Value Change of modern employees.

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A switch to the knowledge economy has changed both requirements for employees and the employees themselves. The old approaches are inadmissible for the new-type 'brain work' employees. The priorities of the past – natural resources, goods, energy and even money – gradually lose their importance to become less significant items. *Intellect and information* are becoming the basic success factors both for organizations and the society in general. Today a return on every dollar invested in electronics gives 100 dollars, and the manufacturing is typically paid up in just 2-3 years. Overall, more than two thirds of the added value in the contemporary products is made with the help of the intellectual labor; some twenty years ago this share was less than one third[1].

The knowledge-based economy drastically changes the attitudes of employees to their managers. According to Jonas Ridderstrale and Kjell Nordstrom, the boss is dead. We no longer trust in managers who are always right and pretend to know more than we know. Management by means of numbers is left far behind in the past. Fear-based management works no longer. If management is first of all about people then the art of management must turn into the art of *people management*[2].

The era of intellectual labor employees features fundamental differences against the recent past. Covey indicates seven key differences:

1. *Globalization of markets and technologies.* New technologies result in a transformation of the major part of local, regional and national markets into global border-free markets.

2. *Development of the total communication*. For the first time in history, this will bring to a separation of the information flow from the things' flow[3].

3. *Democratization of information and expectations.* The internet has no centralized management. This is a global scale transformation. Expectations and the social

[1] Stephen R. Covey. The 8th Habit: From Effectiveness to Greatness. – Free Press: New York, London etc, 2004, p. 27

[2] G. Fidelman, ibid., p. 98.

[3] P.Evans, Th.S. Wurster. Blown to Bits. – Boston: Harvard Business School Press, 2006, p. 13

will are stimulated by the information, which is delivered in the real-time mode – eventually, this guides the political will affecting each and everybody.

4. *Exponential growth of competition.* The Internet and satellite technologies turn every on-line person into a potential competitor. Organizations have to improve their competitive edge against the companies whose job prices are better, costs are lower, innovation development is faster, operations are more effective and the quality is higher. The free entrepreneurship and competition forces lead to a better quality, lower costs, higher speed and flexibility of work performed by the order of our customers. Today, it's not enough to be guided by the achievements of competitors and even the so-called "high quality". Today's reference standard is the world-level achievements.

5. *Financial capital is losing its dominating role in the creation of wealth; it is now replaced with intellectual and social capital.* Today the idea of wealth is associated not with money but with people – not financial but 'human' (intellectual and social) capital, which covers all the aspects. This is about the 'human factor' in the broad sense of the word.

6. *Free will.* As never before, people are getting more and more informed and aware; they are getting to know better the opportunities and alternatives. The labor market turns into the market of independent professionals, and its players are getting better aware of the available market options. The intellectual professionals oppose attempts of managers to enslave them; today it's increasingly them who set the price for their labor.

7. *Endless mountain stream.* We live in a permanently moving and ever-changing environment. Living in a stormy stream, every person must have a certain inner landmark to be guided with when making decisions. People should independently realize the goal and guiding lines of their work group or the organization without waiting for orders from the management[4].

In these conditions, creative and proactive employees are needed, and not execution units. Such employees don't wait for managers' instructions – they independently make decisions how to do their work and even what to do. Their decisions are based on the strategy of the organization and the objectives of their departments and groups. Such intellectual employees can't stand orders of their bosses. They can only tolerate leaders not above but

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[4] Stephen R. Covey. Ibid., p. 68

next to them, who don't boss but involve employees (followers) into discussing and fixing problems of the organization. During the discussion process, they make decisions about how to settle these issues. This is not only about a delegation by top managers to business units' managers, but about their involvement into the matters of the organization. Then the BU managers engage their employees into the discussion of all issues of their respective business unit. When line managers are not superiors ordering around but leaders inspiring their staff, they do expect the *leadership* from the top manager of their organization. Today, those who manage one's subordinates with orders will find themselves tomorrow without any subordinate. First, the most talented, proactive and creative employees will leave and only low-competent employees will stay. Quite soon, they will bring any organization – even a major one – to a failure because of the ever-changing situation in the world of globalization.

Leadership instead of management?

