INTERCATHEDRA

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LEADER IN THE PROCESS OF CHANGE OF A MODERN ENTERPRISE

Abstract. The purpose of this paper is to present the role of a leader in today's enterprises which undergo continuous changes, with particular emphasis on the leader's impact on organizational culture, based on Polish and foreign literature. Therefore, issues addressed in this paper are the personality and professional qualities of a leader; the socio-cultural dimension of the organization; the dependencies and relations between culture and strategy; and management through culture.

Keywords: leader, leadership, organizational culture, organizational efficiency

INTRODUCTION

Changes in the way companies operate in the global economic market and new market-related trends are just some of the differences between the traditional way of doing business and what is referred to as the new economy, or new economics in a broader sense. What makes these changes possible and necessary at the same time is the growing adoption of IT. Technological changes have such a powerful impact that slight modifications to procedures and operations in place can no longer be relied upon. Hence, the concept "new economics" emerged.

Thus, modern philosophy of running a business emphasizes the increasingly important role of intangible assets in achieving a competitive edge. The vital question about the most important business resources is now answered: the interested parties believe people employed with the company to be of utmost importance. This can be primarily explained by the key role of knowledge,

since in most cases it is acquired and held by individuals or groups of people. Thus, top executives need to face the following challenge: how to develop interpersonal cooperation and coordinate people's actions so that their knowledge is integrated and contributes to value added (Miśkiewicz, 2017, p. 34).

In the context of new economics, knowledge spread among employees has become a building block for the company's competitive edge. Knowledge spreading means a process where knowledge is continuously and consciously shared with and transferred to participants within organizations. It also means creating an organizational culture where effective organizational solutions are implemented on an ongoing basis, and employee behavior and working methods are developed and improved as required.

The purpose of this paper is to present the role of a leader in today's enterprises which undergo continuous changes, with particular emphasis on the leader's

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impact on organizational culture, based on Polish and foreign literature. Therefore, issues addressed in this paper are the personality and professional qualities of a leader; the socio-cultural dimension of the organization; the dependencies and relations between culture and strategy; and management through culture.

PERSONAL AND PROFESSIONAL TRAITS OF TODAY'S LEADERS

The evolution of modern management is driven by numerous factors related to globalization, knowledge and IT processes. These factors affect the competitive edge and shape the key competencies of businesses. The staff, especially the executives, also contribute to these competencies. A leader in an organization is a kind of clairvoyant whose competencies and skills stem from his/her knowledge acquired through education, professional training, and an ongoing and continuous influx of knowledge from the outside, from the company's environment and from the trends and tendencies taking place in the economy. Furthermore, the condition of the industry or sector, social situation or even political circumstances are all of importance (Bartkowiak, 2017, p. 14).

The source literature provides many examples of what may be expected from the leaders. M. Armstrong states that a leader should make use of his/her knowledge, skills and personality traits to achieve aims and standards resulting from his/her role in the company (Armstrong, 1997, p. 116). On the other hand, M. Bratnicki and J. Strużyna suggest that a leader should have the potential that helps the company achieve the required results; a scope of authority that allows to carry out defined tasks; and the capabilities and skills to shape the staff's attitudes in the pursuit of objectives defined, for instance, in a strategy (Bratnicki and Strużyna, 2001, p. 70).

One the other hand, according to J. Collins, in the future, activities carried out by organizational leaders will primarily address technological and developmental challenges. This means that corporate management efforts should contribute to business success in order for the company to rank and stay at the top. These managers are called "Level 5 leaders"; their personal and professional features are shown in Figure 1.

The characteristics of competence levels mentioned above suggest that although low-level managers are also able to ensure organizational success, their capabilities are not enough to create a perfect company. Note that a "Level 5" leader is not a sole factor enabling the company to turn into a perfect organization. Business success depends mainly on disciplined people, their commitment, their identification with the company, and their structured reasoning and acting. Organizations who rely on such staff do not need any hierarchy, whereas disciplined thinking does not require excessive bureaucracy. Thus, strict control is no longer necessary. This line of reasoning is supported by J. Collins who argues, however, that these types of transformation always involve a "Level 5 leader". Whether an individual can be classified as a Level 5 leader depends on his/her competencies which should be continuously developed in function of the manager's personality. The competencies are shown in Table 1.

