1991)	Entrepreneurial leadership involves setting clear goals, creating opportunities, empowering people, preserving organizational intimacy, and developing a human resource system.
Ireland, Hitt, and Sirmon (2003)	Entrepreneurial leadership entails the ability to influence others to manage resources strategically in order to emphasize both opportunity-seeking and advantage-seeking behaviors.
Gupta, MacMillan, and Surie (2004)	Leadership that creates visionary scenarios that are used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation.
Thornberry (2006)	Leadership requires passion, vision, focus, and the ability to inspire others. Entrepreneurial leadership requires all these, plus a mindset and skill set that helps entrepreneurial leaders identify, develop, and capture new business opportunities.
Surie and Ashley (2008)	Leadership capable of sustaining innovation and adaptation in high velocity and uncertain environments.
Renko, Tarabishy, Carsrud, and Brännback (2015)	Entrepreneurial leadership entails influencing and directing the performance of group members toward the achievement of organizational goals that involve recognizing and exploiting entrepreneurial opportunities.

Table from Renko, Tarabishy, Carsrud, and Brännback (2015)

3. The Research

3.1.Research necessity – the focus of the research

As we have already mention, leadership is a driving force in the organization of individuals, teams, and entire organizations. Leadership enables individuals to be successful, small teams to synergize, and entire organizations to accomplish goals through the differentiated yet synchronized efforts of these individuals and teams.

This thesis adds to current knowledge in three ways. First it integrates insights from theories of leadership, knowledge workers, talent management and employee engagement, in one paper. But most of all, presents four leadership styles that are of the most "modern" and manager-exploited approaches in the field of leadership theory, i.e. ambidextrous, entrepreneurial, charismatic and innovative leadership, in the hope to contribute to the discussion.

Second, the thesis explores, through interviews, the relationship between leadership styles and knowledge workers, also referred in this thesis, as highly qualified personnel. This responds to a recently raised scholarly concern, that arouses the need to investigate which leadership style is more appropriate for talented and qualified followers, who constitute the main asset of a firm and organization. As the dynamics of the external environment are so unstable and influence as much the organization as the people that work in it, traditional and modern companies and organizations need to keep up with all the new leadership styles and theories in order not only to thrive but to keep and nurture their existing human power and respond to their demands. Aftereffect of this dynamics are the driving forces between leaders and their followers who, by working in a diverse environment, become usually complex, unfold over time and may vary across time.

Lastly, the results of the research are analyzed through a benchmarking between public organizations/institutions and private companies (Greek and foreigners), interested in the same scientific field. So it adds a comparative approach of the implementation of different leadership styles in these two areas.

3.1.1. Research Theory Review

From centuries people are trying to interpret and investigate phenomena and situations in order to reach the truth. Cohen, Manion and Morrison in their multi-published bestseller handbook about research methods emphasize that analysis takes as a starting point an important notion from Hitchcock and Hughes (1989), who suggest that ontological assumptions give rise to epistemological assumptions; these, in turn, give rise to methodological considerations; and these, in turn, give rise to issues of instrumentation and data collection. The means that people, during time, trying to understand the world around them is experience, reasoning and research, categories that complement and cross each other. Experience is equal to common sense knowing and it has to do with a number of information sources that can someone point to when there's a problem solving situation. But when these problems and situations are required to be tested, common people do so in a selective fashion, often choosing only that evidence that is consistent with their hunches and ignoring that which is counter to them. Scientists, by contrast, construct their theories carefully and systematically. Reasoning, from the other side, derives from Aristoteles and F.Bacon, and has a closest relation to scientific approaches, and consist of three types: deductive reasoning, inductive reasoning, and the combined inductive—deductive approach. Research, ultimately, has been defined by Kerlinger (1970) as "the systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena". Research is systematic and controlled, empirical and self-correcting, and it becomes obvious that is the amalgam of all the ways that a person can investigate and seek for the truth, and must be regarded as the most successful approach to this discovery (*Cohen et al., 2005*).

Research can be either quantitative or qualitative. Different researchers and educators give different definitions to each type of research.

Quantitative research is the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect. It is used in a wide variety of natural and social sciences, including physics, biology, psychology, sociology and geology (*Wikipedia, 2021*). In addition, according to Cohen (1980), quantitative research is defined as social research that employs empirical methods and empirical statements. He states that an empirical statement is defined as a descriptive statement about what "is" the case in the "real world" rather than what "ought" to be the case. Typically, empirical statements are expressed in numerical terms. Another factor in quantitative research is that empirical evaluations are applied. Empirical evaluations are defined as a form that seeks to determine the degree to which a specific program or policy empirically fulfills or not a particular standard or norm. Moreover, Creswell (1994) has given a very concise definition of quantitative research as a type of research that is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (in particular statistics). Quantitative method is used when we want a quantitative answer, when numerical change can accurately be studied only by this way, when conducting audience segmentation, when we want to quantify opinions, attitudes and behaviors and find out how the whole population feels about a certain issue (*Watson, 2015*).

Qualitative research, from the other side, aims to address questions concerned with developing an understanding of the meaning and experience dimensions of humans' lives and social worlds. Qualitative research is, ''the systematic collection, organization, and interpretation of textual material derived from talk or conversation. It is used in the exploration of meanings of social phenomena as experienced by individuals themselves, in their natural context'' (*Malterud, 2001*). Qualitative research uses peoples' stories as its main tool; stories that can actually be expressed in almost any medium: conversations (interviews or focus groups), written texts (journal, prayers or letters), or visual forms (drawings, photographs). Another characteristic of qualitative research is that seeks depth rather than breadth, as it's not drawn necessarily from a large, representative sample of an entire population of interest, but seeks to acquire in- depth and intimate information about a smaller group of persons. "In addition to its critiquing function, qualitative research frequently falls within the context of discovery rather than verification. New information may reflect new practices or behaviors, new forms of social organization or social structure, and/or new ways of thinking or interpreting processes of socialization or change". That means that it doesn't driven by 'traditional' perspectives, or literature driven questions and hypothesis, but works with all of it while simultaneously has its focus on the empirical world and phenomelogical integrity (*Bhattacherjee, 2012*).

In conclusion, qualitative researchers emphasize the social constructed nature of reality, the distinctive relationship that forms between them and the object of study and any constrains that shaped through inquiry. They stress to social experience and its meaning. In the other direction, quantitative studies investigate casual relationships, through measurement and analysis, between variables and not processes, in a value-free framework *(Norman, 2008*).

3.1.2. Research Ethics

Every research attempt aims to promote knowledge capitalizing internationally recognized theories and elaborating new ones proficient in carrying international scientific acknowledgment. More and more nowadays, the research community is becoming increasingly sophisticated in the manner in which it considers ethical issues, and there appears to be a growing concern with the ethical dimension of planning and implementing research. Social research is most concerned with collecting data from people, which inevitably raises questions about the way in which people who provide data should be treated by researchers, and such questions are often ethical in nature.

Research ethics should apply and followed as they promote scientific knowledge, truth and impartiality of the investigation. Ethical rules protect research stakeholders, such as participants, the researchers and other public and private bodies. Ethical deontology creates and promotes a climate of trust between the parties involved and fosters good cooperation and communication, which are the key factors for the successful completion of the research (*Resnik, 2020*). Apart from these, research ethics is very important as every researcher is accountable to the public as any investigation must protect and promotes moral and social values (*Oliver, 2003*).

Nosek and his colleagues had studied the main methodological differences between traditional and the internet based research (e-research), and they ended up that the differences in structure and the ways that both types of research are conducted, require ethical reviews. According to this study, the basic parameters taken into account for the evaluation of the ethics of electronic research are: a. the absence of the researcher (which deprives her/him of the ability to have great control over the research conditions), b. personal data protection, c. confidentiality and security of data, d. confidentiality and anonymity of participants, e. information of the participants on how those data will be used, f. security of data transmission and data storage (*Nosek et al., 2002*).

As this research aiming to the leadership styles exclusively in private companies and public institutions, it is needed to mention and clarify the ethical rules that apply there. Institutions and organizations, just as much as individuals, may be participants in research projects and be entitled with rights in terms of privacy. Public companies principal function is to provide a public service, and private companies prime purpose is to generate profits for shareholders. The differences in purpose may generate different ethical imperatives, and perhaps different entitlements in terms of privacy (*Oliver, 2003*).

