University of Bucharest

Manager

No. 35 ~ 2022

Faculty of Business and Administration

- new series -

Manager
Issues twice a year

Manager Journal is indexed in **EBSCO-CEEAS**, **CEEOL**, **RePEc**, **DOAJ**, **INDEX COPERNICUS**, **PROQUEST**, **ULRICH**, **DRJI and Google Scholar** international databases.

The next issue topic:
***Manager no. 36** - Business models and strategies in the fourth industrial revolution*

Faculty of Business and Administration
MANAGER JOURNAL
May 2022
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Innovation and Entrepreneurship

It is difficult to decrypt innovation without considering the contribution of entrepreneurs, as the boldest ideas cannot be materialised otherwise than based on the actions of the latter.

On the other hand, a successful business implies an optimum configuration of activities (distinctly from a common approach), this involving: the satisfaction of customer's needs, a lower production cost and, sometimes, decreased price levels, a revolutionary design for products, based on novelty elements etc.

Therefore, innovation and entrepreneurship are two continuously adapting, organically connected „realities".

It is an illusion to perceive a business as being immortal. We have to adjust all the time to the arising contexts. A moment of apathy is enough to make a business vanish, as in the demand-supply relationship only the ones anticipating the market needs and being able to educate the market will survive.

The use of market research specific instruments in order to understand the perception of potential consumers about a given idea is not a guaranty of success. There are situations where experiments are recommended, a small scale business revealing the real reactions of the market. Process observation allows detecting the chances for a successful transposition of an idea into business.

Start-ups have an important role in the materialisation of innovations, as they are flexible and, although not benefitting from a significant volume of resources, are ready to make radical decisions.

Financing an idea is the greatest challenge of an entrepreneur, providing the same with the opportunity of demonstrating some skills, such as bargaining power or capacity of defining a coherent and consistent system.

Hence, a credible business plan, the identification of the market real needs and of the product viability are prerequisites.

The personality of the innovator reveals certain features: capacity of processing information, creativity, curiosity, and availability for using last generation technologies, among others.

Therefore, an entrepreneur should discover the proper ways to identify the best ideas and to transpose them into practice, finding the funders ready to support such implementation.

Prof. Ph.D. Paul Marinescu

Digital leadership – a totally new approach or just another change management fad? A brief literature review

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Abstract: *Digital transformation and digital leadership are ubiqutous terms that have recently invaded the public space in TV shows, in business press, also in academic books and articles. The term transformation in itself is not new – for decades now consulting companies and academics have coined terms like corporate transformation or „business process re-engineering" (Hammer, 1990) to brand and to customize some specific organizational interventions' frameworks used on commercial basis. Data collected so far suggests that digital transformation is not fundamentally different from the change management interventions that were so popular before the 1990s and even more so in the 1990s. What is different is the massive presence and impact of the technology in every aspect of organizations today. As noted by David Rogers from Columbia University, „Digital transformation is fundamentally not about technology but about strategy" (Rogers, 2016, pp. 239)*

Keywords*:* Digital transformation, digital leadership, change management, organizational transformation

JEL classification – D21, D22, L2,M1, O33

1.Introduction

Organizational scholars noted long time ago the imperative of business leaders and managers to be able to steer their organizations through change and, like ship captains, sail in uncharted waters. The pressure to do this was accentuated with the speed of tehnological adoption by business and to a smaller extend by public institutions.

Management consulting companies were also in the forefront of the research and practice method dealing with organizational change. Bruce Henderson, the founder of Boston Consulting Group, that together with McKinsey are the two giants of strategic consulting, wrote in a January 1968 article that „All organizations, like all organisms, must adapt to changes in their environment, or die. All organizations do change when put under sufficient pressure. This pressure must either be external to the organization or be the result of very strong leadership." (Henderson, 1968, pp. 2) Reactive organizations will change when it will be impossible to avoid this, pro-active and visionary companies will change while leaders will understand the need and anticipate economic and competition trends while still enjoying good economic performance.

Given the widespread perception that business success is becoming more and more coupled with digitalization, it is not surprising that the need for digital transformation and digital leadership have also increased. Although digitalization affects all functional areas of an organization, the research suggests that it poses considerable challenges for top management, particularly in regards to digital strategy and digitizing traditional business models. There is a gap between the relevance of digital transformation in our changing world and the capability of managers to perform it.

Romanian contributions to this topics were done by Ionescu (2015) and Veith (2020) among others.

The established management models in the 20th century

The two major scholars on management and administration in the early 20th century were Frederick Winslow Taylor (1856-1915) in the Unite States and Henry Fayol (1841-1925) in France. Taylor main work, The Principles of Scientific Management, was published in 1911 and was for most of the 20th century the refence book for generations of managers and students. While working for Midvale Steel Co. as an engineer, Taylor made a series of experiments about time and motion on the production line, that lead his to define „one best way" for industrial engineering and production management.

Henry Fayol, engineer and practicing manager and in a later stage of his life writer, born and educated in France, developed a model of business management as it is detailed in his 1916 seminal work. (Fayol, 1949). Also Fayol is the first to define in his work the five primary functions of the management, namely Planning, Organizing, Commanding, Controlling and Forecasting.

While Taylor enjoyed fame during his lifetime, Fayol acknowledgement in the US did not happen than until after the 2nd World War, according to Wren et al. - "It was not until the Storr's translation that Fayol's (1949) Administration Industrielle et Générale reached a wider audience, especially in the USA and established Fayol as a major authority on management." (Wren et al., 2002, pp. 907)

Both Taylor and Fayol professional life and work spanned decades of relatively stable economy, with slow rate growth – for instance the UK economy grew with barely 217% from 1800 to 1920. From 1920 onwards the UK economy needed only 44 years to achieve a similar growth by 1964 while the provided data series show that in the 100 year leading to 2016 the UK GDP grew by an agregated 504% (author research results, based on data available at https://ourworldindata.org/economic-growth)

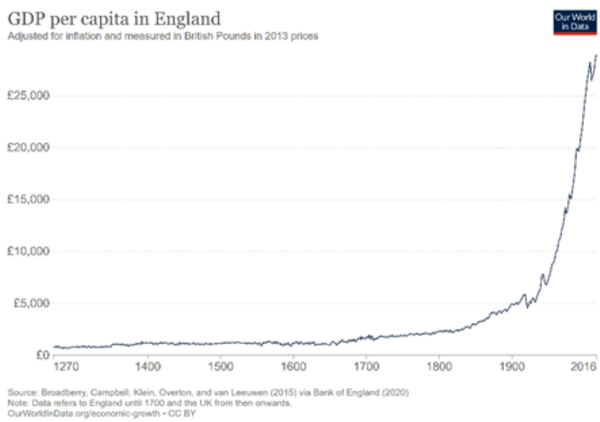

Figure 1 – growth of England GDP from 1270 to 2016. (https://ourworldindata.org/economic-growth)

What does this rate of growth mean for companies? How does this pace of growth affect their functioning according to 1915 one best way as defined by Taylor? Are the 14 management principles defined by Fayol equally valid when a company is confronted with new competitors or challenged to enter totally new markets?

The next major theoretical milestone comes from the German-American psychologist Kurt Lewin (1890-1947) and his three steps of his very simple and intuitive change model – unfreezing, change and refreezing. The first step is to acknowledge perception for the need for change in any given organization. Change refers to „tends to be achieved by adjusting attitudes and beliefs, and modifying the processes, systems and structures that shape behaviour." (Hayes, 2014, pp. 50). Althought now more than 75 years since the death of Lewin, his model is a reference and further analysis of newer approaches show these were build on Lewin's ideas.

Darryl Conner, an american psychologist and consultant, already 30 years ago analyzed the „magnitude of change" and identified 7 main reasons that contribute to the changes humankind faces –

„1. Faster communication and knowledge acquisition; 2. A growing worldwide population; 3. Increasing interdependence and competition; 4. Limited resources; 5. Diversifying political and religious ideologies; 6. Constant transitions of power; and 7. Ecological distress." (Conner, 1992, pp. 39)

Fast forward 2022 – after two years of COVID19, Brexit, with a huge energy crisis and with a potential global conflagration ignited by Russia in Ukraine at the end of February 2022. Ironically 30 years since Francis Fukuyama published „The end of history and the last man" we do know that liberal democracy is not the "endpoint of mankind's ideological evolution" (Fukuyama, 1992, pp xi).

The most widely publicized change management model is surely the model defined by John Kotter and first published first as an article (Kotter, 1995) and developed in a book in the coming year (Kotter, 1996), with a half of dozen books ever since to further develop it. John Kotter's model, also refered as Eight Steps Process – as summarily presented below:

Figure 2 – the Kotter „Eight Step to Transforming Your Organization" (Kotter, 1995, pp. 4)

Our analysis – shows that Kotter model as compared with the Lewin model – shows that stages 1 to 4 of Kotter model are similar with the Unfreeze state for Lewin, Kotter stages 5 and 6 – correspond de Change state for Lewin and Kotter stages 7 and 8 correspond to Re-freeze state for Kurt Lewin.

The context of Kotter work in the 1990s and his affiliation to the Harvard Business School allowed him to have a much bigger media visibility and access to large cohorts of MBA students and executives enrolled in HBS Executive Education programs.

Another notable theory of change management was developed by Darryl Conner and published in his main book „Managing at the speed of change – how resilient managers succed and prosper where others fail" (Conner, 1992).

Precisely 30 years ago Conner puts on the cover page of his book the term resilience that is widely used these days, it was not the case then. Conner also first introduces in the business language the notion of burning platform based on his very personal interpretation of a deadly industrial accident happening on an oil drilling platform in the North Sea. Experiences described on TV by survivors helped Conner define this widely used concept. (Conner, op. cit., pp. 92)

Conner is defining the change proces building on the model defined by Kurt Lewin – see figure below.