It transpires from the theoretical point of view and business practice that today's companies fundamentally differ from those who started their activity earlier. Thus, it is reasonable to ask what should a leader of a modern company be like (a leader responsible for managing organizations in a context of accelerating human and technological progress). First of all, the superior-subordinate relationship tends to decline which is a development that needs to be monitored on a continuous basis.

Having the above in mind, leaders of modern companies should demonstrate a wider-than-usual set of features that refer to:

- an exceptionally high level of perception and understanding of the surrounding reality and of themselves,
- a high level of motivation allowing to participate actively in a tedious process of learning and facing changes, with consideration given to less and less rigid divisions, making the sense of attachment difficult to define,
- a great emotional power needed to deal with his/her own and other people's concerns, as the learning and change processes will increasingly often encourage them to adopt a certain lifestyle,
- new skills to analyze cultural premises; to identify assumptions that are feasible and those that are not functioning properly; and to analyze the evolutionary process which affects the organization's working culture by tapping into its strengths and functional elements,
- willingness and ability to engage and encourage others to participate actively in a situation where the tasks are too complex while the information is
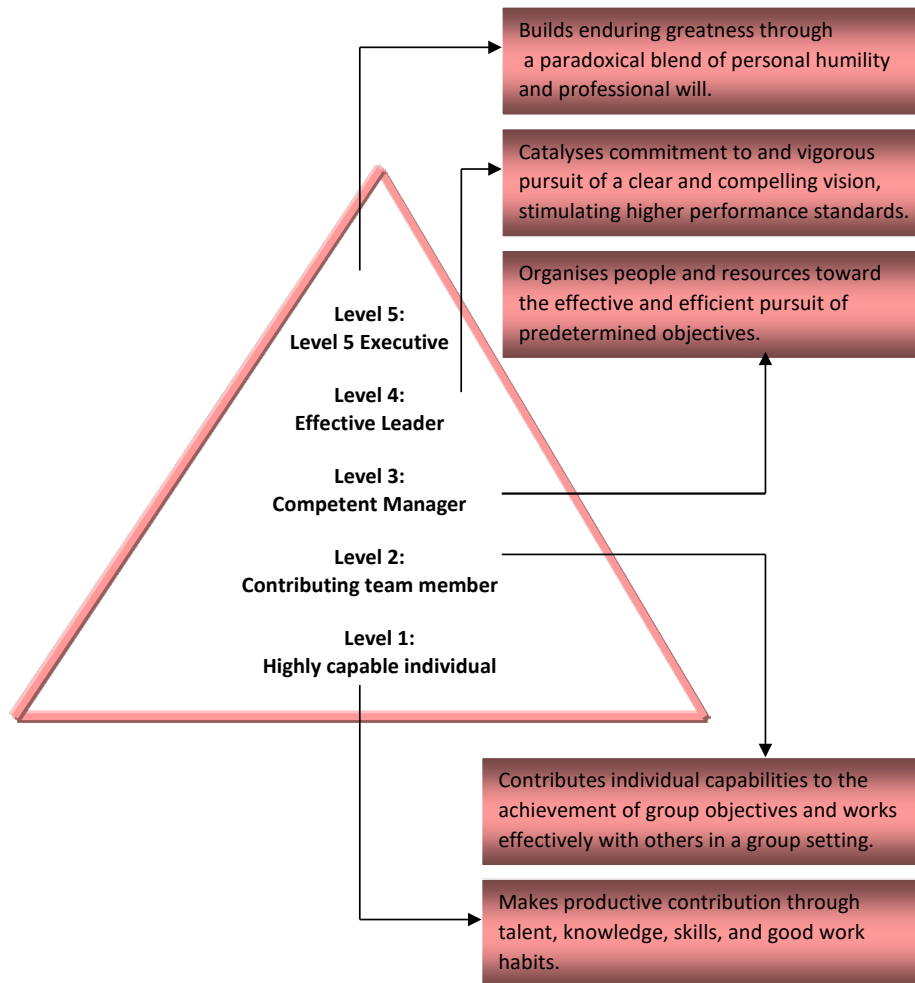
Level 5:
Level 5 Executive

Level 4:
Effective Leader

Level 3:
Competent Manager

Level 2:
Contributing team member

Level 1:
Highly capable individual

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Catalyses commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Organises people and resources toward the effective and efficient pursuit of predetermined objectives.

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

Makes productive contribution through talent, knowledge, skills, and good work habits.