Regarding public organizations and institutions, one might easily argue that such organizations should, in principle, be completely open and accessible to researchers, allowing them to view databases and other sources of information. Even under these circumstances there would presumably still be exceptions, including the confidentiality requirements to protect data on named individuals. The main ethical position with a public organization or institution which serves the public good is that it should, by that fact, be prepared to make its procedures open to public scrutiny. "There should generally be an expectation that researchers should receive as much help and assistance as possible, commensurate with the protection of named individuals" (*ibid*).

In the case of private companies, now, they may have both moral and legal rights to keep any of their details or designs secret, and not to participate - or requiring employees not to release any information - in any research program which might jeopardize the confidentiality of any information. When a research takes place in a private company, researchers have to accept that there is a competitive situation in this research field, and that some companies may genuinely feel that to cooperate in a specific research project may be potentially disadvantageous to them (*ibid*).

In the end, the distinction between public and private organizations, companies and institutions may not always be completely clear. It is important that researchers recognize that organizational cultures do evolve to reflect social, economic and political changes in society, and hence the response of organizations in terms of privacy and confidentiality issues will evolve also (*ibid*).

This research meets all the necessary conditions in order to adhere to all the ethics rules mentioned above, and compliance with the deontology. More specifically, all the respondents who were approached through their email accounts and LinkedIn, were informed with an extend text - in their email and then with more consent forms (like GDPR) at the beginning of the google interview form (google forms)- for the purposes of the research and how it is conducted. They were also informed about the issues that will be discussed at the interview, as well as their right not to participate in the investigation. One of the cornerstones of research ethics is that respondents should be offered the opportunity to have their identity hidden in a research report, and that's why there was no place to write down their names in the interview form. On the other hand, the description of the company and the organization in which the leaders of this research belong, becomes obvious, as it is needed to clarify the social and economic context in which the data have been gathered, and the respondents were consent to it.

In order, though, to assure privacy, anonymity and protect the position of the interviewers, this research will mention the appellation of the company and organization but the exact department or branch, with the leader of which the interview conducted, won't be specified.

3.2.Methodology

3.2.1. Research Instrument

This thesis uses interview as an instrument for data collection. Through the interviews was trying to identify views of specific persons, with a specific role, and was searching the way they use these roles in order to interact with other people and produce a social and knowledgeable result. So interview is the interchange of views between two or more people on a topic of mutual interest, and sees the centrality of human interaction for knowledge production, and emphasizes the social situatedness of research data. Interviews enable participants to discuss their interpretations of the world in which they live and work, and to express how they regard situations from their own point of view. "In these senses the interview is not simply concerned with collecting data about life: it is part of life itself, its human embeddedness is inescapable" (*Cohen et al., 2005*).

The interview research has been defined as 'a two-person conversation initiated by the interviewer for the specific purpose of obtaining research-relevant information, and focused by her/him on content specified by research objectives of systematic description, prediction, or explanation'. It involves the gathering of data through direct verbal interaction between individuals. In this sense it differs from the questionnaire where the respondent is required to record in some way her/his responses to set questions (*Mühl, 2014*).

Oppenheim suggests that interviews have a higher response rate than questionnaires because respondents become more involved and, hence, motivated; they enable more to be said about the research than is usually mentioned in a covering letter to a questionnaire, and they are better than questionnaires for handling more difficult and open-ended questions (*Oppenheim, 1996*).

The number of types of interviews differ, as scholars [(Bogdan and Biklen (1992), Lincoln and Guba (1985), Oppenheim (1992), Patton (1980)] during their work added a new configured type that came out from their research. So, we have: (a) standardized interviews; (b) in-depth interviews; (c) ethnographic interviews; (d) elite interviews; (e) life history interviews; (f) focus groups (g) semi-structured interviews; (h) group interviews, (i) structured interviews; and adds to this: (j) exploratory interviews, k) informal conversational interviews; (l) interview guide approaches; (m) standardized open-ended interviews; (n) closed quantitative interviews (*Cohen et al., 2005*).

Cohen, Manion&Morrison limited all these types in their handbook, to the use of the interview as a specific research tool. There are four main kinds of interview as a research tool: (a) the structured interview; (b) the unstructured interview; (c) the non-directive interview; and (d) the focused interview. The structured interview is one in which the content and procedures are organized in advance. This means that the sequence and wording of the questions are determined by means of a schedule and the interviewer is left little freedom to make modifications and characterized as a close situation. The unstructured interview, from the other hand, is an open situation, with flexibility and freedom. The questions asked are still governed by the research purposes, but the content, sequence and wording are entirely in the hands of the interviewer. This does not mean, however, that the unstructured interview is a more casual affair, for in its own way it also has to be carefully planned. The non-directive interview as a research technique derives from the therapeutic or psychiatric interview, with a minimal direction or control exhibited by the interviewer and the freedom the respondent to express. The focused interview is an amalgam of the other three; an effort of the interviewer to have as much control as possible and hers/his willingness to allow to interviewed to feel free. The distinctive feature of this type is that it focuses on a respondent's subjective responses to a known situation in which she/he has been involved and which has been analyzed by the interviewer prior to the interview (*Cohen et al., 2005*).

3.2.2. Research process

This research due to COVID-19 pandemic and all hygiene protocols, confronted huge difficulties in interviewing leaders in person. So, the interview was conducted either via video conferencing platforms like zoom, or via emails and through phones for any explanations and some face to face discussions. The time of survey starts at September 2021 and ends January 2022. The initial purpose was to use semi-structured interviews organized around a set of predetermined open-ended questions, with other questions emerging from the dialogue between interviewer and interviewee⁄s. But due to the pandemic situation, the initial type of the questions slightly changed in order to be customized into the structure interview. Moreover, according to the researchers (Meho, 2005&Tibo, 2003) "distant" interviews or email interviews can be used to replace traditional interview method, when for example the research sample cannot be easily accessed (e.g. are managers or executives) or located in a different geography region from researcher's. However, the choice or the circumstances of a force majeure, like pandemic, that make a researcher to conduct those interviews, does not reduce the validity of the results and data that will be collected through them (*Meho, 2006*).

The research interview may serve many purposes. Interviewing is access to what people think and sometimes feel, knowledge or information, values and preferences, attitudes and beliefs. It is also being used to test hypotheses or to suggest new ones or identify variables and relationships. In the end, it may be used in conjunction with other methods in a research undertaking.

The purpose of the interviews of this thesis is not single. Through them, the researcher, manage to evaluate and assess leaders in respect to their leadership styles, to gather data about the percentage of knowledge workers in the investigated private companies and public organizations, to sample respondents' opinions about the leadership style they use and to make comparisons between the companies and the organizations.

So, as it mentioned at the beginning, this research conducted using as a tool the structured interview, as it looked for views of specific persons with specific roles, hereon leaders of private companies and public organizations, who lead knowledge workers. This research tried to interpret in depth the perceptions of leaders about their role in leadership, and moreover explicate the leadership style they use in their highly qualified followers.

As soon as all the interviews received, the questions were grouped into higher order categories, broad and generalized, in order of the amount of concepts to be reduced and to build a "big picture" of the issues salient to understanding the used leadership style and the reason of its use. The second phase was axial coding, where the categories and subcategories are assembled into causal relationships or hypotheses that can tentatively explain the phenomenon of interest. This coding was used in order to conditions (the circumstances in which the phenomenon is embedded), actions/interactions (the responses of individuals to events under these conditions), and consequences (the outcomes of actions/ interactions) to be identified, theoretical propositions start to emerge, and start explaining why a phenomenon occurs, under what conditions, and with what consequences.

3.2.3. Research Design

3.2.3.1. Sample selection and size

According to Morse&Field, qualitative sample is based into two rules: appropriacy and adequacy. The sample needs to be appropriate to interpret the phenomenon and adequate, not in quantity but, in ability to provide qualitative information about the problem. In quantitative research the sample doesn't have to be big for the survey to be valid and legitimate. It usually has to do with double or even single-digit number, as in a big sample there is an occupational hazard of losing customized and individualized characteristics that needs to be qualitatively understood. The adequate sample, now, is a "purposive sample", meaning that any quantitative researcher, is choosing in purpose this specific sample, and not randomly, because this sample has the knowledge, the characteristics and the will, to provide its integrated and in depth answers to the survey. At last, the sample is not required to be representative, since the main objective of qualitative research are not general and objective characteristics. The goal is a deeper understanding of subjected experience (*Mantzoukas, 2004*).