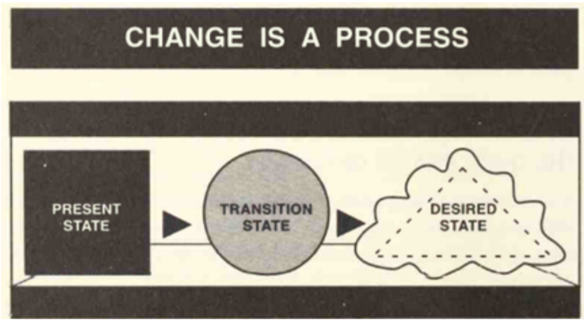

Figure 3 – the Daryl Conner „Change process" (Conner, 1992, pp. 88)

Conner defines „present state is the status quo" (Conner, 1992, pp.87-88) while the „transition state is the phase during which we disengage from the status quo" (Conner, 1992, pp. 88). Moving from present state to desired state, Conner states that „...we must pass through the uncertain, uncomfortable phase of the transition state" (op. cit., pp. 88).

Conner also defines four major roles involved in the change process – sponsors as „the individual or group who has the power to sanction or legitimize change" (Conner, 1992, pp. 106), change agents as „the individual or group who is responsible for actually making the change", (Conner, 1992, pp. 106), targets as „the individual or group who must actually change" (Conner, 1992, pp. 106), and advocates as „the individual or group who wants to achieve a change but lacks the powder to sanction it" (Conner, 1992, pp. 106).

In the last two model the communication activity is of essence, see also Voica (2013) for a Romanian perspective on this topic.

2.Research methodology

For the literature review methodology, we have chosen to use the method proposed by Webster and Watson (2002, pp. 15). Therefore, we adopted this three-step structured approach looking after major contributions in reference journals, second go backward by reviewing selected citations from books and articles chosen at the previous step and finally performing a forward search using key terms such as "digital transformation", "digital leadership" and "transformation". We have focused on information provided by www.elsevier.com and https://www.sciencedirect.com/.

Based on documentary research of available books and articles and using the following key words - "digital transformation roadmap", "digital transformation methodology", "digital transformation approach", "digital transformation process", we have retained a total of 187 journals – only 5 of them (see below) with relevant topics searching after "full aims and scope" of each journal.

The summary of the findings is presented below, indicating the name of the Journal and number of articles that indicated covering of „digital" topics.

https://www.journals.elsevier.com/digital-business

We have found in our screening process a total 24 articles covering "digital" topics – about digital shipping, digital maintenance, digital twins, digital agri-business, digital innovation, etc. (published in this new Journal since 2020 until 2022).

The one article we have reviews refers to digital transformation and organizational capabilities (2022) "Mastering the digital transformation through organizational capabilities: A conceptual framework", by Jens Konopik, Christoph Jahn, Tassilo Schuster, Nadja Hoßbach, Alexander Pflaum. The authors argue that in the process of digital transformation they „are viewing organizational capabilities as a central mean for organizations to master digital transformation." (2022, pp. 4)

https://www.journals.elsevier.com/the-leadership-quarterly

We have identified 71 results for "digital" topics published from 1995-2022 such as – leadership in social media, big data, virtual reality, deep learning, collective leadership development, gig economy, leadership styles and stress, storytelling, board leadership. We have identified one 2020 relevant article – "Leading teams in the digital age: Four perspectives on technology and what they mean for leading teams" by Lindsay Larson, Leslie DeChurch

https://www.journals.elsevier.com/technology-in-society

We have screened 66 articles for digital transformation topics – published 2018-2022. Topics include effects of digital transformation, cross-boundary innovation, effects of COVID19 to DT, digital performance assessment, gig economy, remote learning, cloud computing, labor unions in the age of automation, IoT, e-Government, tele-heath. No relevant content that includes an actionable framework for digital transformation.

https://www.journals.elsevier.com/journal-of-world-business

We identified 6 articles – published 2020-2022. One relevant article "Digital transformation, sustainability, and purpose in the multinational enterprise", by Gerard George and Simon J.D. Schillebeeck.

https://www.sciencedirect.com/journal/human-resource-management-review

We screened in total 70 articles looking for "digital" topics – they are covering about work design, employee experience, gamification in HR, impact of artificial intelligence on workplaces, e-learning but no articles about digital leadership or digital transformation (published between1992-2022).

3.Results and discussion

The table below summarizes the information about the three articles, authors and journals.

Table 1 – articles selected from the literature review

Author, year (alphabetically)	Title of the research article	Journal
Gerard George and Simon J.D. Schillebeeck (2022)	*„Digital transformation, sustainability, and purpose in the multinational enterprise"*	Journal of World Business
Konopik, Jens, Christoph Jahn, Tassilo Schuster, Nadja Hoßbach, Alexander Pflaum (2022)	*„Mastering the digital transformation through organizational capabilities: A conceptual framework"*	Digital Business
Lindsay, Larson, Leslie, DeChurch (2020)	*„Leading teams in the digital age: Four perspectives on technology and what they mean for leading teams"*	The Leadership Quarterly

In their article, Gerard George and Simon J.D. Schillebeeck (2022), argue that the COVID19 pandemic forced a slow down of most countries and this allowed nature to recover and benefit from lower CO2 emissions due to reduced overall economic activities and transportation. Nevertheless the global warming continues and sustainability assumed as a paramount objective by companies needs to be supported by digitalization in any possible way. Digitalization comes with its own perils – concerns about data privacy, the taxation of digital activities while from consumer perspective the level of transparency digitalization offers promises almost instant information about companies' performance, compliance to various targets (see for instance the newly emerged ESG or Environmental, Social and Governance and its EU definition). The paper also looks to a number of „tensions" cocerning the operation of multi national companies and does not explore conceptual or practical ways to deal with digitalization challenges.

In the article, Konopik et al., (2022), focus on the concept of organizational competencies and capabilities and the „sensing, seizing and transforming mechanism". We have analysed this in more detail for the leadership of digital transformation projects. The authors consider that for the „sensing" only a small part of the leaders' competencies are relevant, more precisely promoting an experimentation mindset and openess to new ideas and technologies relevant for the organization. The „seizing" addresses a topic that is for a very long time on the researchers of organizational culture – how to change it and make companies more open to innovation, risk taking and experimentation. We need to aknowledge a perfect receipe has yet to be invented on this regard. The third and most critical component is the organizational transformation or „transforming" as the authors call it. They focus on „balanced capability development from both externally appointed and internally promoted employees" (Konopik, op. cit. pp. 12) and the emphasis authors put is more on culture that on processes.

In the last articles considered for this review, Larson Lindsey and Leslie DeChurch (2020) consider four complementary approaches for technology when leading teams „(1) technology as context, (2) technology as sociomaterial (sic!), (3) technology as creation medium, and (4) technology as teammate" (Larson and DeChurch, 2020). The authors analyze mainly the nature of work in the last decade with the emergence of shared and gig economy, virtual, remote and hybrid work and crowdsourcing. Relationships in the team, between managers and team members have dramatically changed as a result. Technology brings advantages and also generates fears in the work force – emergence of companies like the Romanian unicorn UiPath that promise to „make software robots, so people don't have to be robots" (UiPath.com site) addresses more the decision makers looking to cheaper alternatives to human operators that the wories of the labor force. The research details the implications for the work force and teams that each of the four perspectives brings to workplaces. Equally what leadership need to do to in order to adjust and cope with the changes induces by technology and their effects of human relations. Notably the authors identify a number of 12 leadership implications while the process of digital transformation itself is not in the scope of their research.

Table 2 – themes of Digital transformation and digital leadership

Themes concerning Digital transformation / digital leadership	Description
Organizational capabilities	Competencies related to the strategy of the organization
Innovation	Capabilities and qualification that refer to stimuli and nurturing of innovation in companies
Operational excellence	Competencies allowing companies to permanently improve their operations
Digital leadership	Management competencies of the wider management teams and organizational culture

4.Conclusions and discussion

The author has spent three decades as a management consultant and business executive himself. The approaches I had witnessed firsthand both as an advisor working for large companies and as an executive have exposed me to pragmatic change management approaches as well as theoretical exercises. The brief and modest study performed is confirming an empirical observation done along this professional journey – management consultant and advisory organization focus on improving the strategy, changing the processes, modifying the organizational culture. At the end of most advisory projects, the consultants will try to deliver measurable value for the money the customers pay. The academic research, while more in depth, tends to focus on more specific and narrow aspects from a wider topic.

The challenge for us is to pursue this modest first step with looking at existing digital transformation methodologies and compare and contrast with the established change management methods, likes ones defined by John Kotter and Daryl Conner. An obvious limitation of this piece of research comes from not being able to access larger data bases like the WebOfScience (WoS) and EBSCOhost.

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Digital transformation and interventional models – McKinsey digital transformation frameworks vs. Center for Creative Leadership Direction - Alignment - Commitment approach. An initial review.

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Abstract: *SDigital transformation and digitalization are by now deeply rooted in everyday business jargon. In this article we look at two different approaches of the digital transformation process as promoted by two world leading consulting organizations. McKinsey & Company (McKinsey) is considering itself as being „defined by our people" and it is considered the most reputed strategic consulting firm in the world. The Center for Creative Leadership (hereinafter CCL) is an equally reputed consulting oragnization, „produd to be recognized worldwide as a top-ranked, premier leadership development organization". Both have established methodologies to assist organizations through the digital transformation journey. We will aim to compare and contrast the two approaches based on data available in the public domain.*

Keywords*:* Digital transformation (hereinafter DT), digital leadership, change management, change models

JEL classification – D21, D22, L2,M1, O33

Introduction. The change paradigm.

Companies and in wider terms organizations need to adapt and change in order to survive and be competitive. During the last several decades academics cum practicians, authors and management consultants dveloped a number of methodologies for companies and their leadership to manage change. We need to point the contribution of Kurt Lewin and his unfreeze-move-freeze model (Burnes, 2004). Lewin's model was accepted as a simple and easy to understand model by practicians and managers. It is no suprise that models that emerged later are explicitely refering to it as a foundation of their own methodologies – it is the case of Daryl Conner and his change management approach. A few years after Conner book was published, John Kotter, a professor at Harvard Business School start publishing his own articles and book with what is widely recognized as Kotter's „8 steps change model". During the late 1990 and early 2000, Hammer and Champy championed to „business process re-engineering" that for several years was competing for as the winning approach with Conner and Kotter methodologies. At the time of writing this draft (May 2022) there are very little mentioning in the public space of the three methods mentioned above.

