

## Leadership as a Global Axis

### *(El Liderazgo como un Eje Global)*

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*Leadership is one of the most observed and least understood phenomena on earth*

*J.M. Burns*

**Palabras claves.** Autoridad, autonomía, colectividad, competitividad, liderazgo, gerencia, principios.

**Resumen.** Hemos observado con el pasar del tiempo cómo se ha desarrollado el liderazgo en nuestra cultura, desde los terratenientes, reyes, burgueses, esclavos o vasallos, hasta los líderes y empleados actuales; algunos nacieron para liderar y otros para obedecer. Los nuevos líderes de esta era deben integrar varias actitudes y aptitudes como la transparencia en el poder, la autonomía, la educación en valores humanos y la competitividad responsable al trabajar en equipo para lograr objetivos conjuntos, y así crear un ambiente económico, social y político estable. Hoy en día es importante que las instituciones enseñen a sus estudiantes cómo ser autónomos y productivos, cómo escuchar activamente y cómo comunicar. De esta forma avanzaremos hacia el crecimiento personal y nos convertiremos en grandes líderes.

**Keywords.** Authority, Autonomy, Collectiveness, Competitiveness, Leadership, Management, Principles

**Abstract.** Through time, we have seen how has been the development of leadership in our culture, from landlords, kings, bourgeois, slaves or vassals, to the current leaders and employees; some were born to lead, but some others to obey. The new leaders of this era must integrate several attitudes and aptitudes, such as power transparency, autonomy, human values education and responsible competitiveness by working in team to achieve common goals, and create a stable economical, social and political environment. Today, it is important that schools teach students how to be autonomous and productive, how to listen actively and how to communicate, so that we keep moving toward personal growth and we will become great leaders.

## INTRODUCTION

In order to talk about leadership, we have to understand it first. The term refers to the process whereby an individual influences a group of individuals to achieve a common goal. A good leader should motivate its followers, have empathy with them, and also, create different strategies to solve problems and make decisions. These characteristics allow the origin of a community with financial, social and environmental basis that will develop leadership in any organization. So, is leadership the global axis?

## SCOPE

This article describes all the characteristics of leaders, setting up from the beginning of times till the current time. It also includes the necessity of integrate leadership and autonomy teaching on educational processes. The final purpose of the article is to show the importance of good leadership as a tool of companies.

## OVERVIEW

Nowadays, not only organizations struggle to be more competitive. In the concept of the global village, human beings, in the process of individual self development, are looking for their own benefit and the benefit of others to be successful. This success is reflected in the

current leaders of the world and in the performance they have had for the general benefit. From that point of view, as Zenger (2009) mentioned “the new dimension of leadership is geography”. This idea is reflected in what we call space and time with different time zones, always looking for success and the best possible results.

It is well worth it to mention the ideas of Rallph M. Stodgdill in which he mentions that “there are as many definitions of leadership as people who have tried to define it” these definitions, without any doubt, are mixed in the different leadership stiles, analyzed from different perspectives such as responsibility, competence, technology, motivation, participative stile, self control, team work, the current social dynamics, the established goals, constructive development of labors, commitment and involvement of each person in problem solving, and individual and general acknowledgement of the group. In this statement, the approach aims at finding goals to strengthen collectivity and from an academic perspective the self development of what we have called the academic community.

There are many leadership stiles, however, there are just a few focused on team leadership. A leader has different names such as leader or boss, or, as history has suggested, states of submissiveness, and without any doubt, there are clear examples in each period in history, in which it has been called master, landlord, king, or bourgeois. On the other hand, we have the slaves, vassals, or workers. Some are destined to lead, some others to obey.

In the 21<sup>st</sup> century, we conceive a leader who shares, who is not a mixture of unique features, who is not the ideal prototype of authority, but a leader who shares proactively the development of a collective in something that has been called a win-win situation. In this process of voluntary determination to influence people in the achievement of objectives, the human factor and the personal qualities of each person play an important role. As Diaz and Lozano (2010) have mentioned, both the leader and his team have to be inspired in clear intentions and actions. In addition, the leader has to be authentic, since knowing about his character is essential to identify needs and questions from others, reducing vulnerability and fostering his evolution. This performance is what has been defined in organizations, not from the context of entrepreneurship, but from the reality of humans, as objectives to be achieved. This objectives are conceived from the point of view of each group of people, in a real an evident way; going from the instruments and abilities, to the competences to be achieved without any confusing or ambiguous outcome. The reality of a group is the reality of each individual and, in the same way; the educative process is brought to society.