The sample target of this survey composes by leaders from six private companies and five public organizations. These companies and organizations were chosen, among others that answer to the interview too, because they were staffed with highly educated and qualified personnel and by extension their leaders were people that are able to manage and lead those followers. Furthermore, both the companies and the organizations, number among organizations that promote (new) knowledge ("knowledge organizations"), as they not only accumulate knowledge, but due to their working field and discipline area they produce and spread this knowledge, while at the same time they use processes to transform data to information and information to (new) knowledge. So the respondents are leaders managing companies from the area of information technology, pharmaceuticals, food industry, environmental-sustainable energy companies. Proportional to these data, was also the quest among the public organizations; researching institutions in bioanalysis and nanoscience, a great public hospital, a center for research and technology and an institute of applied biosciences. The response rate was quite high as from the fifteen companies and organizations that the researcher wanted to interview at first, manage to talk with the ten of them.

The presentation below clarifies the main characteristics of the sampling as it presents each one of the private companies and the public organizations that this survey conducted in.

3.2.3.1.1. The private companies

SIEMENS

One of the world's most breakthrough and nonexempt company in many fields of technology, like additive manufacturing, artificial technology, cybersecurity, digital enterprise, industrial automation, internet of things, mobility, smart buildings, smart grids and sustainability forms. The main purpose of the company is to improve quality of life while using fewer resources.

Siemens occupies, worldwide, 303,000 employees, has 62.3€ billion revenue, 15.0% adjusted EBITA margin for the Industrial Businesses and 6.7€ billion Net income. "Mobility through adaptability" is the moto of this department as their future-ready locomotives allow clients around the world to operate economically while reducing environmental impact and conserving resources. Whether someone is seeking flexibility or require powerful locomotives for the heaviest transport tasks, Siemens offers individualized solutions that can be precisely tailored to any requirement profile.

According to the press released annual financial turnover for 2020, Siemens revenue was €13.5 billion, 5% lower than the same quarter a year ago, with Mobility delivering growth and other industrial businesses posting declines resulting largely from factors related to COVID-19; orders, which came in 7% lower at €14.4 billion, included significant contract wins at Mobility resulting in a book-to-bill ratio well above one, at 1.07. Revenue and orders showed the same development on a comparable basis, excluding currency translation and portfolio effects. Adjusted EBITA Industrial Businesses increased to €1.8 billion, benefiting from a €0.2 billion gain from revaluation of an equity stake within Digital Industries; Adjusted EBITA margin Industrial Businesses was 14.3%, including the revaluation effect which contributed 1.7 percentage points and severance charges which took 0.4 percentage points. Net income was €0.5 billion and basic earnings per share (EPS) were €0.67. Strong Free cash flow of €2.5 billion, up from €0.4 billion in Q3 FY 2019 and there was improvement in all industrial businesses (*https://www.siemens.com/global/en.html*).

This interview was conducted with one of the five CPO's in the area of Locomotives (the company separates the jurisdiction of the domain Locomotives in the five continents).

PFIZER

Pfizer is an American multinational pharmaceutical and biotechnology corporation headquartered in Manhattan, New York City and one of the premier biopharmaceuticals companies. The company was established in 1849 in New York by two German immigrants, Charles Pfizer (1824-1906) and his cousin Charles F. Erhart (1821-1891). In 1956 Pfizer commenced operations in Australia with just six people: an accountant, a medical director, two employees responsible for handling sample storage and two secretaries. Pfizer develops and produces medicines and vaccines for immunology, oncology, cardiology, endocrinology and neurology (*https://en.wikipedia.org/wiki/Pfizer*).

Pfizer has a long history of innovation in healthcare and research, across the world. Today, Pfizer employs colleagues in a variety of fields including science, medical, regulatory affairs, manufacturing, sales and marketing, health economics, research, and development. Pfizer pursuits breakthroughs in drugs and researches regarding cardiovascular (heart) and metabolic diseases, inflammation and immunology, conquering cancer, rare diseases, vaccines and anti-infectives (*https://www.pfizer.com*).

The company has several blockbuster drugs or products that each generate more than US$1 billion in annual revenues. In 2020, 52% of the company's revenues came from the United States, 6% came from each of China and Japan, and 36% came from other countries. Pfizer was a component of the Dow Jones Industrial Average stock market index from 2004 to August 2020. The company ranks 64th on the Fortune 500 and 49th on the Forbes Global 2000 (*https://en.wikipedia.org/wiki/Pfizer*). Pfizer now expects to rake in up to $82bn in the full year, up from $41.9bn in 2020, powered by $36bn from 2.3 million doses of COVID-19 vaccine. It has raised its 2021 guidance for adjusted diluted EPS to $4.13-$4.18. From July to September 2021, Pfizer's revenues were $24.1bn, representing operational growth of 130%, although revenues from Pfizer's other drugs also grew to $11.1bn, up by 7% from the same period last year (*https://www.pfizer.com*).

This interview was conducted with one of the General Managers in the department of Greece.

UCB

UCB was created in Brussels by Emmanuel Janssen in the 1920s and the company expanded and entered the US market in the 1930s. Its first therapeutic breakthrough came in the 1950s into the field of biotechnology. UCB today is a global biopharma company, focusing on neurology and immunology. Its ambition is to transform the lives of people living with severe diseases. They focus on neurology and immunology disorders, while continuously working to advance science and embrace new knowledge. They are leveraging scientific advances and skills in areas such as genetics, biomarkers and human biology. They aim to bring value through cutting-edge science, innovative drugs, and practical solutions. UCB has its headquarters in Belgium and colleagues across 36 markets worldwide.

UCB occupies, worldwide, 8371 employees (50% women / 50% men) and has 5.3€ billion revenue for 2020 (4.9€ for 2019). Net sales went up by 8% to € 5.1 billion (+7% CER), driven by the sustained growth of UCB's key products. Underlying profitability (adjusted EBITDA) reached € 1.4 billion (+1%; -4% CER) reflecting higher investments into the future of UCB, namely product launches and product development. Core Earnings per Share were € 5.36 after € 5.20 in 2019. In line with this performance, the Board of Directors of UCB proposes a dividend of € 1.27 per share (gross), +2% (*https://www.ucbpharma.gr*).

This interview was conducted with one of the Directors of immunology and director of one of the European branches.

ENTEKA S.A.

ENTEKA S.A. was established in 1984 and is one of the leading Greek companies in the Renewable Energy Sector in Greece. The Company's main focus is wind energy, targeting to create and maximize value for its clients, its shareholders and its investment partners. It is an investing company which holds a significant portfolio of share participations to wind energy and solar projects, independently or in collaboration with other companies. The total net portfolio of RES projects under development for the Group, amounts to approximately 900MW whereas the total portfolio of project development activities performed by ENTEKA exceeds 2.500MW. Furthermore, ENTEKA – which today consists of a specialized Group of companies- possesses significant technical know-how in planning, development, construction and operation of projects, together with vast experience and deep knowledge of the Greek energy market, being practically the oldest Greek company in the sector (*https://www.energia.gr, https://www.linkedin.com/company/entekagr*).

This interview was conducted with one of the General Managers of the company, whose followers' Msc and PhDs' are in energy management and systems technology, environmental studies and science, civil and mechanical engineering, meteorology and physics.

P&I HELLAS

P&I is one of the most important and renowned companies in the HR industry in Europe. Since 1968 P&I has devoted itself to the challenges of human resources management in the respective product cycles. P&I has made a name for itself as a specialist: it stands for simple and comprehensible products. It has developed incomparable product lines for all HR management tasks by means of a continuous process of product renewal. Innovative, hi-tech and passionate, today P&I has positioned itself as an HR cloud company with easily accessible HR software. Its heart and soul is P&I BIG DATA – the consolidated knowledge derived from thousands of installations that P&I experts have completed. That know-how is stored as a structured collection in a "virtual world" and is accessed with the aid of the cloud software P&I LOGA3. Thus, P&I present the most technically advanced solutions in the market.

P&I Hellas is subsidiary of the German leading software company P&I Personal & Informatik AG, is located in P&I's Innovation Centre in Ioannina, and provides expert programming support for P&I's HCM applications. This interview was conducted with the Economic Manager of the company. The company occupies around 200 employees, from which 140 are highly educated, in computer and computational science, computer (software) engineering and informatics (*https://gr.linkedin.com/company/p-i-hellas-ltd, https://www.pi-ag.com/*).

PROVIL S.A.