The emerging change management models in the 21th century – digital transformation

A starting point was to realise an initial assessment of the timing and frequency of issuance of research articles concerning the digital transformation topic. We have searched two databases open to researchers, Google Academic and ScienceDirect.com from Elsevier.

The results are presented in the table below –

Table 1 – incidence of research articles concerning „digital transformation" in Google Academic and ScienceDirect.com

	all references	1970-2000	2001-2019	2020-2022
Google Academic (aproximate number of references - articles only)	6,440	14	1,590	4,690
(% from all references)		0.2%	25%	73%
https://wwwScienceDirect.com	5,329	85	1,295	3,940
(% from all references)		1.6%	24%	74%

We notice that most contributions (more than 98%) date with 2001 and three quarters of all research dates since 2020. This confirms the pressure that a cumul of factors in putting on business organizations all over the world – the ever more rapid pace of technological change, the climate degradation, the new emerging models of hibrid and virtual work and the COVID19 pandemic.

Research methodology

We have looked in detail to the approaches proposed by both McKinsey and CCL. Will explore them individually and then investigate similarities and differences.

The McKinsey Digital Transformation models

It is not by accident that above we mention models and not model. Given the spread of industries, geographies and diverse organizations typologies we are summarizing a few of the models that we could access in the public domain, mainly on https://www.mckinsey.com/, including the McKinsey Quarterly and McKinsey Global Institute.

We summarize below three proposed road maps that we have analyzed for this article. More written contributions are available and the DT approaches by McKinsey

Figure 1 – summary of DT road map (see Catlin, T. et al., 2017)

A roadmap for digital transformation (Catlin, T. et al, 2017)		
	Stage 1 - define value	
		secure senior management commitment
		set clear, ambitious targets
		secure investment
	Stage 2 - launch and acceleration	
		start with lighthouse projects
		appoint a high-caliber launch team
		organize to promote new, agile ways of working
		nurture a digital culture
	Stage 3 - scaling up	
		sequence initiatives for quick returns
		build capabilities
		adopt a new operating model

The various McKinsey models are customized for specific industries. The Catlin (2017) DT roadmap is work on progress and builds on specific consulting projects and advisory services provided by McKinsey to their customers. This model starts with the value creation and the commitment of the senior leadership team (that in itself is echoing Kotter's "powerful guiding coalition" (1995, pp. 4). The model recommends clear targets and a highly competent team that will manage the DT.

Figure 2 – summary of an intervention model for heavy industry as presented by Crispeels, C. et al., 2020

Heavy industry's digital transformation: Vision, diagnostic, and roadmap (Crispeels, C. et al., 2020)			
	Building a vision		
		looking 10-15 years onwards	
		urgent - emphasize the need for an agile approach	
		achievable and creating strategic advantages	
	Digital diagnostic		
		looking at current state, desired state, industry benchmark and focus area	
			processes, technology, organization
	Building the roadmap		
		multiple possible road followin diagnostic	
		from lighthouse pilot to company wide implementation	

This model focuses on specifics of heavy industry companies. The selling line is very simple and appealing "(the) heavy-industry players should determine three things: where they are now, where they want to go, and how they will get there" (Crispeels, 2020). As a result, McKinsey proposes an approach that start from visioning, the diagnostic of digital capabilities and assessment of current position, the ideal, targeted positioning after the change, the industry reference or the best in class and several focus areas, where the interventions and changes will have the maximum impact.

Figure 3 – building blocks for digital transformation intervention for industrial companies (see Angevin, T. et al., 2021)

Implementing a digital transformation at industrial companies - building blocks for succesful DT (Angevin, T . et al., 2021)			
	Create a business-led technology road-map		
		Consider new engagement, transactions and fullfilment rules based on the digital strategy	
	Develop and upskill talent		
		Focus on competencies development for strategy, structure, skills and systems	
	Adopt an agile delivery methodology		
		Agile requires changes at all levels of the organization, allow room to test while manage risks	
	Shift to a modern technology environment		
		Draw on legacy systems rather than replace them entirely	
	Focus on data management and enrichment		
		Focus on specific use cases that will collect, store and analyze customer dat	
	Drive the adoption and scaling of digital initiatives		
		Change need to occur in 3 categories	
			Product, service offer and order fullfilment
			Commercial strategy and execution
			Customer service and transactions

The most recent model from McKinsey is looking at industrial companies and proposes a "six building blocks" approach that will "help industrial companies create a strong digital strategy and generate top value from digitization" (Angevin, 2021). The industry has not been among the pioneers in DT, and recommendations are drawn upon more than 350 DT projects surveyed in this industry by the authors. Some topics are overlapping (for instance the talent or skills topics, agile ways of working) and some not as per the Discussion below.

Center for Creative Leadership Direction – Alignment – Commitment (DAC) framework

The DAC model is researched and used in organizational interventions by CCL for more than 15 years to date. A research article signed by a team of CCL researchers, dated 2008, investigates into detail at the DAC model as an alternative leadership model in a world with more collaboration, peer-like interactions, between managers and their teams. (Drath et al., 2008) Contrasting to the traditional leadership model – leaders, followers and shared values and goals – the authors propose a new ontology where "leadership outcomes: (1) direction: widespread agreement in a collective on overall goals, aims, and mission; (2) alignment: the organization and coordination of knowledge and work in a collective; and (3) commitment: the willingness of members of a collective to subsume their own interests and benefit within the collective interest and benefit" (op. cit. Drath et al., pp. 636).

Figure 4 – the DAC ontology, acc. to Drath et al. (op cit. 2008, pp. 642)

Implementing a digital transformation at industrial companies - building blocks for succesful DT (Angevin, T. et al., 2021)			
	Create a business-led technology road-map		
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		Change need to occur in 3 categories	
			Product, service offer and order fullfilment
			Commercial strategy and execution
			Customer service and transactions

The key elements of the DAC model are briefly explained below –

- Leadership beliefs – these can be verbalized, and unlike leaders' charisma for instance, they can be expressed in words and statements to all organizational stakeholders. More than simple "state of minds", beliefs are seen also as "disposition to behave… thus observable practices can be assumed to be the instantiation of belief." (Drath, op cit, pp. 644)
- Leadership practices – observed leadership practices are supposed to reflect or mirror leadership beliefs. They are "are understood as collective enactments such as patterns of conversation or organizational routines that include and transcend individual behavior" (Drath, op cit, pp. 645, McCauley, 2020, Coman, 2014)
- Leadership culture – "leadership culture locates the source of leadership (…) not in individual minds but in the interaction of beliefs and practices at the collective level" (Drath, op cit., pp 646). The leadership culture could also be seen as a fundamental part of the organizational culture – see Schein's major contribution to this topic (2010).
- Leadership context – this includes topics such as the design of the concerned organization, its technological level, the values stated and displayed by leaders and employees alike, the external competition and regulatory constraints (McCauley, 2014, Marinescu, 2017).
- DAC and the leadership outcome – this is obviously the most important part, with the three elements constituting it.

o Direction is the "agreement on goals that the collective group is trying to achieve together." (Pasmore et al., 2020, pp. 7). It stands for shared direction of the organization, meaning it is vision and purpose, goals and that the organization stands for. It is beyond a simple understanding of these concepts and incorporates the acceptance and assessment of the values involved.

o Alignment according to Darth "refers to the organization and coordination of knowledge and work". In large organizations usually management use various processes and systems to achieve that via budgeting, controlling, supervision and reporting, use of ERPs (enterprise resource planning) or CRMs (customer relationship management) systems (Taiwo, 2013).

o Commitment as part of the DAC ontology needs to be understood as shared commitment and responsibility. "It refers to the willingness of individual members to subsume their own efforts and benefits within the collective effort and benefit" (Darth, 2008, pp. 647). The commitment is also dynamic and is shifting its focus to adjust to the changing internal and external circumstances of the organization.

Beyond the theories the figure 5 below summarize the intervention method proposed by McCauley and Lynn (2020) for practicians and managers using the DAC concept.

Figure 5 – the DAC roadmap (after McCauley and Lynn, 2020)

DAC - Achieving better results through leadership (McCauley and Lynn, 2020)			
	Assess current levels of direction, alignment, and commitment in the group		
		based on CCL tools	
	Look for factors contributing to low levels of direction, alignment, or commitment		
		direction checklists	
			direction not clear?
			disagreement about direction?
			resistance to create a shared direction?
		alignment checklists	
			weak coordination processes?
			structuring of work is poor?
			unclear accountabilities?
			low motivation for effective coordination?
		commitment checklists	
			individuals not feeling responsible to groups
			members do not see themselves as part of groups
			members do not want to be part of group
			members do not feel included or value by others in group
			individuals are self-interested at the expense of the group
	Identify changes that could improve direction, alignment, or commitment		
		involve group members	
		seek out expertise	
		take a systems perspective	
		engage in a continous learning process	

Results and discussion

The table below summarizes the information about the four methodologies as summarized by the researcher.

Table 2 – items comparison for the DT model selected from the literature review.