Kotter says those companies that do not change eventually become extinct. While those willing to change but unable to do so, die out even faster. Changes can only be successful if a company is headed by a true leader, says the author of the Leading Change. Many authors indicate that there are differences between leadership and management. As Kotter puts it, management is much more about controlling than leadership, main idea of which is not a control but "a leap forward". In other words, leadership is based on trust rather than control. Management is more concerned with building up formal relations between people, whereas leadership appreciates informal relations. A leader doesn't need a formal hierarchy. Management can't do without a detailed plan, which ultimately stays within financial numbers. Leadership doesn't need that[5].

We can say that leadership is the ability to bring people the idea of their advantages and potential in such a clear way that they'll be able to see these qualities in their personalities. Leadership is a true art of *creating opportunities.*[6]

In fact, an effective management implies that the head is not a boss but a managing leader. For more than 10 years Norhia, Joyce and Robertson have been studying over 200 deeply rooted management methods employed in 160 companies. Finally, they have identified the management methods with an excellent performance. They concluded that all top companies – leaders of their industries – without any exception successfully applied four basic methods of management:

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[5] D. Kotter. Interview. – http://www.e-xecutive.ru/career/adviser/553538/index.php?ID=553538
[6] Stephen R. Covey, ibid., p. 96.

1. **Strategy** – developing and following-up a clearly articulated and targeted strategy

2. **Execution** – developing action plans and securing their flawless implementation

3. **Culture** – developing and maintaining a corporative result-oriented culture.

4. **Structure** – developing and maintaining a robust, flexible, *flat* organization

In addition, these companies attracted talents, launched innovations, introduced leadership and were engaged in mergers and acquisitions[7].

Such effective management was based on the heads (of all levels) performing the four key roles of a leader:

1. Role model (conscience): gives a good example.

2. Navigator (vision): sets forth the course.

3. Tuner (discipline): creates and manages systems designed to keep efforts within the course

4. Inspirer (passion): drives talents to results, not methods; then gives people the freedom of action rendering assistance when needed[8].

The most important task of the managing leader is to know the names of people, their problems, show interest in an employee as a human being, not just a professional. In fact, people are not really interested in your knowledge as the head until they really feel your attention to them, your care. Until they find that you take an interest in them, they won't care for what you say or know[9].

A good manager must combine the knowledge of his/her professional area with the general knowledge about management. For example, a steel works manager must have an idea of the industry and basic business units of the company. At the same time, he must know how to draw annual and quarterly plans, know a thing or two about finances, and control the progress of the set tasks.

In terms of leadership virtues, he must be able to help people comprehend the set task, inspire them, make them believe this is in their own interests. These are the two sides of management. Each head has specific combination of these attributes. There are people who can be called good managers and great leaders. Others are good leaders and great managers. A success of a head depends on the combination of these two qualities: the management and the leadership. Since these attributes do not actually combine within the same person in the same proportion, the most critical ability of a today's successful head is the ability to create a team,

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[7] What Really Works. – *Harvard Business Review,* July 2003.
[8] Stephen R. Covey. Ibid., p. 123.
[9] L.W. Gertmenian. – http://www.hr.inforser.ru/articles/index.phtm?depid=2&subdepid=33&article=91

where members can supplement each other. A collective management can provide for <u>a leadership management</u>.

2. What is Leaders' Management about?
Need for leaders

The leaders' management instead of the bosses' management has become necessary, first of all, due to permanent, unpredictable changes every company has to do with. Since most countries and industries are facing growing rates of changes, the requirements for leadership virtues of managers are becoming higher, too. To achieve outstanding results in a modern business, managers must have two virtues: an ability to discern new promising ideas and to create an efficient team of like-minded persons to successfully implement them. In other words, they are managers with innovative leadership competences who are of a high demand now.

Effective leaders strive for innovations and know how to make changes and carry their employees away. In his book, the Leading Change, J. Kotter suggests eight basic stages of changes and gives recommendations on how to behave at each of them. They are:

• indoctrinating people into the need for changes;

• creating a team of reformers;

• defining perspectives and outlining the strategy;

• propagating these new visions;

• creating conditions for employees' participation in reforms;

• achieving quick first results;

• consolidating the achieved progress and developing the changes;

• rooting changes in the corporate culture[10].