PROVIL S.A is a Greek company in the food industry, founded in 1993. Being present at the food processing aid production industry for over 20 years, Provil has the right to be proud of the leading position it has in the sector, establishing and building strong and long-term bonds of trust with its customers. It's a constantly developing Greek company, taking large steps ahead based on a philosophy that can be summarized at the following points: a constant search for new creative ideas, design and development of pioneer products, caring for the needs of the contemporary market. Their aim is not to follow the trends but to set them, to be constantly by the customers and partners' side with pioneer and innovative products of top quality, which is assured and certified through: rigorous controls for top-quality raw ingredients, state-of-the-art technology at all levels of the production process, according to the highest safety standards for food and application of quality assurance systems ISO 22000 That gives the opportunity, as defined by the application of the standards, offering for all products certificates of analysis and/or compliances, from a simple spice to a complex mixture.

PROVIL SA is certified with ISO9001 since 2005 and with safety management system (HACCP) and food quality from March 2008, according to the international standard ISO22000: 2005. In August 2014 has accredited in accordance with commercial food standards IFS (v6) and BRC (v6). It is one of the few food companies that is certified with the religious standard "HALAL" (*https://provil.gr/*).

This interview was conducted with one of the Financial Directors of the company. The company size is around 200 employees, and they are associate's master's degrees' in food science and technology, quality control and safety technology, chemistry, culinary arts and chef training.

3.2.3.1.2. The public organizations

CERTH

Center for Research and Technology-Hellas, founded in 2000, is a leading Research Centre in Greece and in the EU. It is a legal entity governed by private law with non-profit status, supervised by the General Secretariat for Research and Technology (GSRT) of the Greek Ministry of Development & Investments.

Climate change, sustainable energy, artificial intelligence, advanced robotics, Internet of Things, holistic approaches to healthcare and nutrition, autonomous vehicles smart cities of the future and circular economy, are the primal fields around which CERTH's five (5) institutes are organized. Chemical Process & Energy Resources Institute - CPERI, Information Technologies Institute - ITI, Hellenic Institute of Transport - HIT, Institute of Applied Biosciences - INAB, and Bio-economy and Agro-Technology Institute, bring together more than 1100 people (engineers and scientists in their majority), in 6 regions and 7 cities.

CERTH combines its unique research facilities and high qualified research personnel, to transform scientific knowledge into innovative technological applications, aiming to strength the national economy and respond to the needs of society at national and international level.

CERTH is essentially a self-supported Research Centre generating an average annual turnover of ~ € 40 Million (average of the last three years) coming from: bilateral industrial research contracts at 14%, competitive research projects at 74% and government institutional funding at 12%. It is one of the top research and development employers for highly qualified personnel in the region of Northern Greece, as more than 1100 people work at CERTH with the majority being engineers and scientists.

CERTH has received numerous awards and distinctions such as the European Descartes Prize, the European Research Council (ERC) Advanced Grant, Microsoft International Contest Prize, the Trading Agents Competition Award and many more. It is currently ranked in the 15th position among the EU Research Centers in terms of H2020 Net EU Contribution. More specifically, CERTH is ranked 1st in Greece and 14th among the distinguished European research Centers. At the same time the research center demonstrates unique ability to innovate, as evidenced by its numerous bilateral contracts with the industry. It is the same ability that is reflected on the significant economic activity of its 17 spin -off companies (*https://www.certh.gr/*).

INAB

The Institute of Applied Biosciences at the Centre for Research and Technology Hellas (INAB|CERTH) conducts research in the Life Sciences that extends from microbes to plants, animals and humans. The aim of INAB is to promote basic research, while providing solutions to important social needs related to health and well-being. In this context, INAB conducts Biomedical research and deals with the development and evaluation of digital health interventions and personalized medicine, while also holding a leading position in Agri-biotechnology, utilizing modern high-performance methodologies, molecular biotechnology and 'breeding by design' approaches, with the aim of developing high quality and value products. One of its basic principles is the cooperation between scientists with different but complementary knowledge and skills. The main pillars of its activity are bioanalysis, data from the real world and the development of relevant applications.

INAB's researchers play an important role in identifying, disseminating and supporting good research and educational practices, thus facilitating interaction between scientists, authorities and society. This, strengthens its cooperation with critical 'players' both nationally and internationally, giving them the opportunity to upgrade their services in critical areas such as health, agri-food, education and technological development. Sustainability presupposes renewal based on both innovation and developments in technology and social needs and for that reason they continue to be at the forefront of research on carefully selected areas of scientific, social and economic interest (https://www.inab.certh.gr/el/).

INN

The Institute of Nanoscience and Nanotechnology (INN) of NCSR "Demokritos" was established from the merger of the Institutes of Materials Science, Microelectronics and Physical Chemistry, as a result of a national reorganization of research institutions in Greece. INN efficiently organizes and integrates most of the best research and human resources available in Greece to address the innovation challenge and to increase the European competitiveness of the Country in Key Enabling Technologies (KETs) such as nanotechnology, micro- and nanoelectronics, advanced materials, biotechnology and photonics. INN provides a unique environment to promote and support world-class multidisciplinary basic and applied research, while forging ties with industry and SMEs it promotes the transfer of innovation to the market.

INN is one of the leading research institutes in Greece with cutting edge activities very much aligned with most of the Horizon 2020 R&D priorities and Europe's Key Enabling Technologies (KETs), such as Advanced Materials, Nanotechnology, Micro&Nanoelectronics, Nanobiotechnology, and Photonics. The skilled human capital and creative capacity of the institute supported by a- unique in Greece- collective infrastructure provide a distinctive ecosystem for fostering and promoting world-class basic and applied research. Strong ties with the industry and numerous SMEs further assist the institute's effort to transform the knowledge generated into innovations and to transfer them to the market. One of the main characteristics of INN's newly-forged and distinctive character was its flexibility and willingness to turn one of its original impediments, aka the very large number of researchers (INN is by far the largest institute in the country, even larger than some entire Greek research centers), into one of its strongest assets: INN is today the most multidisciplinary research institute in the country and takes great pride in including cross-fertilization activities and horizontal synergies across its wide spectrum of disciplines in its day-to-day scientific activity. The mission of the Institute of Nanoscience and Nanotechnology is to advance the scientific and technological knowledge by conducting basic and applied research in a wide range of Physical, Chemical and Engineering Sciences with emphasis in Nanoscience and Nanotechnology.

CPERI

The Chemical Process and Energy Resources Institute (CPERI) was founded in 1985 in the suburb of Thermi inThessaloniki, Greece. Its mission is to conduct high caliber basic and applied research, to develop novel technologies and products and to pursue scientific and technological excellence in selected advanced areas of Chemical Engineering, including Energy, Environment, Materials and Process Technologies, in response to the needs of the Greek and European industrial and productive sector. CPERI is committed to maintain and expand its path of scientific excellence and innovation, as well as to offer competitive research services to the international industry.

As an initiative of the researchers of the Environmental Fuel Laboratory and Hydrocarbons was founded and has been operating since 2005 the spin-off company CPERI SOLUTIONS Ltd. The company with its flexible structure, serves industrial users in the field of catalysts evaluation services, in hydrogen desulphurization and hydrogen decay. CPERI Solutions from 2005 until today has worked with 15 companies abroad with total revenues that exceed 7.0 million euros (*https://www.cperi.certh.gr/en/home-5*).

Public Hospital

Due to privacy and general protection data, it's very difficult to give further information, so as not to reveal the actual identity of this public organization. It would be enough to say that, it is one of the biggest public hospitals of Thessaloniki, with 670 employees, and total structured area of around 6. 000sq.m, while its total dynamics sets at around 400 organic beds.

3.2.4. Method of Data analysis

Morse (1991) has suggested, "researchers who purport to subscribe to the philosophical underpinnings of only one research approach have lost sight of the fact that research methodologies are merely tools, instruments to be used to facilitate understanding". So, a reasearcher should not seek for the intrinsically better method than others, but for the combination of methods who best meet the aims of a particular study (*Downe-Wamboldt, 1992*). As a method of analysis of this research, content analysis was chosen, as a systematic scientific technic used to pare down the number of data collected through qualitative research.

Riffe, Lacy, and Fico (2014) give their definition to content analysis as "the systematic and replicable examination of symbols of communication, which have been assigned numeric values according to valid measurement rules, and the analysis of relationships involving those values using statistical methods, to describe the communication, draw inferences about its meaning, or infer from the communication to its context, both of production and consumption" (*Lacy et al., 2015*).

