

Leadership in XXI Century

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Abstract: Current leadership is different from the one belonging to the last century's society, and in the future, it will certainly be different from today. The difference is not one that relates to the philosophy and physiognomy of shape, but one that is structured on the philosophy of science dynamism and the complexity of social, economic, financial, informational and cognitive dynamics. In an open society, in which general management and even educational management move significantly towards complexity, leadership too will embody forms and formulas that take a leader out of traditional form of leader-hero, virile and good at everything, loved and followed, in favor of a teammate leader, a node network leader, one who will play a creative, innovative and distributive role, a cognitive and universal leader. This change of philosophy and physiognomy towards the creation of creation and innovation, towards knowing, encouraging and protecting those that step outside their limits, is what I consider as one of the fundamental characteristics of the leadership of the century that we just stepped into.

Keywords: leader, leadership; management; present, future

Introduction

Abraham Zaleznik, Professor Emeritus at Harvard Business School (Department of leadership), wrote in an article ("Managers and Leaders: are they different?"), that the manager is the one who leads by rationality and calculation, while the leader uses inspiration and enthusiasm.¹ Weber, on this side of the European continent, also reveals the contrast between the charismatic leader, very modern when it comes to presence and performance, but with ancient roots, and the bureaucrat, which is characterized by rationality. At one of the questions, being asked about a leader's qualities, Yves Cohen cited what a monarch told Harvard students in 1907: "You are and will be leaders!" Some will always say that only certain people can be chiefs, whilst others would say that all people can be bosses. Yves Cohen refers to Mary P. Follett, showing that the leadership issue under the terms of our current era management related to our "law of situation" pertaining to mutual consultation centered on various skills. Alfred Pritchard Sloan talks of the system's power in relation to individuals' activity; others talk about the power of great leaders. However, you cannot become a great leader, a Napoleon or Louis Renault, Ford or ONE if you do not break the limits.

1. Professionalization of management, leadership depoliticizing

XXIst century leadership relates to a specific management of this period, one with an increasingly openness to globalization,

¹ Le chef, une figure du XX e siècle, par Yves Cohen, <https://www.cairn.info/revue-le-journal-de-l-ecole-de-paris-du-management-2012-3-page-16.htm>

towards universal. This does not mean that such a management system crushes individuality and personality, but that all of them - from the individual to the community, from the firm to big economic, financial, political, informational, networks etc. exist both in an individual dimension, private and national, but also in a regional and especially global one.

Gary Hamel, the famous strategic management professor at Harvard University, reveals no less than 15 management principles of the XXIst century²:

1. A management that integrates the ideas of community and citizenship;
2. Removing the pathology of hierarchical formalism;
3. The preeminence of trust and not fear;
4. Reinventing control instruments;
5. Redefining the leadership function;
6. The extension and full exploitation of diversity of teams;
7. Recomposing the organization in small units;
8. Creating the conditions for everyone to participate in choosing directions;
9. Activating a democracy of information;
10. Protecting the rebels;
11. Expanding the space of autonomy of workers;
12. Creating internal market of ideas, talents and other resources;
13. Depoliticizing decision-making processes;
14. The emergence of communities of passions;
15. Reconfiguring management, so that it can be inserted in an open world.

² 15 caractéristiques du management du 21ème siècle, <http://www.entrepriseglobale.biz/2010/06/15/caracteristiques-management-futur-ouvert-global>

Of course, these are debatable because, like any principles, they have a high degree of generality. It is true that human society is heading with rather rushed steps - quite too fast, sometimes artificially accelerated - towards a globalization process, but such a process can only be effective when the identities that are globalizing will reach that stage of development as to permit effective access to this level. In other words, to be plausible (real) and efficient, integral globalization, even if it is gradual and processual, it is only possible when identities that are globalizing reach the limit of competence and adequate systemic and procedural functionality. For them to survive they must accept integration or simply disappear. Even if such a claim should be taken in its complexity, there is no doubt that there is no return to what has been before; it must be said, however, that all 15 principles reveal, in one way or another, the likeliness of how management will look in the future.

Also, each of these principles is quite transparent in meaning - as, incidentally, must every principle be - and therefore, the following are not certainties, but possible reflections of the new type of management of

a society approaching its most general form and, as such, a new kind of division, as a society that is unable to multiply, to de-multiply, to model and to reprocess will not be able to generate that energy it needs. Therefore, it will enter a type implosion specific to a star that has lost nuclear energy and draws itself on itself (due to autogravitation), until it becomes a black hole. And the black hole - as it happens in the universe - will continue to draw itself until it disappears, turning into pure quanta which are no longer of any former stars or black hole, of Universe.

I have mentioned all the above, since understanding leadership in the XXIst century fails within the processuality of a managerial becoming - expressed, in conclusion - and through these 15 principles (but also through others that are not addressed in this article).