Nowadays, the need of leader is more than evident. The achievement of determined goals helps them to develop their own processes and changes in specific contexts, such as the individual context, the entrepreneurship contexts, or the educative context. This conception tries to consolidate today’s complexity of changes, going from relationships, efficiency, to conduction of problems. These ideas are related to the context of the meso environment, which develops different social situational factors, learned from human conduct itself. This relation can be seen from two perspectives: from the conception of the unsuccessful manager who blames others, or from the perspective of the educator who is a suitable leadership figure and proposes a real strategy and path, necessary for the leader consolidation. As mention by Livingston 1971 “specialist on organizations and development have arisen; however, managers have not been prepared”, so we have a first approach in which a leader is the representation of enthusiasm, in which he motivates good performance and is committed to a healthy maturity, from beginning to end in a long term.

A strategic leader uses his talent as a solution, develops managerial competences in a general context, and makes an effort to consolidate the cooperative management work from a transparent and social balance conception, which is framed in the truth human development and change. As mentioned by Tagore: “each one of us is the king of our own kingdom”. At this point, strategic planning appears coming from modern management, not only within the organization, but in the concept of management, from the conception of daily life and human recourse planning. Leadership is not only practiced from an entrepreneurial perspective, but in daily life, taking into account the aptitude and attitude to establish a realistic strategic plan, assuming failure and success brought by life.

Development of power is connected to this topic, as well as what experts have defined as the inference and difference of each process of human being. Definitely, Power is what generates the challenge and consolidates not only the operational phase but also the managerial stage of today's human being. Leadership changes perspectives, makes them real, consolidates and models them to principles and values, makes them release potential values and helps them to find real results. Leadership is change, the optimization of performance; the result of human freedom, continuous formation and optimism and enthusiasm. At this point, school, as a fundamental axe for the leadership process, individuals and organizations mix in the best sense of human beings and the scope of new processes that people are experiencing in the third globalization era and the global village: communications serving human beings. In other words, it is defined as coherence, learning and changing society in the real world of entrepreneurial life.

The leader, no matter the perspective, which on this case can be education, can not change the paradigm of the people around him, or generate a unique objective. He can not even try to change others' needs, or project himself to the future in an authentic way. It is necessity to mediate in order to change the established paradigms and go beyond risk. The true leader, in education, is the person who motivates others and helps them find their feelings to revise the positive and negative attitudes of the strategy and the perspective. Consequently, leadership development is doomed to disappear, which was already known and structured.

As it was established by Diaz and Lozano (2010), leaders are those who find true reasons for their management, not only from tangible results, but also through attitudes and aptitudes that allow strengthening the quality of life of their workers and the environment. The acknowledgment of work performance, contribution to the development of workers and their families through benefits that favor their projection are some examples.

New approaches in 21<sup>st</sup> century conceive the leader as the manager of organization and success in an institution, from a systemic and integral perspective of the entity in which he works, without putting aside the idea of what others expect. At this point, the concepts of responsibility, human rights and needs of each group of interest would be included, as well as the viewpoint of the government, mission, and tactic support as the scenario of internal or external work of the learning community, in which the role of teachers and students is related and mixed in the legitimate production of autonomy from the teaching processes, research and extension and social projection.

As a result, from the concept of university autonomy, it is necessary to establish the individual and organizational making of decisions in three fronts: moral responsibility, juridical responsibility and politic responsibility. These responsibilities are framed in the process of maturity and heteronomy of mankind and society, based on the law and the actions

of the entrepreneurial context, as well as the perspective of participative leadership. Today's universities conceive themselves, in the global system, as a reflex of innovation that feeds life of each individual and, consequently of all participants in the community, with a pluralistic and social approach. This leads to what has been conceived as the exploration of identity diversity and to autonomy management, without losing the conception of the administrative and managerial leadership.

From this point of view, values and regulations have been developed as a systemic process of individuals in what has been defined as moral community, and in what educative institutions have been working in, using concepts such as dignity, leadership, entrepreneurial, mission, vision, principles, educative model, PEI and transversality.