Content analysis is a research method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data in order to describe and quantify specific phenomena, while interprets meanings, intentions, consequences, and context. Content analysis improves the quality of the results by relating the categories to the context or environment that produced the existing data from one point in time or to documents that have existed over longer time frames. The method can be used for several purposes, such as revealing the focus of individual, group, institutional, or societal attention; determining psychological states of persons or groups; reflecting cultural patterns and beliefs; describing themes, trends, goals, or other characteristics in communication content; analyzing open-ended survey data; and describing attributes of the sender of a communication and attitudinal and behavioral responses of the recipient to the communication (*Downe-Wamboldt, 1992*).

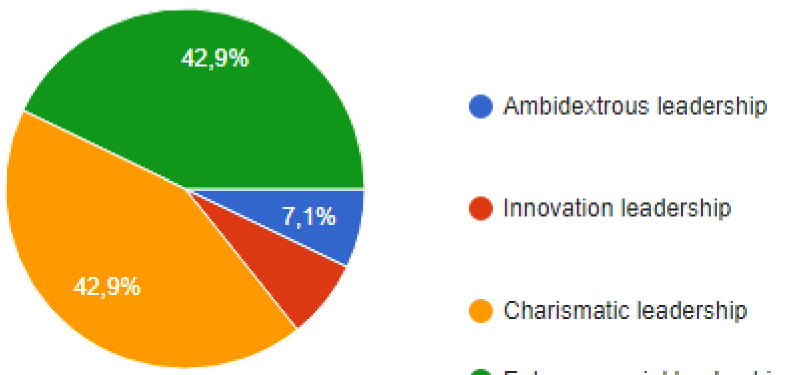
More specific, in order to pare down the number of the data and minimize their size, the researcher uses the rules of coding and categorizing the data that have common theme. In each category of word/phrases, that corresponds to specific scenarios (concepts), correspond specific codes, in which belongs words/phrases of the sample that are related to each other through a thematic theme or idea. Category schemes are invented by the researcher to generate knowledge and to increase understanding of a particular phenomenon. The schemes are based on the research question, the selected unit of analysis, the relevant theories, a review of the previous research, literature, and the data. (*Mantzoukas, 2004*). According to Gibbs, a code detects and records specific passages in the text that explain the same descriptive or theoretical idea. Usually, different passages are found in the text and then they associated with a name for the common idea/code. For that reason, everything in the text that mentions or explains the same meaning, coded with the same name. Coding is a way to categorize the text in order to find a framework of thematic ideas for it. When those codes are identified and the similarities noted between them, the thematic unit is formed. Those units or topics, are constitute holistic descriptions and interpretations. It is the final expression of how the participants interpret, perceive and experience the phenomenon under investigation and constitute the essence that offers a deeper understanding and processed knowledge about the participants (*Gibbs, 2007*).

So, as already mentioned, the method analysis used is, content analysis. The approach of this analysis is inductive as the interviews' data were grouped in greater categories, using research questions as a basis. In addition, in the present research, content analysis is used for finding specific aspects of leadership styles related to the purposes of the research work.

3.3.Results

As it has been already presented, the sample of this research is leaders from companies and organizations with the same area of expertise (information technology, environmental technology pharmaceuticals, research institutions on bioanalysis and nanoscience). According to the demographic data the 71.4% of them are men and the 28.6% women, the average age is 48 years old. The interviews were conducted with 11 of them, who possess different job titles, from CEO's and CPO's to Directors and Economic Managers. They all are highly educated, with the 85.2% of them to have the advanced degree of BSc, MSc, MBA and a 7.7% with a PhD. Their followers are also highly educated and with the percent of 46.2% of these leaders to occupy more than 10 subordinates with masters and PhDs', and the rest to be university graduates.

After the demographic data and the information about the academic backgrounds, the first question of the interview was about the leadership style: «*Which one of the following leadership styles do you think is most compatible to the one you* *use?».* As it indicates from the pie, the leaders join and feel more close to the Entrepreneurial approach (42.9%) and to Charismatic leadership (42.9%).



The next question was about employee motivation and in particular about the ways that leaders use to motivate their followers. According to theory, employees are much more motivated when they perceive that management cares about their welfare, when she/he involve them in the management process, and when the working environment is positive (*Kamery, 2004*). The leaders of this research deliver those needs in their; those from private companies try to make their followers to feel as an important part of the company, educate them very often so that they can feel self-confident about their work, engage them to company's vision and give bonuses upon success. A phrase that many leaders use were "leading by example" where they are themselves exemplars of productivity and behavior. They also promote unity upon good and bad times, they feel free to let their followers to be the decision-makers, so they never be complacent and they try to design jobs that are meaningful and contributive. Siemens, for example, has and promotes its own "ownership culture" when it comes to employee motivation. "Behind this approach is the conviction that employees who are owners of their company will identify with it more strongly. Employee owners are more motivated and committed, assume responsibility and act in the interests of the company's long-term success" (*www.siemens.com*). Leaders from public organizations point out that usually praise in public, offer days-off and rewards, offer initiatives (where and whenever it's possible) and delegate in order to make their followers more committed, promote job rotation and prevent "burn out", and especially in public management, they try to increase transparency of all processes in order to gain trust.

This upper category completes with the questions that highlight the procedures of decision-making, the space allowed to followers to come up with ideas that the team and the leader will finally execute them.

Leaders of private companies try first to enable their ability to learn from their followers and attain valuable inputs from employees about how things may be done better; the exact phrases are "I let them to consult me", "ask them what would they do". At the same time, they try to enable employees to gain access to the organizational knowledge they possess and accumulated in their executive positions, and allow to followers learn from them about how things at the firm level may be improved in the particular context of the organization. The decision should be taken under consideration while first are according structured plan, times, reasonable risks measurement. They also give opportunities to the followers to suggest new ideas. They consider their employees "experts at their field". So when it comes to new projects, in particular, they take the experts suggestions, as long as the ideas apply to the company's culture, have reasoning and are perceptual, and measurable.

From the other side, leaders from public organizations implement what scholars underline that the highest degree of employee involvement in decision-making, where a task is "completely in the hands of employees," does not offer the opportunity for collective learning and, therefore, is likely to fail to enhance organizational performance even though it looks attractive from the perspective of employee motivation (*Xiaowen et al., 2019*). Under this theoretical framework, they answer that they discuss all the followers' proposals according to their position, working experience and knowledge, they provide great margin as the procedures allow it, but in the end of the day the decision making is upon the general manager, demonstrate conclusively how intractable the public management is.

The next category is about recruitment, and embodies questions about the most important criteria in company's and organization's recruitment process and their job training programs. As this thesis constantly mentioned, people are vital to organizations as they offer perspectives, values and attributes to organizational life; so, their development –inside and outside the working environment- their competencies contribute to the development of the total organization.

According to the leaders the most important recruitment criteria that they and their companies/organizations take into consideration are the character of the candidate, the appetite for learning and evolution, the spirit of team work, the level of perception and commitment, the mindset, the cultural fit to the organization, the focus on the results and the drive/ability to take initiatives. These criteria are firstly appraised as the candidates "unfold" during the recruitment interviews, and tested constantly along followers' evolution by internal evaluation and training programs. As a typical procedure, the recruitment in these private companies starts with identifying vacancies, making a job analysis, offer a job description, and provide person specification. Regarding the public organizations, the scenery changes while central government is fully responsible about recruitment, after public exams and contests. With reference to the public institutions of this research, they have some flexibility on hiring staff, and the leaders from there answered that education and personal traits like honesty, eagerness, appetite for learning, willingness, positivity, ability to work as team, flexibility, ethics and morality, along with the ability to perceive the general environment, the framework of the "common good" and the public strategy and show active contribution to the formation and implementation of the unity's goals, are the most important criteria to choose their personnel.

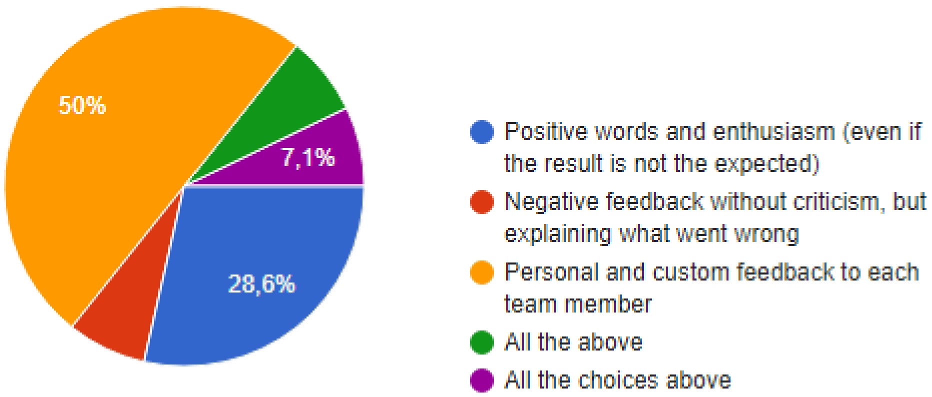
From the moment of recruitment and then, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage. The desideratum in all companies is productivity, which comes through motivation and effectiveness. Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers (*Dobre, 2013*).