2. A leadership of complexity and unpredictability

Starting from these 15 management principles of the XXIst century, it is probable that the qualities of leaders and, therefore, the associated leadership may be expressed briefly as such:

	Characteristics of the XXIst century management	Characteristics of the XXIst century leaders
1	<i>A management that integrates the ideas of community and citizenship</i>	<i>The capability of not being a partisan or representative of the community or citizenship, but a representative of a management centered on effect</i>
2	<i>Removing the pathology of hierarchical formalism</i>	<i>Able to replace authoritarian hierarchical formalism with a consonant relational network system, in which the leader is a network node and not a (higher or lower) decision-maker boss in an authoritarian or democratic hierarchy</i>

3	<i>The preeminence of trust and not fear</i>	<i>The ability to cultivate and use trust as a system and process function. It is not fear of sanction that is the functional core, but confidence in people and their ability. In this case, leadership is one based on trust and not one based on constraints</i>
4	<i>Reinventing control instruments</i>	<i>The leader manages the feedback and interoperability relationship, involving an integrated control, of an implicit type, intrinsic to the system and process</i>
5	<i>Redefining the leadership function</i>	<i>From charismatic, intelligent, heroic, powerful and legendary, to architect, builder and engineer of the system and process</i>
6	<i>The extension and full exploitation of diversity of teams</i>	<i>The ability to encourage and give disagreements, differences and diversities to generate not consensus, but the optimum. The leader must be able to ensure the optimization of diversity and not uniqueness.</i>
7	<i>Recomposing the organization in small units, so that each one would be inventive and innovative</i>	<i>The capability to contribute to optimal system division so that each identity would generate maximum efficiency</i>
8	<i>Creating the conditions for everyone to participate in choosing directions</i>	<i>The capability to put into practice and to capitalize the capacity and capability of each team member</i>
9	<i>Activating a democracy of information (cognitive democracy)</i>	<i>The capability to harness information and transform it into cognition and cognitive heritage, namely that of generating value</i>
10	<i>Protecting the rebels</i>	<i>The capability to encourage and harness, in the benefit of the enterprise / organization, the rebels' nonconformism and, therefore, their innovative ideas that collapse the systems' boundaries, as managerial performance cannot be obtained within limits, restrictions, but in courage, freedom, assumed responsibility and boldness</i>
11	<i>Expanding the space of autonomy of workers</i>	<i>The capability to understand and promote the principle of extensible autonomy based on the competence of employees</i>
12	<i>Creating internal market of ideas, talents and other resources</i>	<i>The capability to generate, in the banks and markets of ideas, methods and ways of attracting ideas, talents and resources, and also of maintaining an optimal trend</i>
13	<i>Depoliticizing decision-making processes</i>	<i>Depoliticizing the leader, even if, as a rule, the decision belongs to the political level, the leader must emerge from this (conflictual) level sidedness and unite the side of politics that is not conflictual with the strategic level, thus evading the politicianist passion, for the benefit of useful and effective strategic reason.</i>
14	<i>The emergence of communities of passions</i>	<i>The leader of the XXIst century does not step out of passion, love for people and a job well done and he generates a generous support of broadening the communities of enthusiasts of their profession, creation and innovation</i>
15	<i>Reconfiguring management, so that it can be inserted in an open world</i>	<i>In the XXIst century, the gap between leader and manager shrinks, so as modern leader will contribute substantially to the synergic merger between its informal and formal dimension into a new concept, in a new emerging universe, contributing to management transformation.</i>

In this new context, it is also necessary, of course, to redefine the leader's position. There is still relevance to a leader's image of one that a crowd enthusiastically follows, of a leader both informal and formal, highly intelligent, resourceful, who can act as the one that can integrate "the elements that shape the image of the institution",¹ one who drives a business, who can turn anything into money, who has cachet and is highly regarded by his superiors, who always finds a solution, who can handle this tangled web of networks, who know and does everything but mostly what needs to be done and then how it should be done.

Conclusions

1. These realities, trends and forecasts of management reconfiguration so that it would be useful to an open society, specific to the globalization era, do not evolve in a linear manner and, therefore, predictable, but in a very dynamic and complex way. Their evolution can be restrictive, temporizing, confrontational and extremely complicated, with planned and rigorous processualities or, conversely, with intricate, nonlinear and even unpredictable developments, that can lead to chaotic or even catastrophic effects, such as major disasters or world wars. That is why, the management of a society evolving from closed to open, from consumption to knowledge, looks like a river overflowing after the bursting of a dam, where almost everything is changing, including traditional leadership. It has to become – from an already established one, praised in immortal works and confirmed over hundreds of years, a leadership of complexity and unpredictability

¹ Corina Rădulescu, *Imaginea instituției publice*, Editura Universitară, București, 2015, P.139, ISBN 978-606-28-0264-6

characteristic to great (market) outlets and huge economic, politic, social, and cognitive information outpours.

2. The leader of a society based on networks, information, cognition and cognocivilization can no longer be a privileged, chosen one, prince, hero, superhero, a Jack of all trades, innovative and resourceful, loved and followed by his team. The leader of the times to come will be a kind of network node with complex functions, a team player and member, connected and interconnected in a system and a process, with local, general and universal determinations, a core capable of handling interoperability, stimulate creation, optimism, confidence, competition in a dynamic and complex determinism, with many unpredictable developments and an acute need of knowledge, innovation and technology and (information) knowledge transfer.

3. In the new society, open to all horizons, the leader is not only a commander who says "Do like me!" Or "Follow me, Forward!", he is not, unfortunately, A (AN), but a distribution wheel in the system, an important neuron in the world of billions of neurons that have no homeland, no gene, but carefully flow passing through economic, financial, social, informational and cognitive synapses, with the great mission of optimizing this processuality and generating planned effects.

4. We do not know whether this kind of leadership specific of this century, will or will not be useful to any country, civilization of the ones we know, but certainly it will be one of the essential characteristics of the open society from this long process of globalization, companies, firms and corporations of all kinds, educational systems everywhere, given that the Earth has already started to build a new type of civilization, the civilization of knowledge.

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