It is impossible to skip over any of the stages. J. Kotter is sure to say that the amount of companies that collapse for the reasons of their inefficient reorganization will hardly become smaller in the nearest future. The thing is that they must be leaders to manage the changes. But the amount of true leaders is still insufficient, like twenty years ago. At the same time, the rate of changes has significantly grown in these years. Any industry, any company is now facing such level of instability, which was hardly imaginable twenty years ago.

An innovative leader is needed to successfully manage a company in a situation of current changes. R. Anthony defines 11 most important virtues of such leader[11]:

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[10] Quot. from: Sekret Firmy, No.34 (73) Sep., 13, 2004
[11] Quot. from: Kreativnaya Ekonomika, No.1, 2007.

1. Quickness and focus on action. These skills are important for a leader for the analysis of situations, decision-making and reacting to new opportunities.

2. Striving for progressive changes. An innovative leader creates companies and develops a culture of continuous and never-ending changes in them. He provides the processes of uninterrupted education, adaptation, evolution and improvement.

3. Obsession with the future. A leader outlines the future of his company and makes plans for its development. He is constantly asking such questions as "What's next?", "Where else?" etc.

4. A skill to inspire and motivate. The best leaders primarily arouse the specialists' interest, then win them over and make them move forward at a quick pace.

5. Ardent attitude to new ideas and possible changes. Ch. Carlson who invented a photocopying technology was turned down at 20 companies. Then he established his own company – Xerox.

6. Ability to influence people with the force of argument. Innovative leaders depict a distinctly optimistic, brilliant, alluring picture of the future for their followers. They "sell dreams" and convince their followers that they should "enter their boat and stay there". In general, an innovative leader has the same virtues that are important for any leader in the modern economy.

7. A fight against bureaucratic rules inside the company, focus on creative work based on a common idea, flexible approach and compliance with ethical standards.

8. A strive for conquering peaks.

9. Constant search for new opportunities.

Innovative leaders are focused on new ideas and opportunities; they strive to master them before their competitors. They read a lot, study various trends and technological developments and always ask themselves such questions as "How applicable is that to my company?" or "How can I benefit from that?"

10. A character of a builder, who creates his company, moulds a particular environment, which would be favorable for the development of creative imagination, prudent risk, aggressive initiative and calibrated tactics. It's all about the creation of an efficient corporate culture.

11. Propensity to well thought-out risk with the expectation of high results.

Overall, an innovative leader has the same virtues that are important for any leader in the modern economy. The only thing probably unacceptable for him is authoritarian managerial style. One of the main goals of an innovative leader is stimulating an uninterrupted creative search, or creativity, in his team.

Our so-called modern companies have a bureaucratic, military model in their underpinning, whose structure is not adapted for changes at a rate that is really typical of the current changes, - says J. Kotter. – We are insufficiently structured for quick efficient changes; we have not developed processes for the introduction of the quickest changes. This contributes to the development of such corporate disease as a "shallow" or "dummy manager", which decreases our productivity and profitability[12].

The structure of most modern companies both in Russia and abroad is only to make this problem acuter. A corporate structure is usually a pyramid, a hierarchy. There is an indisputable chief executive officer on the top and medium-level managers with a permissible control level in the middle. Such pyramid creates filters to restrain changes and impede them. That is why such structure will never catalyze changes. Historically, the purpose and functions of a hierarchy were meant to provide for effective compliance with orders. Moreover, such company structure does not allow top managers to obtain undesirable information on the situation in their company. Henry Ford fired the only top manager who ventured to present a detailed report on the real state of affairs to the head of the company. The founding father of the car giant was fully confident that he knew the needs of his purchasers better than other people could. Such managerial practice was preserved at the company after World War II. At the end of the 20th century the needs of American people changed: they wanted cheap and reliable cars instead of huge shining monsters. American car makers did not believe their consumers, whereas Japanese companies gave them exactly what they were ready to buy. The result was the agony among the "Big Three" car makers in the USA.

Indulging in wishful thinking is peculiar not only to top managers of car-making companies in the USA. Those from other corporations are also enslaved by their illusions: it is possible to note such companies as Kmart, Digital Equipment, Firestone, Bear Stearns, etc. And none of the top managers will ever dare to provide the head of the company with real information on the current situation[13].

Need for Leadership. But what is it about?

There are many definitions of leadership. Some say it's a process, some say it's an ability, others say it's a relationship. Go on, start with the one you like the most, and go for it.