Leaders of companies with greater class answered that their firms have their own training academies with digital archives, where there are training programs for new employees and are mandatory, while every employee has its own training program, formulates (in consultation with the individuals during the performance management) at the beginning and reformat it every year in collaboration to management. When there is not any internal training program, they encourage them to participate in seminars, conferences, while occasionally the company organize training events to upgrade skills. The important here is that training needs are very conspicuous to the public administration too. Leaders there, answered that there are many training programs, public or internal, from monthly to semestrial and annual, while most of them are obligatory.

The next interview question was about productive team working. All the companies and the organizations interviewed were highly competitive, with great research work and great annual turnovers. One of initiate hypothesis to explain this success was, apart from leadership style, the way that those teams of followers' work. That's why the researcher presented techniques which according to theory have a positive contribution in the arrangement of productive team working. More than the half (57.1%) of the leaders answered that they «set a good working environment and a healthy working culture» in order to succeed the most of their followers and simultaneously keep them happy and make them feel safe in the working environment. Some of them (14.3%) are more enthusiastic and extroverted and answered that «when a task is completed as expected the leader show hers/his appreciation in front of the whole team».

Both of the high scored categories leaders, point out that sharing and distributing power among all of the followers works better than keeping all the power to them; they also place greater emphasis on the importance of collaboration and cooperation among employees to increase productivity; they try to mentor them, enhancing their performance, encouraging and facilitating competencies, promote positive interaction, reaction and learning from team members and they give great importance to feedback.

And feedback was the next question that categorized with team work, as regards the way leaders apply this feedback to their followers. As it indicates in the pie, half of the interviewers, 50%, use personal feedback and explain the advantages and disadvantages to every follower in person (both in companies and organizations). But someone can see, that another significant percentage of 28.6% gives positive feedback with good reports and favorable comments, as the leaders mentioned, even if the results are not as expected, in order to create a working environment of trust and support. Leaders agreed in some characteristics of the feedback they give; they try to be goal-referenced and give related information about her/his actions; they also try to make tangible, transparent and personalized remarks related to the goals sated as a team or organization; they provide actionable information with sufficiently descriptive data inference and not just a presentation of data.



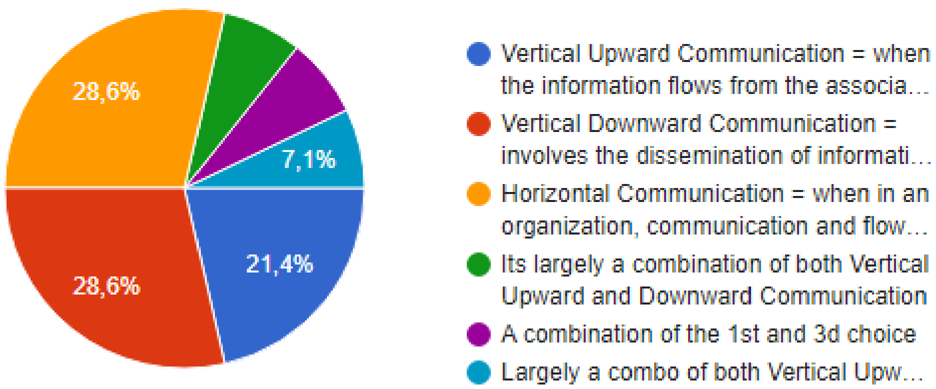
To the same, with feedback, category was grouped the question related with the employee recognition and its rewards/praises. The leaders were asked about the possibilities they offer to their followers for upgrowth, like better salary and wages-productivity connection. Employees can also be motivated through proper leadership, as the leader should gain their trust and make them follow him, while they help each other to attain high levels of morality and motivation (*Dobre, 2013*). So, motivation is directly tied to the leadership style and to principles of positive and negative reinforcement.

The data of this research point out that private companies appreciate and recognize employee's achievements and reinforce the possibilities of personal upgrowth though their advanced reward systems[5] – which are wide open to the employees from the moment they hired – with financial bonuses, promotions, hierarchically upgrade and offer of more followers. The bigger the company is, the more the extra benefits, such as shares and more regular financial benefits.

[5] The companies have developed salary structures, according to the importance of each job, individual performance and special allowances.

Regarding the public organizations, now, where the decisions are taken upwardly, from the government and are government-funded, any type of reward has to do with salary rise as the person takes promotion, mainly according the years of working experience. In conclusion, financial rewards, performance feedbacks and social recognition have a significant impact in establishing employees' diligence and commitment, being a key motivator for employees.

For the next question there were choices given about the communication style and the leaders should choose the one than is the most suitable to applied in their department or company.



With the equal percent of 28.6% the leaders of this research indicate that they make use of horizontal and vertical downward communication. In this survey leaders were asked whether they use vertical upward or downward communication, horizontal or a combination of those. Those who use vertical downward communication they try through it to disseminate the information or orders from the senior management to associates. This type of communication encourages the commitment of the followers to the goals of the company/organization, as they have to transform the plans into action, as it gives information about the organization's strategy and allow them to participate in decision-making. From the other side, horizontal communication is used so that communication and flow of messages occur amongst teams, groups or individuals who are at the same hierarchical level. The interviewers highlight that with the help of horizontal communication, an organization can promote internal communication amongst the employees that occupy similar functional positions. Horizontal communication is task-related, informal and fosters equality. The respondents mentioned that they use this type, as they try to reinforce follower's information exchange, conversations about private matters, sharing same goals, make them feel like they belong to a social category within the same working place and promoting like this the sense of belonging and bonding with and in the company/organization.

One of the last categories created is the one that integrates the questions about organizational culture, and management of different opinions in the working groups. What would the leaders do with an employees' culture that's no compatible to the company's culture? When it comes to leaders of private companies, they mention that they first try to understand, during the recruitment interview, the underlying assumptions of the followers about company's strategy and goals. One of the leaders point out an insightful bon mot that "culture eats strategy for breakfast", and he added that he's trying to identify the problem, and if culture doesn't shift rapidly the employee should decide whether to stay or go. In the same wave length were the rest of the answers; all the leaders, firstly, try to explain the advantages of company's culture, they embrace and urge diversity, but as the time passes by, personal cultures should come on an alignment and permit the creation of inclusion climate. With discussion and fruitful debates, they manage the disagreement into the teams, they try to put themselves in employees shoes and every solution to have the acceptance of the whole team, and many times, when there is no working rush, they talk to talk to team member individually.

From the other side, leaders from public organizations explain to the followers, at first, the culture of their organization and institution and on what they should pay attention to, then they try to acclimate the employee harmoniously, make efforts for convergences, synergies, adaptation, but in general they stated that they count on different cultures as it offers different perspectives. Discussions with boundaries is the way they cope with different opinion in the working teams.

The last grouped category consists of questions about the mechanisms that companies/organizations deal with changes in the external environment and how flexible they are to address to those changes. Four of the private companies' leaders agreed that in order to deal with changes in their external environment, they continuous take feedback from their stakeholders and they use procedural benchmarking as an improvement tool. The other two are those kind of companies that, as their leaders respond, are leading the changes. So, they use the strategic management method of PEST(LE)6 analysis and the right combination between internal stuff and consultants. As advanced as these companies react and deliver in a rapidly changing external environment, as difficult and rigid they are when it comes to flexibility. As the leaders said, the bigger the organization the less the flexibility and they need to achieve a respective maturity level. Simultaneously, they argue that some markets are by themselves strictly regulated and then the changes are in medium term, but they manage to gain in procedural consistency.