Fig. 1. Managers classed by their capability to create a perfect company
Source: own study based on Collins, 2001, p. 9

Table 1. Two sides of personality of the most outstanding managers

Personal humility	Professional will
Demonstrates a compelling modesty, shunning public adulation; never boastful.	Creates super results, a clear catalyst in the transition from good to great.
Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.	Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.
Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.	Sets the standard of building an enduring great company; will settle for nothing less.
Looks out the window, not in the mirror, to apportion credit for the success of the company to other people, external factors, and good luck.	Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors or bad luck.

Source: own study based on: Collins, 2001, p. 12; Szczepańska-Woszczyna, 2016, p. 46.

excessively dispersed in order for the leaders to provide a successful solution,

- willingness and ability to delegate controlling powers and authorizations in accordance with people's knowledge and skills, i.e. to let and encourage people to accept leadership responsibility in all business areas of the company (Schein, 1997, p. 89; Brzeziński and Zborowski, 2013, p. 120).

More and more innovative companies already rely on knowledge. Many of them undergo a slow transformation into a learning organization. Based on an analysis of the above process, P. M. Senge identifies three types of leaders in learning organizations: executive leaders, local line leaders, internal networkers or community leaders (Senge, 1997, p. 211; Miśkiewicz, 2017, p. 41).

It transpires from these considerations that all levels of leadership in a learning organization should closely cooperate with one another. It is difficult to name it a hierarchy or an advantage; instead, it should be regarded as a peer-to-peer coexistence. Generally, communication processes between leaders across the company should be bilateral and based on consultation rather than on giving instructions. As many powers as possible should be delegated to lower-level leaders. This situation is perfectly reflected in the concept of a super-leader, defined by Ch. Manz and H. Sims as "a person who leads others to be led by themselves" (Manz and Sims, 2001, p. 242; Lambert, 1999, p. 195).

CREATING AN ORGANIZATIONAL CULTURE IN TODAY'S COMPANIES

Companies have been seeking various ways to improve the effectiveness of their activity. A difficult solution which, however, provides long-term tangible effects is the deliberate creating of organizational culture and climate. Culture is one of the most valuable assets which may also considerably contribute to competitive edge. Organizational culture is a resource that cannot be explicitly defined. Moreover, its clear-cut results and conditions cannot be easily determined with a considerable degree of certainty. Hence, the notion of culture extends over a few categories of phenomena, which include (according to A. Koźmiński, D. Jemielniak and D. Latusek): values respected in organizations, honed individually and collectively by organization members and employees

who usually seek economic surplus as a value; standards and templates, i.e. ready-to-use models of behavior to be adopted by members in specific situations; whereas culture is reflected by symbols that underline the notion of a community and by an easily legible representation of both standards and models (Koźmiński et al., 2009, p. 2).

Organizational culture is closely connected with other management trends, such as: human resource management, management styles, leadership and business ethics. As emphasized by A. Hamrol, nowadays, culture takes the form of a variable that significantly influences the company's operations in all aspects of its activity. In turn, each employee is at the same time a creator and a recipient (Hamrol, 2005). According to A. L. Kroeber and C. Kluckhohn, organizational culture is still a reality to be explained, and as such it cannot explain other realities (Kroeber and Kluckhohn, 1952, p. 320). Conversely, M. Ajiferuke and J. Boddewyn found it to be one of the categories which contribute to establishing general definitions encompassing as many meanings as people based on that notion (Ajiferuke and Boddewyn, 1970, p. 153). R.W. Griffin presented his opinions on the organizational culture, too. He claimed it to be a set of values, beliefs, behaviors, customs and attitudes facilitating changes in the organization (Griffin, 2004, p. 178). On the other hand, G. Morgan argued that organizational culture values make it easy for companies to operate, as the values have been ingrained in the staff's attitudes and behaviors (Morgan, 1999, p. 159). The definition of organizational culture as a social phenomenon was coined by A. Stachowicz-Stanush. She believes organizational culture to be shaped by many factors, including relations between values and standards, on one side, and the way the company is structured and the means and criteria for making strategic choices and managing people in a company, on the other side (Stachowicz-Stanush, 2007, p. 112). So far, in light of literature-based considerations, the role played by culture in managing an organization is contemplated mainly in the context of how well culture is disseminated and embedded. Hence, there are weak and strong organizational cultures which can have an integrative, perceptive or adaptive function in the company (Sikorski, 2001, p. 35; Steinmann and Kamiński, 2001, p. 11). In this context, note some basic features of the organizational culture promoted by S.P. Robbins: innovation and risk-taking; focusing on details; focusing on results; teams; caring for people; aggressiveness and stability (Robbins, 2004, p. 428–430). The relevant