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[12] **http://www.e-xecutive.ru/knowledge/worldtoplist/345274/index.php?ID=345274**

[13] Leaders in Denial. – Harvard Business Review, July 2006.

- "**Leadership is a relationship** between those who aspire to lead and those who choose to follow". (Kouzes & Posner, 2002).

- "**Leadership is a process** whereby an individual influences a group of individuals to achieve a common goal". (Northouse, 2004)

- "**Leadership is the influencing process** of leaders and followers to achieve organizational objectives through changes". (Lussier & Achua, 2004)

- "**Leadership is the behavior** of an individual… directing the activities of a group toward a shared goal". (Hemphill & Coons, 1957)

- "**Leadership is** the influential **increment over and above** mechanical **compliance with the routine** directives of the organization" (D.Katz & Kahn, 1978)

- "**Leadership is the process** of incluencing the activities of an organized group toward goal achievement" (Rauch & Behling, 1984)

- "**Leadership is a process** of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve purpose" (Jacobs & Jacques, 1990)

- "**Leadership is the ability** to step outside the culture… to start evolutionary change processes that are more adaptive" (E.H. Schein, 1992)

- "**Leadership is the process** of making sense of what people are doing together so that people will understand and be committed" (Drath & Palus, 1994)

- "**Leadership is** about **articulating** visions, **embodying** values, and **creating** the environment within which things can be accomplished" (Richards & Engle, 1986)

- "**Leadership is the ability** of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization…" (House et al., 1999)

- "**Leadership is the ability** of developing and communicating a vision to a group of people that will make that vision true" (Kenneth Valenzuela, 2007)[14] – *This is mine.*

J. MacGregor Burns started in his book "Leadership": "The Crisis of Leadership today is the mediocrity of so many men and women in positions of influence. The fundamental crisis underlying this mediocrity is intellectual. If we know all too much about our leaders, we know far too little about Leadership"[15].

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[14] http://www.bealeader.net/leadership-definitions/

[15] Quot. from: A. F. Smith. The Taboos of Leadership: The 10 Secrets No One Will Tell You about Leaders and what they Really Think. – Jossey-Bass, USA, 2007, p. 4.

It is possible to state that leadership is one of the most widespread and least investigated phenomena on the Earth. Although the study of leadership-related problems has existed as a science for more than 100 years, no one has managed to create a general leadership theory yet.

Apparently, it is possible to agree that leadership is based on the confidence in the superior. The confidence itself rests upon the following six main factors:

1. **Conviction**. This is passion and adherence to one's own views, which a manager demonstrates in everyday life.

2. **Character**. An ability to constantly demonstrate honesty, lack of duplicity but respect for and confidence in people.

3. **Care**. An ability to demonstrate care for professional and personal development and prosperity of employees.

4. **Strength of mind**. A willingness to protect one's views, to get into argument, convince an interlocutor or acknowledge oneself in the wrong and change one's behavior in a proper way.

5. **Restraint**. An ability to demonstrate relevant but not excessive emotions in different situations, especially in case of a crisis or hardships.

6. **Competence**. Professional knowledge – technical (functional and conceptual) and soft competences – an ability to carry on and keep up a conversation, work in a team and structure the situation[16].

It is also believed that leaders must serve the interests of their companies. We do not consider them to be autocrats anymore. Now they are servants of the great Common Good, which they sacrifice their personal needs to. This is how the theory puts it. But in reality activities of the heads of companies often look like narcissism, pure egoism or self-interested strive for profit; however they are of exactly that kind, in fact. Why so? Because people who live and work in any economic system, especially in capitalistic one, seldom have motives to give their efforts, energy and talents for the common good to the prejudice of their own interests. Such behavior is just not typical of a person in a capitalistic society[17]. However, maybe it's worth stating that such behavior can be peculiar to a "passionary" (People with drive). But does this mean that a modern head of a company must be not only a leader but also a "passionary"? Probably, a "passionary" is always a leader, however by no means every leader is a "passionary". Therefore ideal leaders do not exist. However, J. Adizes thinks that

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[16] A. Smith. Ibid.
[17] Ibidem

ideal leaders do not and *cannot exist.* The ideal leader, manager, or executive does not and cannot exist. All the literature that attempts to teach us to be perfect managers is based on the erroneous assumption that it is possible. No one can excel at all roles expected of leaders or managers. A person may excel in one or more roles, but not in all of them under all circumstances. The author notes that the current business medium is trapped by the principle of the individualistic management, which personifies the whole managerial process. Often one person has to perform all managerial functions at once: planning, organization, education, motivation, leadership, discipline, communication, team-building, etc. And they have to execute them at the highest level, i.e. to be a manager, leader, tsar, sultan – whatever you call it.