Regarding to the public institutions, now, the leaders were optimistic about the changing mechanisms, as according to the feedback they receive from the industrial community in their areas of interest and the stakeholders, they capitalize the ongoing information, monitor the trends in the research, which helps them to participate, monitor the developments in decision centers and make the suitable changes. Under these circumstances, the institutions develop strategic flexibility, focus on and develop human needs, effectively use new manufacturing and information technologies as they implement them, and promote an innovative

[6] PEST(LE) Analysis (political, economic, social and technological – legal end environmental) is a management method whereby an organization can assess major external factors that influence its operation in order to become more competitive in the market. As described by the acronym, the four areas are central to this model and the last two can be added when enterprises care about the developments in the environment and the legislative framework (*www.en.wikipedia.org*).

culture. Only the public hospital, as its power to act belongs to the ministry, it's not independent, but to its degree it tries to be equipped with new medical supplies and absorb funds from the main governmental budget or other financial programs, and in periods like pandemic it modified its services.

5. Discussion

As this thesis has made clear, leadership, in general, involves influencing the activities of an organized group toward goal achievement. It differs from management, which is focused on coordination and planning (*Renko et all, 2015*). The essence of leadership in organizations revolves around the process of influencing others to understand and agree about what needs to be done and facilitating individual and collective efforts to accomplish shared objectives (*Yukl, 2013*).

There is a lot of research on leadership that is not always labeled as such. Leadership is a driving force in the organization of individuals, teams, and entire organizations. Leadership enables individuals to be successful, small teams to synergize, and entire organizations to accomplish goals through the differentiated yet synchronized efforts of these individuals and teams (*Hiller, 2011*).

This study addressed the leadership styles that leaders in private companies and in public organizations employ when they have to lead and manage employees with highly academic qualifications. Additional to the concepts of leadership styles, leaders and high qualified personnel, there was an examination of concepts like learning organizations, talent management and employee engagement with intention to investigate through the interviews the role that these concepts play in leadership style. From the regression results presented, the following conclusions with respect to the theory review may be derived.

The first objective of this thesis was to find out which leadership style the respondents use. According to the results Entrepreneurial leadership and

Charismatic leadership scores the same percentage. Even though charismatic leadership is recognized as leadership style decades ago (*Tucker, 1968*) and entrepreneurial leadership has come to the spotlight the last three decades (*Kuratko, 2007*), the today's respondents prefer to combine the technics and values that those two provide. These findings support the core literature references that charismatic leadership has profound effects on followers as it engages followers' self-concepts in the interest of the mission articulated by the leader; charismatic leaders are those who use their talents to foresee opportunities not only on the market, but also on people/followers, and have the ability to motivate their followers in the materialization of these opportunities (*Bhattacharyya, 2006*). According to theory, charismatic leadership combines charm, interpersonal connection, and persuasive communication to motivate the followers in order to help them get the most out of everyone. The interviewers point out that they emphasize in the combination of their personal charm with professional guidance or management, building on, like this, a foundation of strong communication skills and persuasiveness. Furthermore, entrepreneurial has become the symbol of business tenacity and achievement; entrepreneurial leadership is a mindset that allows organizations to turn problems into opportunities (through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment) that create economic and social value. The leaders point out that they always try to have, themselves and communicate to their followers, a positive outlook about the future, aim to continuous improvement, while they solve all the problems cooperative.

The next focus of this thesis is the motivation that those leaders use in order to support their leadership style and make their followers happier and more effective. Getting people to do their best work, even in challenging circumstances, lays upon leader's motivational techniques. Each person has a different set of values and personal experiences that brought them to where they are today and it's many times very difficult to change those sets or to adapt them for the good of the working environment. Nohria presents four significant drives that motivate every employee and underlie any action. The drives are, "acquire (obtain scarce goods, including intangibles such as social status); bond (form connections with individuals and groups); comprehend (satisfy our curiosity and master the world around us); and defend (protect against external threats and promote justice)" (*Nohria et al., 2008*). Leading by example, offering initiatives and empowerment, and an ownership culture were the main findings that are, of course in alignment to the theory of motivation. The literature also shows that factors such as empowerment and recognition increase employee motivation; employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development. As much opportunities an organization offers to its employees to improve their work, more they reach their full potential at work (*Dobre, 2013*).

Decision making is a procedure that leans upon the management, the leaders and all the executives. Participative decision making is the one that allows the employees to participate in making organizational decisions, and that's on what the leaders were asked about. According to theory employee involvement in decision-making derives from the organizational learning theory, where an organization consists of individuals or groups with different knowledge backgrounds (*Lawler, 1999*). As it has already stated in the present theoretical part, this amount of knowledge is vital for any organization and company who should provide opportunities for integrating the diverse knowledge structures of individuals and create a learning organization. Participative decision making provides an opportunity for knowledge interactions and collective learning and helps an organization grow stronger. So the respondents gave great importance on letting their followers not only to consult them but also give initiatives, offer much of their organizational knowledge, and involve them in the process of the decision making.

The next findings were about recruitment and on the job training programs that the companies and the organizations offer to their employees in order to expand their knowledge and capabilities. The character of the candidate, the appetite for learning and evolution, the spirit of team work, the level of perception and commitment, the mindset, the cultural fit to the organization, the focus on the results and the drive/ability to take initiatives, and public exams for the public organizations, are the most important recruitment criteria for the respondents. Every company and organization that wants to thrive into the current unstable and demanding economic world needs to increase the importance given to human resource and its ability to recruit, select high quality personnel at all levels and then continuously educate and train it. According to literature, recruitment is the process of identifying and attracting potential candidates from within and outside an organization to begin evaluating them for future employment. The success of every enterprise is linked to employees' performance, to anticipation of fluctuation in hiring needs so that they won't be costly, to the build and retention of a competitive advantage (*Ekwoaba et al., 2015*). Regarding the training programs, private companies have their own training academies, while public organizations offer also many training programs, monthly, semestrial or annual, public or internal.

As the organizational world continues to evolve to be more knowledge-based, more networked and more virtually and technologically sophisticated, the concept of leadership in teamwork has also evolved and expanded in important ways. So, as it come to the question of team work and how leaders deal with teams half of the leaders answer that setting a good working environment and a healthy working culture is the key to have a strong and bounded working team. According to theory, especially, nowadays, where the global competition affects all the companies and organizations, increased use of teamwork is the answer to leverage knowledge, resources and information. Thus, companies and organizations have started to move away from rigid hierarchical leadership styles and are now placing greater emphasis on the importance of collaboration and cooperation among employees to increase productivity (*Chin, 2015*).

After teams, leaders respond that feedback has equal importance not only to the team working but also to the motivation of the teams and followers. Half of the interviewers (both in companies and organizations) use personal feedback and explain the advantages and disadvantages to every follower in person, an another important percent gives positive feedback with good reports and favorable comments, in order to create a working environment of trust and support. According to theory, feedback gives information about the progress of someone's effort to reach a specific goal, as well as it founds "to provide critical input for forming realistic self-assessments in the work setting" and "is a key to maintaining high levels of work motivation". The whole feedback process works as a lever for the leaders to motivate followers and to allow them to make more informed decision about how much effort to exert (*Ederer, 2010*).

Employee recognition and its rewards/praises complete the questions about feedback procedure. The possibilities for upgrowth, better salary and for wages-productivity connection are well established in advanced reward systems (with financial bonuses, promotions, hierarchically upgrade and offer of more followers) for the private companies, while in public organizations the decisions are taken upwardly, from the government, salary rise is the only actual recognition. According to theory, employee recognition and rewards are always connected to the right performance, to the acknowledgement of a person's or team's behavior, and it's an implicit effort to support the organization's goals and values. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance (*Kamery, 2004*).

According, to the results regarding the communication style that leaders use, the respondents point out that they make use of horizontal and vertical downward communication. Postmes found that the assessment of both types of communication is positively linked to organizational commitment, with the vertical communication to have stronger impact to commitment (*Postmes et al., 2001*). According to Dennis (1974), a communication climate can be described as "a subjective experienced quality of the internal environment of an organization: the concept embraces a general cluster of inferred predispositions, identifiable through reports of members' perceptions of messages and message-related events occurring in the organization". Communication in a company/organization has to deal with collectivity, ideas, and different aspects of culture inside a work environment in which the perceived accessibility of management to employees and the reliability of information circulated within the organization (*Bartels, 2010*).

Organizational culture, and management of different opinions in the working groups was of the last categories analyzed. Leaders answered that they first try to "find out" the underlying assumptions of the followers about company's strategy and goals. All the respondents mentioned that they embrace and urge diversity, but as the time passes by, personal cultures should come on an alignment and permit the creation of inclusion climate, otherwise the employees should decide whether to stay or go. What we know about culture is that companies are constantly trying to manage their cultures, to create excellent cultures and to change it if needed in order not to hamper strategic directions. According to Schein organizational or group culture "is the pattern of basic assumptions that the group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid, and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems" (*Schein, 1986*).