Autonomy development in high education, linked to the concept of leadership, is created in the medieval times as individual development in a social context. Today, it is understood as the conception of modern life taken from the constitutional authority right universities have. From this perspective, high education institutions have defined university autonomy, without losing the strategy of what has been called integral formation, in which groups develop vital needs (health and security) or relationships (love and comprehension). This, at the same time, is called self-directed leadership of the institution in different fronts:

- Integrative vision of individuals, communities and enterprises.
- Planning and strategic management by values
- Responsible competitiveness
- Meso-environment from globalization and political vision of governability
- Power transparency (PDCA)
- Financial, social and environmental basis

## 1. LEADERSHIP DEVELOPMENT AND THE ORGANIZATION



Source: Author

Note: this information corresponds to the text in the previous graphic, which is in Spanish.

Basis: financial, social, environmental

Power transparency PDCA / Integrative vision of individuals, communities and enterprises.

Leadership

Meso environment, globalization / strategic planning and by values

Responsible competitiveness

Purpose of authority and educative leadership:

- To consolidate government entities
- To promote diversity and identity
- To provide time to strategy
- To establish clear management index

## CONCLUSION

The educative system conceived from autonomy productive leadership is the constant search to find human change from its personal growth and its self esteem, with different behavior patters in changing disposition, active listening and permanent communication, with just one purpose: success achievement for him and the organization. Today, such educative leadership is not questioned; it is evident in the organization, which also structures change and organizational learning to improve mind models; the educative organization learns from its own learning and the talents of the staff, which manages and leads the cultural processes of humanity from two items: the characteristics of the leader and the organizational management.

This democratic leadership has been reflected in society and the entrepreneurial sector in the nominated empowering, self consciousness, self expectation, and without any doubt, motivation for passion, pro-activity and perseverance of our professionals in their dispositions towards team work with global objectives: the entity's stability and sustainability which will be reflected in the good image and internal and external vision. In the end, the objective is capitalizing our own and other's knowledge from communication, which reflects that though processes work properly. As a result, a successful leader, also known as successful entrepreneur, not only controls, plans or leads, but also works with his team, cooperates, motivates and works in the human part, also known as corporative values or value administration, in accordance with the common goals and strategic planning.

In modern organizations three leadership stiles are still defined; participative, authoritarian and laissez-faire, which without any doubt develop the objectives and strategies in the making of decisions to guide and lead, and in which each individual improves or deteriorates his image, and as a result, the image of the enterprise, in something that writers have called charisma or quality of management and accessible interlocution to each human and team work, group, organization or enterprise. So, it is possible to affirm that assertiveness is the development of expression and communication, without affecting any member of the interrelation group. This is what Corvey (1999) denominates the abundance mentality in

which prestige, acknowledgement, utilities, and making of decisions are shared, and generate possibilities, options, alternatives and creativity.

This creativity should be conceived from the growth and welfare framework in a pacific coexistence in the course of effective negotiation, integrality and the possible future of social sciences to be framed in ethics and entrepreneurial leadership, in which the strength of the organization depends on its leadership and the efficiency to gather a big number of people and performed efficiently an assigned task in the administration of staff and forming an integrative system with human resources, in something called the reactive, interactive, proactive, or proactive style, or from a different perspective of the imitative, facilitator, guiding, restrictive, affiliative or participative; the outlook is diverse and may be there is a preference for the orientation and outcome to be obtained. Or maybe that something which has been defined as the 8<sup>th</sup> habit of listening to our inner voice and obviously teaching others to listen to theirs.

For the individual, it is pretty difficult to interiorize and change our way of thinking and the way we establish relationships with others. In many occasions, this leadership way of thinking is not recognized by others. It is easier to impose than to identify the potential of each individual and project it to a common benefit; taking the path of discipline is easier than taking the path of identity and manifesto of other's talents. Learning to provide an example is not easy, observing from the other side is easier; but putting the constituting elements of nature into practice, such as mind, hearth, body and spirit is the leader's orientation that modern world and students expect. This orientation is the model that is more used by educative institutions.