No	Items	CCL, 2020	Catlin, 2017	Crispeels, 2020	Angevin, 2021
1	Assess current levels of direction, alignment, and commitment in the group	x		x	
2	Demonstrate focus to effectively lead the organization	x	x		
3	Current context a challenge with multiple crises occuring	x			
4	Re-make the org chart	x		x	
5	Take bold action	x	x		x
6	Be transparent	x			
7	Build direction - mobilize resources, generate ideas, delegate	x			
8	Look for factors contributing to low levels of direction, alignment, or commitment	x			
9	Coordinate initiatives with participants from several parts of the organization	x			
10	Rise explicitely the expectation for your senior leaders cooperation	x	x		
11	Communicate to all parties, again and again	x			
12	Foster a real climate for creativity and innovation	x			
13	Model the culture you want to live in your company	x			
14	How to strenghten alignment?	x			
15	Identify changes that could improve direction, alignment, or commitment	x			
16	Consider yourself a change leader not a change manager	x			
17	Take the right actions, the right way	x	x		x
18	Display emphaty whenever dealing with employees	x			
19	Facilitate development of skills and behaviours important for future achievements	x	x	x	x
20	Value definition		x		
21	secure senior management commitment	x	x		
22	set clear, ambitious targets		x		
23	secure investment		x		
24	Launch and acceleration		x		
25	start with lighthouse projects		x	x	
26	appoint a high-caliber launch team		x		
27	organize to promote new, agile ways of working	x	x		
28	nurture a digital culture		x		
29	Scaling up		x		
30	sequence initiatives for quick returns		x		
31	build capabilities	x	x	x	x
32	adopt a new operating model		x		
33	Building a vision			x	
34	looking 10-15 years onwards			x	
35	urgent - emphasize the need for an agile approach			x	x
36	achievable and creating strategic advantages			x	
37	Digital diagnostic	x	x	x	x
38	looking at current state, desired state, industry benchmark and focus area	x		x	
39	processes, technology, organization	x		x	
40	Building the roadmap			x	
41	multiple possible road following diagnostic			x	
42	from lighthouse pilot to company wide implementation			x	
43	Create a business-led technology road-map				x
44	consider new engagement, transactions and fullfilment rules based on the digital strategy				x
45	Develop and upskill talent	x	x	x	x
46	focus on competencies development for strategy, structure, skills and systems	x	x	x	x
47	Adopt an agile delivery methodology		x	x	x
48	agile requires changes at all levels of the organization, allow room to test while manage risks	x			x
49	Shift to a modern technology environment				x
50	draw on legacy systems rather than replace them entirely				x
51	Focus on data management and enrichment	x			x
52	focus on specific use cases that will collect, store and analyze customer data	x			x
53	Drive the adoption and scaling of digital initiatives				x
54	change need to occur in 3 categories				x
55	product, service offer and order fullfilment				x
56	commercial strategy and execution				x
57	customer service and transactions				x

A number of key findings that we consider worth mentioning as a result of this analysis.

First, althought the digital transformation seems to be a straitforward process, even within the same consulting company, varieties abound. This could be explained by the different typologies of the various industries and their relative degree of digital maturity.

Second and most important is the difference coming in our opinion from the focus of the two consulting organizations – while CCL focus is about organization, leadership, action, transparence, emphaty, coordination, communication and skills, McKinsey focus is on vision and value creation, ambitious targets, launch, accelerate and scale-up the change. This is also valid for (new) operating models, industry best in class, data management and other very practical and applied topics.

What is the common link, nevertheless? This is our third main take away and there are two elements coming from our analysis – skills and competencies are seen as critical in all the analysed model and next to it the agile approach that moved from IT projects to mainstream in the last decade or so.

Conclusions and limitations

Both McKinsey and CCL have developed over time a very impressive body of knowledge from their research and consulting projects. Although McKinsey is a partnership and for-profit entity and CCL is a non-profit foundation, their approaches is disclosing detailed work and proprietary tools is very similar. As a result, the biggest constraint we had to deal with is the limited information freely available for potential customers, other stakeholders of researchers. The hidden part of their work consists of detailed analysis of financial data of companies, economic performance of the organizations vs. their peer groups, various surveys, and questionnaires to profile the company culture, the leadership profiles and alike. While using some of the shorter versions of such tools in various occasion, we could not access but the limited, synthetic information publicly available.

We can not conclude that there is one ideal or best way to approach a digital transformation project. In our opinion the variables in case are conditioned due to the geography of the company (with the inherent national culture), the industry, the specific organizational culture, and the leadership team of each organization. Our assumption, to be further researched in a future study is that the quality of the leadership team and the specific company culture they are building, and living are the main differentiators.

As the main conclusion we are inclined to record the complementarity of the two schools of thought who eventually converge and meet on the "soft" topics – competencies, leadership, agile work methods.

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Management Team Solutions at Crisis Caused by The Covid-19 Pandemic

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Abstract: *Crises are part of the life cycle of any organization, regardless of location, size, market and sector. At the beginning of 2020 all countries, their economies, the health system faced a new crisis caused by a pandemic of COVID-19. The rapid spread of the disease and its consequences on human health required an urgent response of organizations to take care of the health and protection of employees through physical distance. Organizations had to rethink their way of doing business and adapt to the new conditions. The first challenge in crisis management is to form a crisis management team. The main goal of the crisis management team is to implement within the organization a new way of functioning, using all its opportunities and strengths to mitigate the negative effects of the crisis. The success of crisis management and the adaptation to the new working conditions of an organization depends on the functioning of the crisis management team. The results of a survey conducted in September and October 2020, which included 115 members of crisis management teams, showed that those teams had responded correctly to the crisis caused by the COVID-19 pandemic. The results of the research showed that the team members reacted correctly to the first signs of the crisis. They made quick and appropriate decisions using a holistic approach due to different knowledge, skills and experience, precise team roles, commitment to common strategy, open, fair and effective communication and mutual trust.*

Keywords: leadership, solutions, teamwork, crisis management, communication, engagement, COVID-19.

1. Introduction

Crisis management is a set of factors designed to combat crises and reduce the damage caused by crises. In other words, it tries to prevent or reduce the negative effects of crises and to protect the organization, the people involved and the respective field from the possible damages caused by the consequences of the crisis.

Planning is the common denominator of all crisis management campaigns. How crises are managed and their impact depends on the quality of planning. Crisis response planning involves foresight, intuition, and retrospective understanding. The crisis often reveals the true face of an organization, as it exposes the organization to new circumstances and offers a completely new perspective on how the organization works, which is difficult to observe under normal conditions (Castillo, 2004). The Coronavirus Crisis is a test for the management of many companies, on how they will make decisions during the crisis will depend on the future results of the company or even its survival. Most of today's leaders have never faced such a challenge. The COVID-19 pandemic is making its way through the business world, and companies are losing billions of dollars. But the coronavirus causes much more than financial damage, the life and health of people and implicitly of employees being affected. It is difficult for leaders to motivate their employees and maintain courageous strategic plans, this period is a test of corporate leadership. A study on crisis management reveals a perspective on how companies and their employees can overcome these moments of uncertainty through appropriate and innovative measures.

This paper aims to highlight the role and importance of management teams in crisis management in organizations, with reference to the global crisis caused by the COVID-19 pandemic. On December 31, 2019, the World Health Organization received information about the outbreak of a pneumonia epidemic of unknown origin in the Chinese city of Wuhan. On January 7, 2020, Chinese authorities identified a new SARS-CoV-2 virus, known as coronavirus or COVID-19. As the epidemic began to take on significant consequences, the Director-General of the World Health Organization declared an epidemic on 30 January 2020, and a global pandemic was declared on 11 March 2020.

The global risks that COVID-19 presents to human health are specific, as it spreads rapidly and easily (Xie, 2020), with a large social, psychological and economic impact. As a result, COVID-19 has caused crises in organizations, industry, the market and society, putting them in a position to find new ways of functioning, while respecting the measures of physical distance as a means of preventing the transmission and further spread of the virus. . Economic globalization and the dynamism of the environment have led to a faster and more intense transmission of the effects of the crisis. The flattening of the infection curve has inevitably unbalanced all supply chains and increased business uncertainty (Ivanov, 2020).

Literature review

⚜Important features of a crisis situation

As is well known, there are many definitions of the crisis, but none of them fully covers the phenomenon it is about to describe. This can be explained from at least two perspectives. On the one hand, contemporary social dynamics, unprecedented in history, favor the emergence and manifestation of dysfunctions with major impact both for organizations and for the entire social environment in which they operate. These dysfunctions appear unexpectedly, are of an extremely great diversity (hence the difficulty of a unitary classification of crisis situations) and evolve uncontrollably. On the other hand, as it happens in the case of the phenomena that constitute object of study for complex disciplines or located in the area of interdisciplinarity, the multiple aspects of the crisis situations escape, in a greater or lesser proportion, the attempts of exhaustive definition. Therefore, we will have to accept in our approach partial definitions, with different degrees of generality. Thus, a crisis can be defined as an event that dramatically disrupts the normal functioning of an organization and negatively influences its public image or as a risky event, a serious, unforeseen change. Theorists and practitioners agree that any crisis is an uncertain, unknown, and undesirable event that requires a rapid response and has significant consequences for the organization and all stakeholders (Roux-Dufort, C., 2007), (Wang, 2008), (Nizamidou, 2019). Each crisis tests an organization's ability to adapt to new circumstances and direct its future (Heath, 2004). Regardless of its intensity and origin, a crisis poses a great danger to organizations because it can jeopardize their reputation, financial stability, and human lives (Coombs W. T., 2006), (Mitroff, 1998), (Mitroff, 2002). Also, a crisis leads to opportunities for organizations to open up for new business opportunities, as well as to strengthen their capabilities and capabilities (Bertrand, 2002), (Brockner, 2008), (Roux-Dufort, 2007). Organizations are not only facing more crises today than they did a decade ago, but the rate of crisis is also rising (Deloitte, 2019). In order to be able to classify crisis situations on the basis of relevant criteria, it is not enough to define them and discover the elements of opportunity, but it is necessary to identify them, to deepen them, to recognize them from the complexity of problems, processes and phenomena facing organizations. Well-known authors in the field state that, regardless of its type, a crisis can be recognized according to its specific features: - the appearance of new actors, who have their own version of the crisis and ask for explanations about it; - saturation of the communication capacities of the organization, due to the avalanche of requests that are triggered; - the importance of the stakes for the organization, with a major impact on its performances (in the case of a business organization, for example, the turnover is endangered, the trust given to the company and its products, the motivation of the employees); - increasing the temporal pressure and putting the organization in an emergency situation both from the perspective of the reaction and from the perspective of providing immediate information about causes, consequences; - the increase of uncertainties, by the fact that the organization is exposed to an inaccurate attitude regarding the origin of the crisis, responsibilities, stakes, impact, etc. But a careful analysis of them highlights their presence, their manifestation in various forms and their quality as an obvious signal of situations defined as dysfunctions.