Table 2. Compilation of definitions of organizational culture

Defining an organizational culture	Key features of an organizational culture	Author
Organizational culture as such	Influences any and all behaviors of organization members. It is impossible to analytically separate the organizational culture from other aspects of the company's operations	M. Kostera
Organizational culture as part of general culture	It is possible to analytically separate an organizational culture from the culture of the whole society or region.	Ł. Sułkowski
Organizational culture as social "game rules"	It is a necessary complement of a formal organization a model of unwritten social rules.	P.M. Blau
Organizational culture as the identity of an organization	Culture is a symbolic space. It can be interpreted at the level of organizations (seen as social groups) or individuals (individual interpretation of an organization by its members).	Strategor
Organisational culture as the philosophy of an organization	A set of basic assumptions as to the existence of the organization and its members.	E. Schein
Organizational culture as a system of accepted basic meanings or values.	A network of meanings, a set of values and organizational standards. It programs the minds of organization members.	C. Geertz L. Smircich E. Schein G. Hofstede
Organizational culture as a model of behavior	The normal way the company's staff acts; a kind of a "social habit"	E. Jacques

Source: own study based on Sułkowski, 2002, p. 52.

literature identified the following models of organizational culture created by G. Hofsted, E. Schein, S. Davies, A. Wojtowicz (Wojtowicz, 2004, p. 159). Table 2 presents a compilation of definitions of organizational culture.

Each of the above definitions makes a reference to competencies in different forms (behaviors, qualifications, attitudes, system of values). It therefore means that organizational culture is essential in building the company's competitive edge. However, there is one thing in common: creating a proper organizational culture directly affects effective communications, good interpersonal relations, employee satisfaction and company reputation. Developing a sense of business stability and continuity among company staff, customers and competitors; readiness for changes seen as opportunities and chances rather than threats and concerns; developing relationships with customers, business partners and the local environment where the company operates, is often reflected in a so-called Ethics Code structuring the rules (Wieczorek, 2008, p. 11).

Thus, organizational culture is a derivative of all people's attitudes and accepted values and models of behavior. Although culture is developed by employees, the primary responsibility lies with staff recruiters. Managing

social resources involves a planned and resolute selection of elements of personnel system which are then adjusted to one another and to the corporate strategy. Therefore, when organizing modern personnel function the first decision needs to be made at the strategic level of the company, and should refer to the personnel policy. Two models can be identified: the sieve and the human capital model (Sobocka-Szczapa, 2014, p. 107).

The culture of an organization has a strong influence on member attitudes and behaviors. It determines the strength and hierarchy of employee needs. Those tasko-riented cultures are often rigorous, avoid risks and and exaggerate employees' need for safety and promotions at the expense of social needs and self-fulfillment. The structure of needs strongly affects staff attitudes, managements styles and the HR policy. Rigorous, task-oriented cultures striving for quick results will in practice implement a model of HR policy referred to as the "sieve model" (Misztal, 2006, p. 52). The sieve model leads to the development of an organizational culture based on competition and rivalry among participants. Competition starts already when staff is hired: only the best and the most suited are offered jobs. Nonetheless, being offered a job does not mean an end to competing.

While at work, the staff goes through a system of "sieves": the most effective employees are promoted and the worst performing ones are gradually sieved out and replaced by new staff. The second assumption made in the model says that competing plays a motivational role. When forced to compete, people do their best. If they fail to achieve required results, they will be forced to quit, and their jobs will be taken over by new employees (Ściborek, 2010, p. 56).

Another aspect of HR policy refers to the human capital model. It generates an organizational culture based on loyalty, commitment and cooperation. Potential employees are offered long-term jobs. The company wishes to create favorable working conditions for them, caring for their satisfaction and development opportunities. The model is based on the assumption that continuous development of staff is possible, and hence there is a need for permanent training (Nowak, 2012, p. 32).

Note that while the source literature often classifies cultures, is does not evaluate them. It should be underlined that no culture is better or worse than any other, and no culture is wrong. The evaluation criteria will cover the degree of cultural adjustments and requirements of the strategy in place (Molenda and Szewczyk, 2006, p. 384).