In every single item and leadership style mentioned before, it is possible to pose the following questions: Where does the company head to? And what is the organization looking for in terms of improvement? The last questions aims at the collaborator and managers' sense of belonging and commitment in the search of the enterprise's objective, creativity and achievement of the proposed management. The mental structure change is difficult. It is as difficult as the complexity of individuals and enterprises, which nowadays are consolidated in the criteria development of efficiency, efficacy, excellence and competitiveness. The new generations have participated in which we define as generational substitution in which education has played a really decisive and participative roll in the denominated autonomy from the integrated projects that emphasize in marketing, financial, sales and, without any doubt, information system development. An enterprise's leader communicates delegates, self-trains, advises, makes decisions, has a general view of the enterprise, is committed, lines up behavior, and knows clearly the business and managerial practices through the process of getting faithful clients.

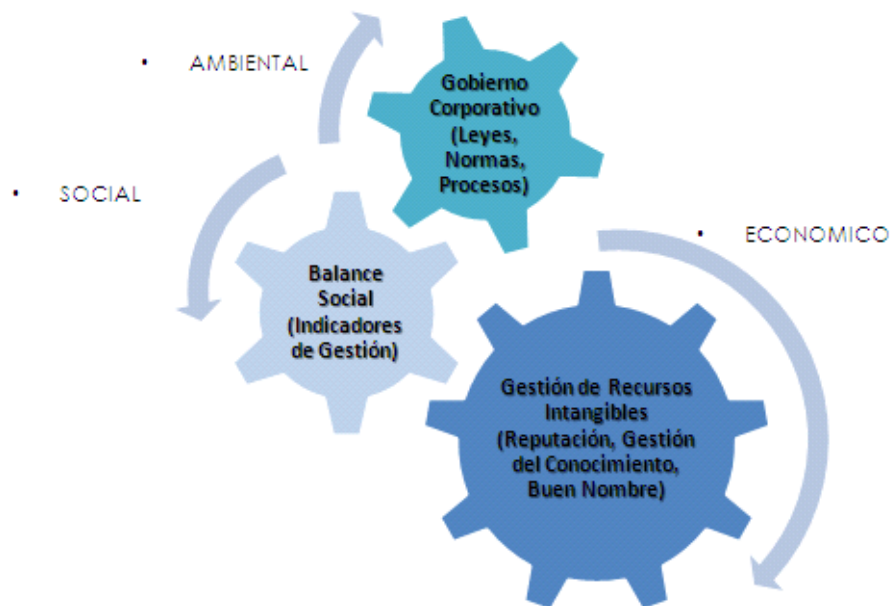
Leadership is not always addresses to an enterprise, it addresses to the inner enterprise process, in the strict sense of positivism and cooperative democracy, which directly impacts workers and those related to what sociologist has defined as team work, human resources and organizational psychology. These last three aspects are really difficult to integrate, since it is very difficult to develop virtues in the collaborators and, without any doubt, it is difficult to have the criterion to be a good manager and recognize in each other the weakness and the potentialities in the global environment, which is more individual and impersonal in terms of social structures of each community. Without a doubt, what individuals and enterprises are looking for is to establish connections with other people and institutions in order to generate common welfare or benefit in the collective learning process within organizations and groups



of interest, which can derive to politic leadership based on objectives and can determine the crucial development for the organization and, as a consequence, the effectiveness of the governability and politic development in society, from the pro-activity, the environment and the directed management work and aligned towards the same accomplishment from the right leadership. Otherwise, as Ruiz (2008) affirms; decisions should incorporate emotions in order to be real. Good decisions take into account emotions as a symptom of respect towards people. “*Affective results end up close to effective successes*” (Moises, 2008).

Therefore being a manager and having immersed leadership in today’s organizations is a difficult challenge someone can face in his carrier with a real strategic view and, at the same time, a perspective free of conflicts, in which human values are the answer to a changing world in terms of behavior and conflict resolution, which, without a doubt, do not escape from enterprise organizations, which self-impose the real responsibility in order to guide the organization with a long term competitiveness from the social, environmental and economic contexts, focused in regulations, laws and process (corporative management); from management indicators (social balance) and from reputation, knowledge management, good name (intangible resources management).

## 2. THE LEADERSHIP’S IMPACT IN THE ENTERPRISE



Source: the author

Note: The following information corresponds to the graphic.

## **ENVIRONMENTAL:**

Corporative management (regulations, laws and process)

## **SOCIAL**

Social balance, knowledge (management indicators)

## **ECONOMIC**

Intangible resources management (reputation, knowledge management, good name)

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