⚜The role and importance of the crisis management team

Crisis management contains three sequential objectives. The first, the ideal, is to prevent crises when possible. The second, if a crisis does occur, is to change the negative effects it could have on the company or product. The third is to provide a platform for the future of the company. The outcome and response to the effects of a crisis always has to do with the readiness of the organization and how loyal the management is to the organization's missions and goals. A specific type of team in organizations that is a very important factor during crisis management is the crisis management team (Giplin, 2008), (Thompson, 2011). Every crisis needs a crisis management team, because an individual (leader / manager) cannot respond to all challenges, especially if he has never left the comfort zone and has no previous experience in crisis management (Pearson CM, 1997). . In general, teams today are different from teams of the past - they are more diverse, more digital, more dynamic and more distant (Haas, 2016). These differences and characteristics are even more expressed in crisis management teams, as they are responsible for designing strategies, policies and plans to respond quickly and adjust the way the organization works, so that the negative consequences of a crisis are minimized or completely avoid. (Reeves ML-S., 2020), (Vinch, 2013). The key role of crisis management teams is to anticipate the sources of risk, to provide adequate support to other employees and to position the organization towards the new normal course of operation (WorldAware, 2016). Members of a crisis management team should review, consider, analyze, plan and evaluate all the effects of the crisis on the organization's operations and prepare the organization for new ways and ways of working. The activities of the crisis management team continue when the crisis ends in order to assess the entire crisis event, to minimize the post-traumatic effects on employees and to mitigate the negative effects on the business (Alpaslan, 2009). Many organizations have set up permanent crisis management teams that are activated once a crisis event is detected (Waller, 2014). However, in cases where organizations do not have a permanent crisis management team, one should be formed at the first sign of crisis, so that team members understand their roles, responsibilities and obligations, determine how they work. before the crisis. Management should always have a list of employees who would be the most suitable members of the crisis management team, so that they can quickly form this team (Fink, 1986). In practice, there are organizations that select team members and form crisis management teams when the crisis has already begun to escalate.

The spread of COVID-19 has highlighted the importance of crisis management teams. A crisis management team dealing with COVID-19 focuses primarily on physical distancing, which means a change in work processes and business organization as far as possible in the remote mode, using modern technologies. The crisis management team should consider all the effects of the crisis on employees, customers and the business as a whole. In order to obtain the expected results from a crisis management team, it is important to involve all team members. Employee involvement is interpreted as the extent to which employees feel employed in their workplaces and in investing maximum knowledge in their work to produce added value. In a crisis situation, it is necessary to have employees who use their energy, hearts and minds to drive the organization to overcome all the negative effects of a crisis.

⚜Composition of the crisis management team

Crisis management teams are generally cross-cutting (James, 2010), composed of representatives and managers connected to key organizational processes who have specific knowledge, skills and experience. A complex of talents and competencies ensures the management of successful crises and the certainty of achieving the planned results. Team members provide effective leadership and support in times of stress. The members of the crisis management team who are considered mandatory are the owner or director, the top management, the employees in the communication department, the employees in the human resources department and a project manager (Kling, 2020). The crisis management team should include front office employees (sales, customer relations, marketing) and back office employees (finance, procurement, quality, legal department, risk management, security, safety and health on site). provide a variety of knowledge, skills and experiences (Jaeger, 2020). The key goal of forming a cross-functional crisis management team is to provide an overview of the organization and to quickly communicate all relevant circumstances within the entire organization (Barton, 2001). Experience has shown that the formation of a cross-functional crisis management team creates a sense of security that the response to a crisis will be adequate (Fearn-Banks, 2007), (Pearson C. M., 1997). However, the effectiveness of a crisis management team depends not only on the composition of the team (selection of team members and their roles), but also on the correct size of the team, knowledge of team members, leadership and defined team rules and rules of conduct. . (King III, 2002). The leader of the crisis management team should encourage team members to be actively involved in the exchange of knowledge and in the process of formulating crisis recovery strategies (Wooten, 2008). In addition, each member of the crisis management team should have a clearly defined description of their duties and responsibilities regarding the role assigned to them in the team. A team role is a set of expected behaviors that suit each team member. It is a habit for each team member to behave in a precisely defined way following the role assigned to him (Belbin, 1993). Forming a team involves hiring members who will be given the roles of lead coordinator who stimulates new ideas, evaluator who considers and evaluates alternatives, implementers, researchers and finalists. One of the potential obstacles to the functioning of a crisis management team is the overlapping of tasks in a situation where team members do not have clearly defined responsibilities and responsibilities, but rather carry out all ad-hoc activities. In crisis situations, where circumstances change rapidly, it is particularly important to ensure that each employee has a precise role, which corresponds to that employee's knowledge and skills.

It is clear from what has been said so far that it is necessary for any organization to be prepared with a crisis management plan, which may not make it the market leader in the field, but at least it will help reduce or even eliminate the negative effects. of such events. Therefore, there is a growing recognition among corporations that crisis management needs to be institutionalized and all key business functions need to revolve around crisis prevention and identification and their management as an integral part of the planning process. and organization of the company's activity. Today, organizations need to take a detailed approach and establish a solid contingency plan of which crisis management is only one element. To be useful, crisis management must be permanently incorporated into the organization's corporate management system. Crisis management contains three sequential objectives. The first, the ideal, is to prevent crises when possible. The second, if a crisis does occur, is to change the negative effects it could have on the company or product. The third is to provide a platform for the future of the company. The outcome of a crisis always has to do with the readiness of the organization to respond to the negative effects of the crisis and how loyal management is to the organization's missions and goals.

Research methodology

A Likert scale called "Formation and operation of the crisis management team" which consists of 15 statements was created with the aim to examine the functioning of the crisis management teams. Respondents were asked to select a number from 1 to 5 for each of the statements in accordance with the level of their agreement or disagreement (1 – strongly disagree, 5 – strongly agree).

The research was conducted using a specially designed online questionnaire, consisting of several groups of questions: (1) questions related to the members of the crisis management team (gender, seniority in the organization, job); (2) questions related to the organization (place, industry, number of employees); (3) questions regarding the formation of the crisis management team; (4) questions regarding the functioning and decisions taken by the crisis management team; (5) questions highlighting the views on the most important issues, difficulties and challenges they faced during the crisis. Between September and October 2020, a total of 115 members of the crisis management teams completed the questionnaire.

Main information about the organizations in which the crisis management teams operate

The members of the crisis management team that participated in this research come from three different regions of Romania: Moldova (56.5%), Muntenia (30.5%), Transilvania (13%). Regarding the size of organizations measured by the number of employees, the largest number (42%) are medium-sized organizations with between 50 and 249 employees. 24% of the sample consisted of small organizations, 27% of large organizations and only 7% were micro- organizations. The largest number of team members who participated in this research work in private sector organizations (65%), while 39% work in public sector organizations. When it comes to the core activities of organizations, most members of the crisis management team work in education (31%), production (15%) and health care (20%). About one third of the members of the crisis management team come from the banking and financial sector (7.3%), trade (8.4%), consulting (6.4%), state authorities (7.5%) and transport. and logistics (4.6%).

Main information on members of crisis management teams

If we analyze the gender structure, we can see almost an equal number of male and female members of crisis management teams (51% men and 49% women).

More than half of the respondents have over 10 years of work experience in the organization (52%), while 27% have from 6 to 10 years, and 21% have from 1 to 5 years of work experience. Only a small number of team members have less than 1 year of work experience in that organization. The experience and intrinsic knowledge of the organization and its processes are very important factors in addressing crises. This result is positive because a crisis management team should have adequate work experience and knowledge about the organization.

Of the total number of respondents, 109 answered the question on the size (number of members) of the crisis management team. The smallest crisis management team consists of 2 members, while the largest has 37 team members (the organization is large in terms of number of employees). A mistake in the process of forming a team in large organizations is that a maximum of ten team members are considered optimal for the proper functioning of the team. The research results showed that the average number of team members in the crisis management team was 7.34

More than half of the organizations (52.5%) did not set up a crisis management team before the advent of COVID-19, while 50% of the organizations did not have a crisis management plan. These results showed that more than half of the organizations were not prepared for the crisis that took place.

Results regarding the operation, decisions and solutions of the crisis management teams

A Likert scale from 1-5 was created called "Formation and operation of the crisis management team", which consists of 15 statements, in order to determine the functioning of the crisis management teams. Respondents were asked to choose a number from 1 to 5 for each of the statements, depending on their level of agreement or disagreement (1 - total disagreement, 5 - total agreement).

All statements have an average value greater than 4, which is a good and positive result. The highest average value is given to the statement that all members of the crisis management team are committed to a common goal (4.50), which reflects a great unity of team members and their common vision. The second highest average value is given to the statement that communication channels have been established fairly quickly within the team (4.45), which means that there is a continuous and real flow of information between team members.

Table 1: Average values for the answers to the questionnaires regarding the Training and Solutions of the Crisis Management Team

Statements	Mean
Team members come from different parts of the organization (different organizational units)	4.11
The team responded quickly to the first signs of a crisis to prevent possible business losses	4.19
Team members fully understand their role in the team.	4.14
The new roles of team members are largely the same as their pre-crisis roles	4.03
All members of the crisis management team have a common goal.	4.25
The team has the resources to function normally.	4.12
The team frequently takes steps to minimize any losses and prevent escalating problems.	4.24
The team adapts its decisions quickly to new circumstances.	4.33

The team makes timely, important decisions.	4.29
Team members analyze how their decisions will affect the entire organization.	4.21
There is consensus among team members.	4.23
The communication channels were established easily and quickly within the team.	4.42
Communication between team members is effective.	4.34
Communication between team members is fair and open.	4.17
The team quickly shares relevant information with other teams and other employees.	4.23

Source: Authors' calculations based on SPSS

Results showed that:

- 78.5% of respondents accept that team members come from different departments of the organization.
- 79.6% of respondents agree that team members understand that the way they make decisions will have consequences for the entire organization.
- 79.1% of respondents are aware that team members fully understand their role in the team.
- 76.7% of respondents stated that the new roles of team members largely match their pre-crisis responsibilities. Almost 16% of respondents have a neutral attitude towards this statement.
- 80.5% of respondents stated that the team responded correctly to the first signs of crisis to prevent possible business losses.
- 88.7% of respondents stated that all members of the crisis management team have a common goal.
- 84.5% of respondents agree that the team is constantly taking steps to reduce any losses and prevent problems from growing.
- 75.9% of respondents agree that the team has the necessary resources to function properly.
- 87.8% of respondents agree that communication channels were quickly established within the team.
- 85.1% of respondents stated that communication between team members is effective.
- 80.3% of respondents agree that communication between team members is based on trust and sincerity.
- 82.4 of the respondents agree that the team quickly shares all relevant information with other employees.