Note that one of the methods employed to assess the organizational culture is the competitive value model developed by K. Cameron and R. Quinn based on a study of main factors affecting business efficiency.

A statistical analysis of 39 indices of organizational efficiency created by J. Cambell resulted in establishing two main dimensions for the model. Then, it was possible to divide efficiency indices into four groups. Their impact is shown in Fig. 2.

The two dimensions presented above, placed perpendicularly, divide the space into four parts, each describing a separate set of efficiency indices. Each quarter was given a name that characterizes the organizational features and helps in explaining various features of companies. This is why the authors of the model associate them with the following culture types: hierarchy, market, clan and adhocracy, as shown in Figure 3.

Table 3 shows the characteristic features of culture orientations, as found in the competing values model.

Note that the essence of each organizational culture are the relationships between people that make them identify with company goals and values. The relationships significantly affect the way the company operates because they contribute to organizational climate where activities that form the value chain are carried out.
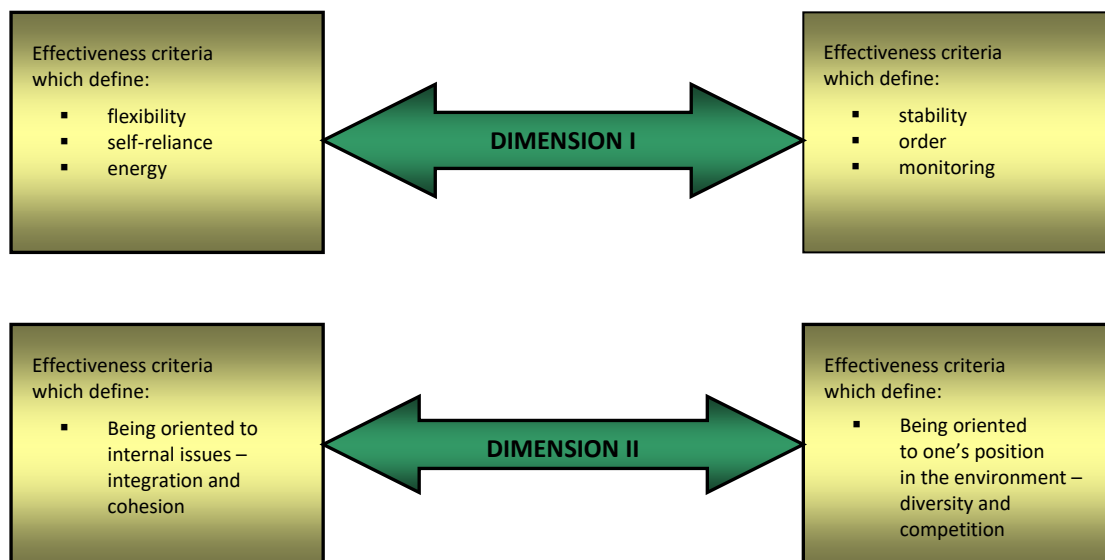

Fig. 2. Organizational efficiency criteria
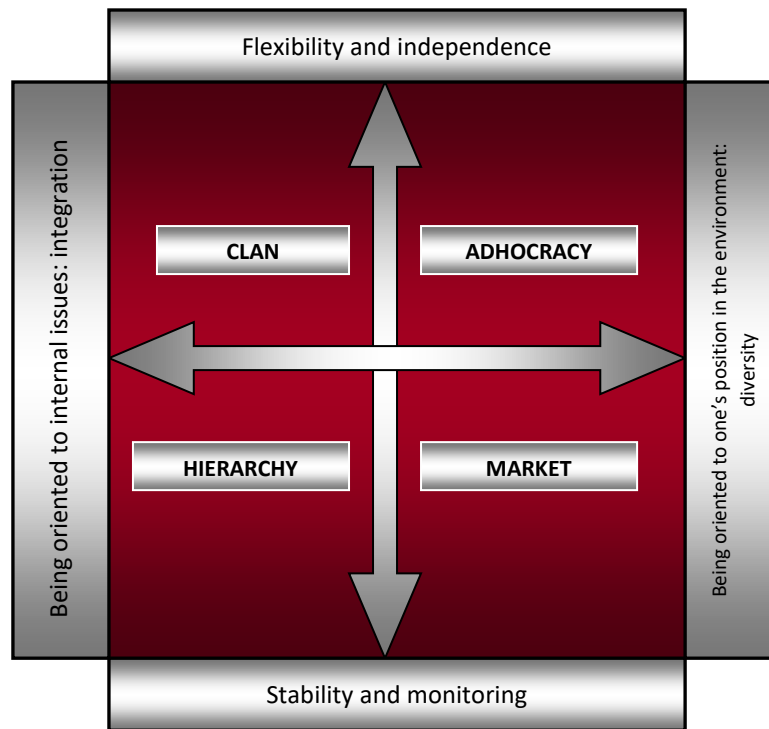Source: own study based on Cameron and Quinn, 2003, p. 38.