But is it really possible to find such an ideal combination? Forget about it! It doesn't exist! That is why I call such theoretical person a "manager from a manual" since he/she can be real only in literature. In reality, such manager does not exist. Moreover, such manager cannot exist since all these roles cannot be combined in one person.

None of us can ever be an ideal person. This is Utopia. Perfection, which we must strive for, is the best possible cooperation and work with people who supplement us. The main challenge here is to overcome communication barriers and create an atmosphere of mutual respect and confidence.

A true manager (i.e. leader) enjoys confidence and respect of other people and has the same attitude towards them. Why so? He is not perfect and therefore cannot play all the four roles at once. Consequently, he needs a team to supplement him. This is not a simple team since he has to work with people whose style differs from his own and such discrepancy will inevitably lead to numerous conflicts. In order to make these conflicts constructive, the team and the manager must share mutual confidence and respect, whereas the leader's work is to create conditions, in which such climate of diverse styles and behavioral cultures will not be destructive[18].

It is possible to define 5 virtues of a leader-manager who can only implement the new relevant managerial type – *leaders' management*:

1. The leader-manager is able to face the future, look ahead beyond the limits of today's problems and quarterly reports.

2. The interests of the leader-manager are not limited by the department or a shop he runs. The leader-manager wants to know as much as possible about the interaction of structural

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[18] J. Adizes. Leading the Leaders.
– http://www.e-xecutive.ru/knowledge/worldtoplist/345274/index.php?ID=345274

units of the whole company beyond his sphere of influence.

3. The leader-manager is focused on facing the future, values and motivation.

4. The leader-manager has a skill to cope with conflicting requirements of numerous constituents of the whole process.

5. The leader-manager does not perceive the current situation as something completed and invariable[19].

If we understand leadership as an ability to carry people away, convince them, communicate one's views to them and efficiently implement new projects, indubitably such leadership is shown at any level in a company. Leadership does not depend on the position. But the first leader has special responsibilities.

The First Leader. Who is he?

First of all, a responsibility of the first leader is integration of other people into a team to achieve the strategic goals of a company. We are talking about the first leader's team. This team is built and motivated by goals that do not arise spontaneously but require broad mind and deep understanding of the nature of upcoming changes. As it has already been stated above, the most important criterion of an efficient company or even one to reason its survival is constant adaptation to changing conditions of the current economic, financial and political environment. This implies never-ending changes as an unquestionable rule of any company.

It is exactly the first leader who has the whole information (unlike the chief executive) since he is not a superior but first of all an innovator and a manager integrated with the company. In order to have time required to evaluate all important information on changes in the real world of business, the first leader delegates all tasks that can be solved by other team members to exactly these employees.

It is impossible to "go over the first leader's head". Even if the process implies the highest involvement of different-level employees in problem discussion, it is improbable that everyone should know everything. Even the people immediately surrounding the first leader know only some special issues. Therefore they do not have a temptation to encroach upon someone who distinctly specifies some more general information available to only the first leader. As V.I. Lenin wrote, "those who dare to tackle special problems without preliminary solution of general ones will inevitably unconsciously "stumble upon" these general problems at every step". Therefore it is exactly the first leader who can be a problem-setter for the whole company and motivate the employees to solve new and unavoidable problems. Today,

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[19] John W. Gardner "The Nature of Leadership", Leadership Papers N1, Independent Sector, January 1986.

such leaders are becoming of a particularly high demand (the financial and economic crisis, displacement of the mass segment by Chinese products, - all this requires a "from the general to the special" approach, i.e. "thinking in the century of systems" instead of the former "thinking in the century of machines").

The first leader surrounds him with people who are not afraid to tell him the truth. "You have to keep your feet on the ground when others want to put you on a pedestal, - says Bill Burns, head of the Roche Pharmaceuticals department. – After a while on a pedestal, you stop hearing the truth. My wife and secretary are fully empowered if they ever see me getting a bit uppity to give me a thumping great hit over the head"[20].