The results of the research showed that the crisis management teams responded correctly to the first signs of crisis. The members of those teams reacted quickly and in real time to the crisis, which allowed the organization to carry out its processes and activities without blockages and with minimal losses. In addition, the research results showed that training the crisis management team brought real benefits to the organization by reducing losses and blocking activity: members were able to contribute to a common goal and strategy with their knowledge, expertise, skills and experience.

The results of communication in crisis management teams are also favorable, as one of the key challenges for organizations during the COVID-19 pandemic was how to stay connected during physical distance. Quickly established communication channels, with correct, open, sincere and real-time communication are of great importance in a crisis situation. This type of communication therefore leads to mutual trust between team members, greater efficiency, commitment and better results. Crisis management teams had to face challenges in their operation at the beginning of the COVID-19 pandemic crisis. To identify them, the last question in the questionnaire was opened, allowing respondents to mention the important issues, obstacles and challenges they faced during the operation of the crisis management team. Out of the total, only eleven members of the crisis management teams answered this question, stating that the important problems, obstacles and challenges were:

- Establishing a new model of operation and communication;
- Different opinions and confusion between team members;
- Lack of equipment necessary for the efficient operation of the team;
- Poor communication - information overload, ambiguities, delayed feedback;
- Insecurity, worry, fear, nervousness, anxious reactions of some employees;
- Team cohesion in the first days;
- Lack of consensus among all team members in the decision-making process;
- The need to make quick decisions;
- Setting priorities when there are a large number of activities;
- Speed of reaction to new information, rules and changes.

The occurrence of these problems is not a surprise, because they are constantly present in the first two stages of team development - the training stage, when there is confusion, tension, conflict and nervousness of team members, and the consolidation stage, when team members begin to -understands their obligations and responsibilities, but when there are still many disagreements, conflicts, lack of trust and cohesion. Forming teams to perform requires a planned approach, sustained effort, time and energy.

Discussion, implications and limitations of the research

The results of the research showed that the crisis management teams in the organizations responded correctly to the challenges caused by the COVID-19 pandemic.

The members of the crisis management team came from different departments of the organization, having a common goal and sharing the same vision of responding urgently to the crisis to prevent business losses and protect the health of employees. Each member of the crisis management team used their experience and knowledge to solve problems and propose solutions, taking into account the overall functioning and results of the organization. In addition, team members had different knowledge, skills, opinions about the crisis, different ways of thinking and expertise, and adopted a holistic approach to decision-making. Such training of team members allows the organization to cover all key areas of management during the crisis. Many team members have understood their new roles in the crisis management team, which were largely in line with their responsibilities before the crisis. In general, the most important factor for effective teamwork is that team members know their responsibilities and have an understanding of the overall situation.

According to the results, most team members had all the resources and tools to act and make decisions. Communication channels were established quickly - communication was efficient, open and honest, with information flow quickly in decision making. As a result, members of the crisis management teams built and increased mutual trust and responded immediately to new challenges. The lack of ability to respond to new information during a crisis can be very dangerous for organizations, but the massive development and use of modern digital technologies as one of the realities of the 21st century has made it possible for organizations to quickly establish new ways of operating.

Most existing opinions about teams and teamwork assume a stable environment and do not cover the key features of a crisis situation (uncertainty, dynamics, time pressure, changed business environment). In this paper, these topics were investigated by examining how teams functioned in the crisis situation caused by the COVID-19 pandemic. It is clear that this type of crisis will be present in the future as well, so more and more attention is being paid to the effective and efficient functioning of crisis management teams. For this reason, this paper can be useful to managers, but also to all members of crisis management teams.

The research performed has certain limitations such as the sample size. The reasons for the low response rate may be the commitment of the members of the crisis management teams in consolidating the business, as well as a large number of various surveys conducted during that period (September-October 2020) in order to explore the activity of companies during the COVID-19 pandemic. The design and testing of the questionnaire have been developed to ensure that the investigation tool is suitable for the public, this represents an important step in the development of the final version of the questionnaire, allowing the improvement of unclear questions and the detection of errors beforehand. Following the field testing, the chelation will be improved to include some questions related to the results obtained by the crisis management teams. Thus, future research will gather more information from a sample that will include 400 respondents to provide a comprehensive analysis of the responses to crisis situations by the specially established management teams. Therefore, the results obtained cannot be generalized. Another limitation is that this research refers only to people in Romania. Future research on this topic should also include people from other countries, taking into account other variables, such as cultural differences.

Conclusion

When a crisis arises, a single person cannot adequately cope with the challenges posed by its development. Adequate response to a crisis in an organization requires a coordinated effort by the various employees in all departments of the organization. One of the important activities in organizations when facing a crisis is activating or forming a crisis management team in order to cope with the challenges of the crisis as best as possible for organizations and all stakeholders.

This paper indicates that even those organizations that do not have permanent crisis management teams can respond correctly to a crisis if they decide in real time to form a crisis management team and respond to the challenges posed by the consequences of the crisis. The results of the research conducted in September and October 2020, which included 1115 members of the crisis management teams, showed that those teams were able to perform and respond correctly to the COVID-19 pandemic.

The members of the crisis management team responded in real time to the first signs of the crisis. They made decisions quickly using an approach based on different knowledge, skills and experience, precise team roles, commitment to the same goal, communication based on trust, honesty and efficiency.

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CORPORATE SOCIAL RESPONSIBILITY LEADERSHIP

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Abstract: *Human resources are currently in the limelight for businesses. Employers are searching for individuals who can alter and sustain an organization's goals, in addition to having the necessary skills and expertise. Companies are on the lookout for allies, respectively employees who understand and support their mission. Moreover, these individuals should have the ability to train and eventually retain other employees. As a result, the formation of meaningful relationships has become a means of achieving loyalty. At first side, corporate social responsibility (CSR) leadership and a transformational leader appear to be an excellent match that might aid businesses within this matter. Therefore, the objective of the study was to identify if CSR leadership is a matter of transformational or transactional style in the current business environment, following a qualitative approach, respectively the collection and analyzation of secondary data such as scientific journals. The findings of the present study sustain that firms should strive for transactional leaders. Individuals nowadays are mostly concerned with obtaining personal benefits. As a result, they may view the variable of reward as a motivator to perform in accordance with expectations. Additionally, transformational leader are hard to find. Hence, promoting CSR leadership through transformational leaders has the potential to help the company achieve its goals while also increasing its credibility among diverse stakeholders.*

Keywords*:* leadership, corporate social responsibility leadership, transformational leaders, transactional leaders

JEL: M14, M12, M19

1.Introduction

As several concepts that have become a topic of interest in the past decades, the term of leadership does not benefit yet of a universally agreed definition (Northouse, 2015). Therefore, nowadays, leadership is linked to various terms and has different meanings, although the basis remains the same: leaders express themselves or their distinctive potential through others. Additionally, leadership was been frequently associated with three defining particularities of an individual placed in an important management position (leader), respectively traits, qualities and behaviour (Horner, 1997, p. 270).

The set of attitudes (behaviors) enhanced by an individual placed in a key management position and applied in the relationships formed with a group of followers is defined as the leadership style (Alheet, et al., 2021). Therefore, studies sustain that the main leadership styles are as follows: transformational, transactional, autocratic, democratic, and leisure faire (Alblooshi, et al., 2021). In a nutshell, a transformational leader inspires through its behavior others to act in a responsible manner (de Gennaro, 2019). Additionally, the leader creates a community which strives for achieving the company's goals. On the other hand, transactional leadership a constant interchange between the leader and its followers (Sanda & Arthur, 2017). Comparing with the transformational leadership style, the transactional one follows conventional and administrative principles in order to reward individuals for acting in accordance with the leader's intentions. Authoritarian or autocratic leaders may be perceived as more rigorous individuals due to the fact that they create a certain distance between them and their subordinates (Harms, et al., 2018). Following a milestones approach, autocratic leaders establish clearly what, how, and when tasks should be fulfilled (Hogg, 2021). Conversely, democratic or participative leaders act based on inclusive principle (Bavelas & Lewin, 1942). Hence, all members of the group are encouraged to provide feedback, share thoughts and propose solutions. Finally, laissez-faire or delegative leaders may be described as the less implicated type of individuals (Oshagbemi, 2004). They are not willing to counsel the members of the working group, and therefore followers may experience lack of motivation or stimulation to perform according to their potential and capabilities.

On the other hand, a CSR leader represents an individual who has the ability to inspire followers to act beyond their own interests and strive for achieving general welfare. Therefore, considering the corporate social responsibility (CSR) leadership framework and the particularities of each leader type, the objective of the study was to identify if CSR leadership is a matter of transformational or transactional style in current business environment. Within this scope, a qualitative approach has been followed in order to address the research question by collecting and analyzing secondary data.

2. Literature review

Defining the concept of leadership

As several concepts that have become a topic of interest in the past decades, the term of leadership does not benefit yet of a universally agreed definition (Northouse, 2015). However, most of the provided so far explanations share some common aspects (Daniëls, et al., 2019). For instance, Stogdill (1950) described leadership as the influencing act of motivating an existing group of individuals to achieve an organization's objectives. Moreover, Fidler (1967) sustained that the concept represent the ability of an individual to determine and organize the labour of formed groups (Fiedler, 1967). Nevertheless, Rost (1991) perceived leadership as a determinant connection established between a leader and a follower who are sharing a common desire to change and goals (Rost, 1991). Kouzes and Posner (2017) defined the notion as being a business form of art which enables the leader to inspire others to act in a certain manner, based on shared values, aspirations and purposes (Kouzes & Posner, 2017). Consequently, nowadays, leadership is linked to various terms and has different meanings, although the basis remains the same: leaders express themselves or their distinctive potential through others. Additionally, leadership was been frequently associated with three defining particularities of an individual placed in an important management position (leader), respectively traits, qualities and behaviour (Horner, 1997, p. 270).