Fig. 3. Competing values model
Source: own study based on Cameron and Quinn, 2003, p. 40.

Table 3. Characteristics of cultures according to the competing values model

Clan	Adhocracy
The organization is a space for personal meetings, and resembles a big family. Friendly working climate. The top executives provide advice and help, they care about the staff. The main values are teamwork, consensus and communication. The organization's cohesion is ensured by loyalty and mutual trust. The employees' commitment their organization is highly valued. The organization places the strongest emphasis on personal employee development. A great amount of trust, openness and interpersonal cooperation is observed. Success is measured by the staff development, team work, commitment of the staff and care about them.	The culture is based mainly on energy, entrepreneurial spirit and creativity. The staff often implements pioneering solutions. The leaders see themselves as entrepreneurs, innovators and risk-takers. The core values are creativity, innovativeness, independence and authenticity. The organization's cohesion is ensured by the staff commitment to innovations and development. Collective seeking of new solutions is of great importance. The strongest emphasis in the organization is placed on looking for pioneering solutions and creativity. The success is measured by creating the most original and innovative products and by achieving a title of innovation leader.
Hierarchy	**Market**
Strict hierarchy and monitoring are the main elements of the organization. The staff generally works according to formal procedures. The leaders see themselves as good organizers, coordinators and inspectors. The core values are subordination, predictability and invariable relations. The organization's cohesion is ensured by formal rules and regulations. The most important thing is effective operation.	Results are of the great importance in the organization. However, the most important thing is to carry out one's duties in the best possible way. The employees are ambitious and focused on achievements. The leaders generally see themselves as determined, enterprising, result-oriented people. The core values are fierce competition, setting demanding goals and achievements.

Table 3 cont.

The organization places the strongest emphasis on durability and invariability. Procedures, inspections and undisrupted work are of importance. Success is measured by effective operation. The most important elements are: reliable deliveries, compliance with schedules and low production costs.	The organization's cohesion is ensured by pressing on results and achievement of goals. The main motivator is a willingness to succeed and outperform the rivals. The organization places the strongest emphasis on results. Achieving ambitious goals and successes in the market is what counts. Success is measured by being successful in the market and beating one's competitors. Becoming a market leader is the most important thing.

Source: own study based on Cameron and Quinn, 2003, p. 38; Marek, 2014, p. 290.

CONCLUSION

Working environments increasingly differ across enterprises. They have some unique features which usually determine the company's competitiveness in relation to others. As a consequence, it becomes necessary to develop enterprise-specific competencies, especially in the field of management and interpersonal relations.

Therefore, in the context of constant changes facing today's enterprises, the managers must play the following roles: leaders of change; leaders; knowledge managers; business managers; and team managers with the capability to consciously build organizational culture and climate. This is one of the signs that the job of a manager is undergoing big changes and that management is facing ever greater challenges.

Considering the complexity of their operating conditions, enterprises should seek organizational solutions that will be a path to success in a turbulent environment.

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LIDER W PROCESIE ZMIAN ORGANIZACYJNYCH WSPÓŁCZESNEGO PRZEDSIĘBIORSTWA

Abstrakt. Celem niniejszego artykułu jest ukazanie roli lidera we współczesnym przedsiębiorstwie podlegającym ciągłym zmianom, ze szczególnym uwzględnieniem jego znaczenia w kształtowaniu kultury organizacyjnej na podstawie polskiej i zagranicznej literatury przedmiotu. Stąd też treści zawarte w pracy dotyczą cech osobowo-zawodowych lidera, socjokulturowego wymiaru organizacji, zależności i relacji między kulturą a strategią oraz obszaru zarządzania przez kulturę.

Słowa kluczowe: lider, przywództwo, kultura organizacyjna, efektywność organizacyjna