The last question category, offers findings in respect of the mechanisms that companies/organizations deal with changes in the external environment and how flexible they are to address to those changes. This questions were answered variously. Taking feedback from stakeholders and using benchmarking as an improvement tool was the predominant answers, from both private companies' and public organizations' leaders. The companies that lead the changes in their field they use strategic management's methods like PEST analysis. Flexibility, according to the respondents, is restricted when the company is big and that's why changes are mostly medium, while organizations are not flexible enough, apart from the institutions that are innovation-focused. According to theory organizations must have the ability to adapt to the changing market environment if they want to continue to operate and compete with other organizations around the world. When flexibility and adaptability feature prominently in organization's priorities and targets, those are high performance organizations and operate as learning organizations which learn how to learn, acquire skills, personnel and technology and take great advantage of new opportunities. The aim of a learning organization, though, it's not just to expand its capacity to create knowledge but also to develop the right change strategies (*Carley, 1998*).

5.1.Research Limitations

Every research is subjected to some limitations and has some basic weaknesses related to its methodology. Some of the common methodological limitations are issues with sample and selection, insufficient sample size for statistical measurement, lack of previous research studies on the topic, limited access to data and responsiveness rate, time constraints, conflicts arising from cultural bias and other personal issues (*Price, 2004*).

One weakness of this research is related to the way this interviews were conducted. The absence of the researcher from the researched area reduces its reliability as its not controllable the research conditions. Thus, in the absence of the researcher from the point of the research, problems may arise that cannot be solved immediately, like understanding and explain a question. To address this weakness in the present research, all the participants were informed via email and via the information form, that for any questions or clarifications they can contact the researcher in her email and phone number.

Another weakness of this research is related to the pandemic of COVID-19 and the difficulty in approaching the sample. Though, email interviews, as mentioned, is a scientifically recognized method for collecting data from a sample (under certain circumstances), force participants not to analyze their views a lot, or to be limited to one-word answers. Regarding this limitation, the researcher was lucky enough to communicate many times before with the leaders that were about to answer to the interview questions, and had a more "personal" contact, so that the extent of the answers received was sufficient to draw results.

One last weakness may be the number of the sample regarding the public organizations. The initial intention of this research was to have the same number of private companies and public organizations, in order to make comparisons (which will be done, anyway) and have a balance in its sample. Unfortunately, all the efforts to reach public organizations was fruitless, so the researcher had to made do with those who delivered and contribute the most.

5.2.Research Contribution & Proposals for future research

This study contributes to literature as there are less surveys that combine the concepts of leadership styles and the way that highly qualified followers like to be led with. The second contribution of the current study is the attempt that had been made to compare the two labor sectors, the private and the public, and to try to abstract data from companies and organizations staffed with highly qualified personnel and specialized in working fields that create knowledge or contribute to it.

The study's main practical implication is for leaders who either are new or with experience and want to be up to date with concepts from literature review and also have a comparative perspective and a critical view about leadership styles and the one that they use and about the ways that some of their followers would prefer to be different in the organization. It also provides researchers, academics and practitioners with a comprehensive analysis on leadership styles and knowledge workers.

This research hopes to be one of the few, at the time, that analyzes and compares findings from both private and public organizations regarding the leadership style in combination to highly qualified personnel. In a future research, it could be taken place a further investigation about the opinions of the employees themselves and the leadership style that they want, or maybe the same research can be conducted in a bigger sample of private companies only.

6. Conclusion

The findings of this research point out that charismatic leadership is, for years now, one of the dominant leadership styles. The puzzle completes with the contemporary approach that the entrepreneurial leadership style offers.

As a result of all the work done above, it's important to conclude that, the nature of today's work is changing, requiring much more innovation, creativity, and individual thought and initiative. The same is true for the work of leaders. Prescriptions, policies, and procedures no longer exist to help leaders decide what to do in what situation, if they ever did exist in reality (*Horner, 1997*). Successful corporations, like those presented in this research, don't wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences designed to develop that potential. It is very crucial that leaders should be flexible to switch between different leadership styles, taking into consideration as much as the followers, their desires, expectations and potentials, as the whole environment, internal and external, of the company/organization they belong to. It is recommended that organizations should build a culture of acceptance and support, autonomy and freedom wherein leadership styles foster self-motivation, encouragement.

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APPENDIX

Interview's Questions

Gender

Age

What is your company's / organization's registered name?

Your post / job title in the Organization/Company

What is your academic level?

What is the number of your followers/subordinates?

What is the number of your followers with a degree (Master or PhD)?

1. **Which one of the following leadership styles do you think is most compatible to the one you use?**
   a. **Ambidextrous leadership** = It refers to the simultaneous use of explorative and exploitative activities by leaders. Exploration refers to search, risk taking, experimentation, and innovation in organizations, whereas exploitation has to do with refinement, efficiency, implementation, and execution.
   b. **Innovation leadership** = is a philosophy and technique that combines different leadership styles to influence employees to produce creative ideas, products, and services. The two types of innovation include exploratory innovation, which involves generating brand new ideas, and value-added innovation, which involves modifying and improving ideas that already exist. As a result, innovation leadership encompasses a variety of different activities, actions, and behaviors that interact to produce an innovative outcome.
   c. **Charismatic leadership** = is a leadership style that combines charm, interpersonal connection, and persuasive communication to motivate the followers in order to help them get the most out of everyone.

Charm combines with professional guidance or management built on a foundation of strong communication skills and persuasiveness.

d. **Entrepreneurial leadership** = is a mindset that focuses organizations on turning problems into opportunities (through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment) that create economic and social value. There is a positive outlook about the future, and the goal is continuous improvement, while all the problems solved cooperative.

2. **In which way do you motivate your followers?**
3. **Do you allow your subordinates to participate in the process of decision making? And if you do, what room do you allow for initiatives?**
4. **What are, according to you, the most important criteria in the recruitment process in your company?**
5. **Are there any on the job training programs in your company / organization? If there are, how often do your followers participate in them? If there are not, do you encourage/oblige them to look for themselves?**
6. **According to theory, the following techniques have a positive contribution in the arrangement of productive team work. Which of them do you usually make good use in your leadership:**

a. Employee working potentials development as they allowed to make their own decisions and being accountable for their work.

b. Set a good working environment and a healthy working culture

c. The leader defines employee's job responsibilities and make his expectations clearly to them, while at the same time allow them to do the things 'their way'

d. When a task is completed as expected the leader show his appreciation in front of the whole team.
e. When the job is done, performance reviews and constructive feedback boost employee efficiency
f. Other

7. Do you use feedback in your team? How do you apply it to your followers?

a. Positive words and enthusiasm (even if the result is not the expected)
b. Negative feedback without criticism, but explaining what went wrong
c. Personal and custom feedback to each team member
d. Other

8. In the process of decision making do you count on the follower's or team's opinion? Do you give them the opportunity to come up with ideas, transform them into plans and then execute them as a team?

9. If the employee's culture is not compatible with the one that company has, how do you cope with that difference?

10. How do you appreciate/recognize employee's achievements? Are they aware of the possibilities of personal upgrowth (better salary, wages-productivity connection)?

11. From the choices indicated, which one do you think is the most suitable with the type of communication applied in your department or company?

a. Vertical Upward Communication = when the information flows from the associates or subordinates to the senior management. This is done by the employees to update the supervisors or managers by providing work reports or to share important information. The leader must always be mentally prepared to listen to opinions, make decisions based on suggestions from the staff, and listen to the grapevine to get information about the mood and biases of the staff members.

b. Vertical Downward Communication = involves the dissemination of information or orders from the senior management to associates. This type of communication encourages the commitment of the followers to the goals of the company/organization, as they have to transform the plans into action.
c. Horizontal Communication = when in an organization, communication and flow of messages occur amongst teams, groups or individuals who are at the same hierarchical level. With the help of horizontal communication, an organization can promote internal communication amongst the employees that occupy similar functional positions.
d. Other

12. How do you cope with different opinions / disagreements in your working teams?

13. What mechanisms do you, as a company/organization use to deal with the changes in the external environment? How successful do you think these are?

14. To develop strategic flexibility organizations should exercise strategic leadership, build dynamic core competence, focus and develop human capital, effectively use new manufacturing and information technologies, implement new organization structure and, have innovative culture. According to those characteristics how flexible do you consider your organization/company is to the external environmental changes?