Initially, the concept of leadership was been perceived as a native asset, that could not have been acquired over time (Bernard, 1926). This approach was based on the following belief: leaders are born with specific particularities that differentiate them from others. Therefore, at that time, the main focus of researchers and practitioners was to comprehend which are these traits that would contribute to the creation of leaders. An understanding of these attributes may have assisted employers in building powerful businesses by placing individuals with potential in key management position. Within this scope, identity, physical, and mental features have been analysed (Horner, 1997, p. 270). However, the results of the conducted studies have not revealed cohesion in term of traits. Consequently, the ensuing trend has been concentrated on understanding the behaviour of leaders, considering situational and organizational aspects (Saal & Knight, 1988). The findings were more consisted when behaviour was been correlated with specific organizational contexts. The latest tendency presented leadership as a compression of traits, behaviour and situational factors. In a narrowly manner, what leaders do, respectively their actions cumulated into a behaviour pattern, may be influenced by inborn or developed traits and, as well as by circumstances (favourable or not) (Saal & Knight, 1988). In addition, these three trends represent the milestones on which nowadays leadership studies have enlarged. In the 21st century, definitions mostly focus on revealing the main differences between the leadership and management concepts (Raffo & Clark, 2018) (Table 1).

Table 1: An overview of the main aspects of leadership definitions

Decade	Leadership Definition Emphasis
1900-1920s	*control, power*
1930s	*traits, influence*
1940s	*groups*
1950s	*groups, relationships, goals, effectiveness*
1960s	*behavior*
1970s	*organizational behavior, reciprocal process*
1980s	*influence, traits, transformation*
21st century	*leadership vs. management, process, authenticity, values, follower focus*

Source: Raffo, D. & Clark, L., 2018. Using Definitions to Provoke Deep Explorations into the Nature of Leadership., p.210

In a nutshell, a manager is assumed to be output driven, while a leader people-driven. Both imply the coordination of a group of individuals; are designed to achieve established objectives; involve planning activities and strategizing (Rosari, 2019). However, leadership besides efficiency and performance through obtained results involves the growing and inspiring pillar of followers (Table 2).

Table 2: Differences between the concepts of leadership and management

Management	Leadership
Companies manage complexity first by planning and budgeting.	Leading an organization to constructive change begins by setting a direction.
Management develops the capacity to achieve its plan by organizing and staffing.	The equivalent leadership activity is aligning people.
Management ensures plan accomplishment by controlling and problem solving.	For leadership, achieving a vision requires motivating and inspiring.
Influence relationship	Authority relationship
Leaders and followers	Managers and subordinates
Intend real changes	Produce and sell goods and/or services
Intended changes reflect mutual purposes	Goods/Services result from coordinated activities

Source: Rosari, R., 2019. Leadership definitions application for lecturers' leadership development, p.27-28

An overview of main leadership style

The set of attitudes (behaviors) enhanced by an individual placed in a key management position and applied in the relationships formed with a group of followers is defined as the leadership style (Alheet, et al., 2021). Therefore, studies sustain that the main leadership styles are as follows: transformational, transactional, autocratic, democratic, and leisure faire (Alblooshi, et al., 2021). Transformational and transactional are based on the act of motivating individuals. Transformational leadership may be described as a joint effort of leaders and followers to become better and therefore increase each and others motivation and integrity (Burns, 1978). As a consequence, transformational leadership implies that the behavior of the leader should be guided by principles, values and beliefs that would encourage individuals to exceed expectations (Bass, 1990). Thus, in this case, at the basis of the relationship formed between the leader and its followers relays appreciation, confidence, reliability and consideration. In a nutshell, a transformational leader inspires through its behavior others to act in a responsible manner (de Gennaro, 2019). Additionally, the leader creates a community which strives for achieving the company's goals. The transformational leader guides and encourages individuals to be independent think critically and be creative (Afsar, et al., 2019). Consequently, followers experience meaningfulness and engage with the organization. However, an important particularity of this type of leadership is the leader's orientation towards the prevention of mistakes (Puni, et al., 2021). The pillars of transformational leadership are as follows: vision, influence, motivation, inspiration, cognitive stimulation, mentoring, coaching and personalized attention to each follower (Goonewardena, 2017, pp. 15-17).

On the other hand, transactional leadership a constant interchange between the leader and its followers (Sanda & Arthur, 2017). Comparing with the transformational leadership style, the transactional one follows conventional and administrative principles in order to reward individuals for acting in accordance with the leader's intentions. In addition, transactional leadership requires a clear establishment of responsibilities and roles. This leadership approach may be considered as more task oriented goals (Goonewardena, 2017, p. 14). Therefore, the follower's achievement is evaluated based on its ability to fulfill expectations. If these are met, the individual would be compensated accordingly. If not, the follower needs to support the negative consequences. Transactional leadership does not imply the avoidance of possible errors that may occur (Sanda & Arthur, 2017).

Authoritarian or autocratic leaders may be perceived as more rigorous individuals due to the fact that they create a certain distance between them and their subordinates (Harms, et al., 2018). Precision represents an important characteristic of these authoritarian individuals. Following a milestones approach, autocratic leaders establish clearly what, how, and when tasks should be fulfilled (Hogg, 2021). Additionally, authoritarian leaders are less oriented towards building a relationship with its followers, and therefore they adopt an independent behavior, minimizing the importance of the group in the decision making process (Van Vugt, et al., 2004).

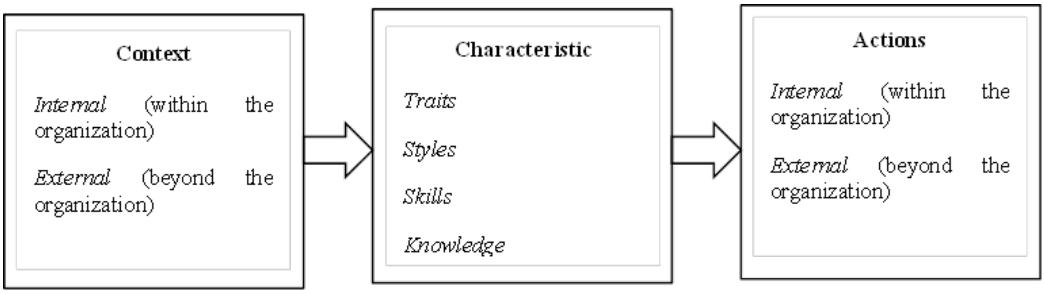
Conversely, democratic or participative leaders act based on inclusive principle (Bavelas & Lewin, 1942). Hence, all members of the group are encouraged to provide feedback, share thoughts and propose solutions. Democratic individuals develop a bridge for communication between themselves and followers. However, the final decisions are made by the participative leader (Sargent & Miller, 1971). As a consequence, democratic leaders are willing to listen, opened to dialogue, as well as independent in terms of undertaken decisions.

Finally, laissez-faire or delegative leaders may be described as the less implicated type of individuals (Oshagbemi, 2004). They are not willing to counsel the members of the working group, and therefore followers may experience lack of motivation or stimulation to perform according to their potential and capabilities. In addition, delegative leaders bypass the responsibility of decision making; do not offer compensations or recompenses; and avoid providing assessment performance to subordinates (Oshagbemi, 2004) .

Corporate social responsibility leadership

The social responsibility of organizations, irrespective of their size and field of activity, has become a topic of interest for researchers and practitioners in the last decades (Toma, 2012; Imbrișcă & Toma, 2020). In the case of business organizations, CSR has proved to be an important element of their strategies (Toma, 2012). In this regard, Visser (2011) sustained that CSR leadership may be defined as a joint effort for obtaining common wellbeing. As a consequence, a CSR leader represents an individual who has the ability to inspire followers to act beyond their own interests and strive for achieving general welfare. Furthermore, Visser (2011) has proposed a fundamental representation of CSR leadership. Hence, the model components are as follows: context, characteristics and actions (Figure 1).

Figure 1: A prosed model of CSR leadership



Source: Visser, W., The nature of CSR leadership: Definitions, Characteristics and Paradoxes. 2011, pp.2

The context of CSR leadership comprises internal and external factors of the company. Current tendencies promote the importance of various parties of interest. Consequently, the focus of a firm has been swift from a single-minded perspective, respectively the fulfillment of shareholders' expectations, to a broader approach, namely considering the needs of all vital stakeholders (Khuong, et al., 2021). Moreover, stakeholders have been separated into two main categories, respectively internal and external (Modreanu & Andrișan, 2022). Those parties of interests within the company are represented by workers, investors, business owners or managers (Glaveli, 2021). Nonetheless, stakeholders beyond the firm comprises clients, providers (suppliers), organizations (governmental or non-governmental), local communities, the society overall and the environment (Macassa, et al., 2021). Due to the limited means of organizations, it may be impossible to meet or exceed all expectations, regardless of their typology (internal and external) (Marques, et al., 2020). Therefore, companies tend to focus on pillar that would benefit most of the vital parties of interests (Grădinaru, et al., 2021). For instance, sustainable business practices have become an important asset that firms may use in order to address a broader range of stakeholders (Kiba-Janiak, et al., 2021). In a nutshell, instead of focusing on satisfying individual needs, firms aim to find ways which enables them to meet collective demands and therefore create value simultaneously for more parties of interests. Within this scope, the following example will be considered: a company improves its daily operations, reduces its negative impact among the environment, and commercializes more sustainable products. At first side, the main stakeholder which may benefit of these initiatives is the environment. However, sustainable actions impact in a positive manner individuals as well (for examples, less pollution may improve one's health). If a firm has engaged with sustainable practices, suppliers willing to collaborate with this company may be influenced to adopt the same behavior. Hence, in this scenario, the society benefits of these policies also (a greater level of education and information among individuals and organizations is achieved by raising awareness of the relevance of the sustainable pillar and supporting the incorporation of these practices into corporate strategy) (Andrișan & Modreanu, 2022).