When selecting a team, the first leader must not be guided by his personal sympathies. Otherwise team work may become trapped by personal relations. It is even worse to build a team of single-type personalities – the diversity in managerial styles and approaches to problem solving is crucial for a complementary dialog. Companies that have balanced the talents and characters of their employees, especially in the first leader's team, achieve a valuable diversity of methods and approaches.

Now there are a lot of tests and methods to save you from defining personal qualities of your employees "manually". For example, **Myers-Briggs Type Indicator** or **Business Challenges** by **Andrew Morneau** meant to define the type a target person belongs to: whether he/she is a prophet, researcher, builder or lobbyist, whether he/she is inclined to integration or regulation, and architect or an emergency restorer. Some people believe that the indicator of an efficient team is a situation when people can painlessly change their roles depending on the current need. It seems that this statement is questionable.

Schematically first leader's team members may be presented as organizational DNA[21]

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[20] Harvard Business Review, March 2006
[21] A Blueprint for Strategic Leadership. – http://www.e-xecutive.ru/career/adviser/688580/index.php?ID=688580
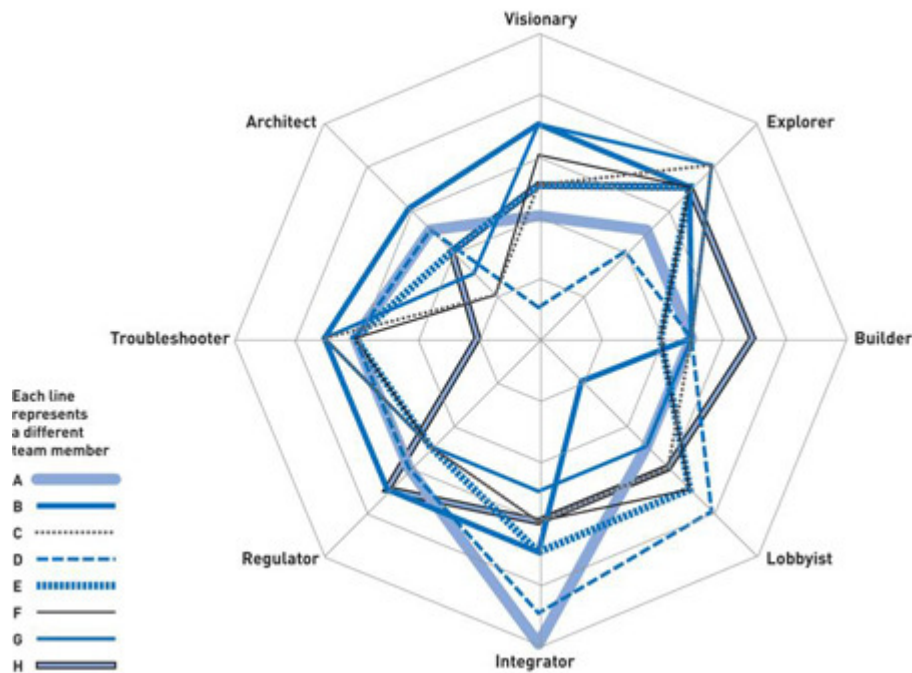
Such team of the first leader will make him use available experience and talent to achieve mutual understanding. This might require up to several months. But this is the case when it's worth making the haste slowly: additional time and efforts are compensated for by a smaller amount of failures in the future. This is how the necessary prerequisites for *positive leadership* will be created. It is exactly such leadership to be the basis of effective management at a modern company in the era of innovative knowledge economy.

Conclusion.

Traditional management is a product of former, industrial society. It was sufficient in the latter to perform one's *work correctly* obeying the boss's instructions. The present knowledge society being at the stage of its creation where innovations are a basis of competitiveness for companies demands the execution of *correct work* from employees. The employees are not expected to blindly obey the instructions but they are to take a creative approach to their activities. The labor market has seen new-type professionals: intellectual labor workers. They imply participation rather than obedience. Such employees can be successfully guided only by means of leadership rather than by directive management. All these trends have become apparent in a situation of radical macro-level changes. Finally, they are only those companies to become competitive that are headed by leaders rather than by bosses. The first examples of such new-type managers have already appeared. They will be only their companies to survive in the globalized market in the future.

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