The characteristics component is relate to internal motivation, including aspects such as personal traits, belief and values of the leader and therefore the acquired skills, style and knowledge. Additionally, studies sustain that CSR leadership is associated with the following (Visser, 2011, pp. 3-4):

1. Understanding the bigger picture. The basis of CSR is change. As a result, companies are required to identify challenges that they may be able to resolve. CSR leadership assumed that in order to propose viable solutions the firm should comprehend initially which caused the acknowledged problems. Therefore, before taking certain actions, organizations need to understand the barriers that they may occur and mobilized resources accordingly.

2. Meaningfulness experiences. Due to the increase business competitiveness, it has become crucial for companies to create strong relationships with individuals (customers, employees and others) based on emotions. Along with functional benefits, organizations should strive for providing meaningfulness. Therefore, purpose represents an important aspect that firms should consider. The leader owns a significant role in the creating connections between individuals and enterprises.

3. Enhancing value. A leader should embrace and maintain strong values in order to influence others. Consequently, they should demonstrate a responsible behavior continuously, respectively professional and personal level. Thus, credibility increases if individuals observe that a leader's actions are consistent, promoting the same values, regardless of the situation.

4. Powerful vision. Nowadays, businesses are required to make a difference. Competitive advantage may be achieved by organizations which embrace various goals such as: economic (being profitable), social (helping those in need) and environmental (promoting and adopting sustainable practicing). All of these objectives develop and sustain a powerful, as well as meaningful vision. Firms should strive to build communities with relevant stakeholders. Each leader of an organization represents an important pillar within the company. In order to strive for determine affiliations, leaders should convince and motivate their followers of the veracity of companies.

5. An inclusive approach towards building trust. Responsible and successful businesses require a joint effort. Followers need a leader and conversely. Leader should guide, inspire and motivate, while the members of the group ought to grow, embrace and implement the learnings. In a nutshell, each component represents a critical aspect that has the potential to influence organizational performance.

6. An eagerness to experiment and be unconventional. A CSR leadership approach compels thinking outside the box. Hence, it implies that CSR leaders in order to tackle complex issues need to find and apply innovative solutions.

7. A long-term mindset on impacts. Companies should be aware of the impact of day to day business activities. Prior to the emergence of severe environmental concerns, CSR leadership entails recognition and action. As a result, businesses should adopt responsible behavior before suffering the negative repercussions of their lack of initiative in this regard.

Lastly, the actions component of the CSR leadership model enhances the internal and external outcomes. Considering the business context and the particularities of the leaders, decisions are taken. These reflect the company's ability to create shared value; to respond and generate change in an innovative and creative manner (Holtbrügge & Oberhauser, 2019). From an internal perspective, CSR leadership actions orientated towards employees may assist the firm in retaining valuable workers (Ali, et al., 2020). Additionally, from an external perspective, these may help a company to attract individuals (for instance, customers, employees and suppliers) by creating a positive image of the organization.

3. Research methodology

The present paper represents a qualitative study due to the fact that it implied the collection and analyzation of secondary data such as scientific journals. Within this scope, the research has been focused on the following three aspects: the comprehension of the leadership term; an overview of the main leadership styles (transformational, transactional, participative, autocratic and laissez-faire); an understanding of the main characteristics of CSR leadership. Additionally, the objective of the study was to identify if CSR leadership is a matter of transformational or transactional style in current business environment.

4. Results and discussions

Is CSR leadership a matter of transformational or transactional style?

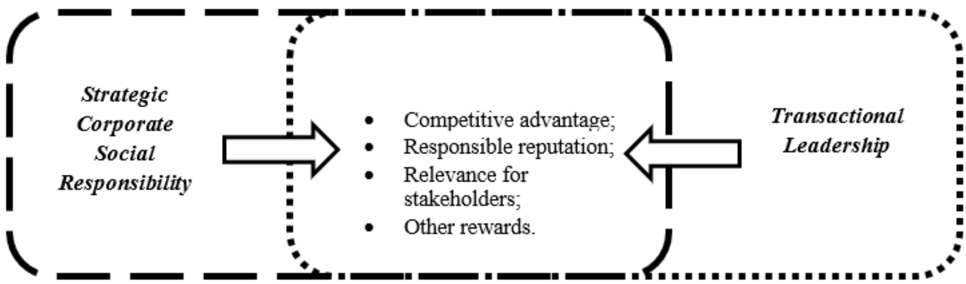
From a theoretical point of view, CSR leadership appears to be more transformational in nature due to the fact that there are several similar characteristics between these concepts such as: the desire to achieve positive change; people-driven orientations; good intentions; aiming to develop meaningful connections between individuals; adopting values and responsible behavior in general; creativeness and innovation (Figure 2).

Figure 2: The CSR concept and transformational leadership

Source: Author's own contribution based on literature review

Moreover, CSR leadership has been promoted intensely in the past decade, and therefore a considerable number of companies sustain that they apply responsible principles on daily basis or, at least, have the intention of adopting them and improve their ways of doing business overall. However, the question is how many of these organizations have transformational leaders? If the percentage of this type of leader would have been high, most probably CSR would have become a worldwide standard business practice by now (taking into account that the CSR subject has been approached by practitioners and researchers since 1953). Therefore, considering a pragmatic angle, CSR leadership may be associated more with the transactional model (Figure 3). The popularity of CSR in the business field has increased due to its strategic potential. Hence, studies sustain that strategic CSR may be perceived as an asset firm use in order to gain competitive advantage.

Figure 3: Strategic CSR and transactional leadership



Source: Author's own contribution based on literature review

Nowadays, variety is no longer an issue. Individuals are able to purchase products or services regardless of the physical distance through the use of the Internet. In addition, they are not constrained by the requirement to labor in a specific country. As a result, the possibilities are endless for those who are willing to experiment. While the progress accomplished so far has benefited businesses, it has also generated some concerns among them. Therefore, currently, stakeholder loyalty is considerably more difficult to obtain. CSR, regardless of its form or appliance, has been recognized as a possible solution that may enable firms to consolidate the relationships formed with relevant parties of interests. Consequently, the relationship between CSR and businesses might be characterized as transactional. Companies embraced CSR policies and expect to be rewarded. On the other hand, the aim of the CSR concept is to build a responsible culture at organizational and individual level. If firms continue to sustain CSR activities, the purpose of concept is fulfilled (to some extent, all parties involved win). Thus, before being transformational, CSR is transactional. It is inefficient for an organization to communicate solely on the basis of good intentions considering the general reluctance of individuals. Moreover, taking into account the practical nature of CSR, transformational leaders should be motivated to comprehend the concept and integrated it in their behavior while maintaining their particularities and ways of working with the members of the group.

5. Conclusions

Human resources are currently in the limelight for businesses. Employers are searching for people who can alter and sustain an organization's goals, in addition to having the necessary skills and expertise. Companies are on the lookout for allies, respectively individuals who understand and support their mission. Moreover, these individuals should have the ability to train and eventually retain other employees. As a result, the formation of meaningful relationships has become a means of achieving loyalty. At first side, CSR leadership and a transformational leader appear to be an excellent match that might aid businesses with this matter. On the hand, transformational leader are hard to find. Therefore, the findings of the present study sustain that firms should strive for transactional leaders. Individuals nowadays are mostly concerned with obtaining personal benefits. As a result, they may view the variable of reward as a motivator to perform in accordance with expectations. Hence, promoting CSR leadership through transformational leaders has the potential to help the company achieve its goals while also increasing its credibility among diverse stakeholders.

Additionally, the results outline the idea that the number of the transformational leader is quite low comparing with the remaining leadership styles and considering the literature review based particularities identified for this typology of leader. For instance, it may be assumed that female leaders are more inclined to adopt a CSR transformational leadership behavior due to the native maternal instinct present in most cases. From a historical perspective, the social status of women shows an impressive evolution. For example, considering the emblematic moment presented in the Holy Scriptures, namely the creation of humanity, the woman can be perceived as the companion of the man. Therefore, their role in Christian communities is quite limited compared to that of men and is largely limited to women's ability to procreate. Although the beginning was not promising or favorable for supporting the development of women, in modern society gender equality is promoted, starting from professional and family opportunities. Women's emancipation is currently being pursued. As a result, women hold key or leadership positions in organizations, albeit in far lesser numbers than men.

According to current studies, female leaders have the following traits: persuasion, empathy, flexibility, charisma, and the ability to take risks. Consequently, the leadership styles employed by women can be deemed transformational at first glance. On the other hand, women leaders are more likely to feel compelled to demonstrate, assert themselves, and earn the respect of their subordinates. The social perception of women and the position expected of them is the major impediment they encounter in their relationships with employees. Emotion, sensitivity, sacrifice, maternal instinct, and the ability to construct and sustain others are frequently associated with the concept of woman. Some of these features are illustrative for the modern leader's theoretical description. On the other hand, at the non-declarative level the leader is associated with the term power (transmitted through attitude, behavior, physical presence and mentality). As a result, a disproportionately large number of women in leadership positions compensate for this ideological image centered on the female gender by adopting a stricter, authoritarian, and even slightly masculinized demeanor. They often use apparent harshness to ensure that they are respected and listened to by others. Therefore, it can be said that some women are inclined or aspire to acquire a different behavior than the one considered native when they take over leadership position, due to the expectations they face at social level. In conclusion, transformational leadership in practice is less popular among female representatives as well. Consequently, they are inclined to adopt a transactional, democratic or participative leadership style (specific also to men leaders). Furthermore, it can be stated that CSR leadership is not a matter of gender and transformational leadership is, to some extent, an ideological concept. In practice or daily live, CSR leadership may be adopted by transactional, democratic or participative leaders. Hence, the transition from companies which enhanced social missions (for example, reduce poverty) to those which focus more on the sustainable issues (reduce their negative environmental footprint) may be perceived as a compelling argument in this regards. Nowadays, firms are focusing their CSR efforts on the sustainable pillar because the return is more in line with their expectations. Together, CSR and leadership, sustain the collective win.

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