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## The image of the manager-leader of the near future - an outline of the issues

### 1. Introduction

The managers (leaders) are the “face” of any organization or company. They are the ones on who market success and social development of any organization depends to the greatest extent. As R.B. Kuc puts it: “although tens of thousands of interviews have been conducted with leaders or candidates for leadership, our knowledge about the phenomenon of leadership remains at the level of hypothesis” (Kuc 2016, p. 163). Leadership is equated with managerialism, and the leader - with the “clever” manager. It seems that in the face of leadership management science is quite helpless. We do not know when on the business stage, but also on political or religious stage, there will appear a personality exceeding in its format others who have been performing leadership roles so far.

Leadership has no “continuity” or “succession to the throne.” Every time “(...) when on the podium there is a” new figure “; there is little evidence that it will become a” great figure” that will be longed for by its supporters. We know, however, when a crisis of leadership starts and why it ends. Taking

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both into account, we come to the conclusion that the phenomenon of leadership contains many inscrutable mysteries and has an element of randomness. It is regarded as a phenomenon that can hardly be subjected to scientific research "(Kuc 2016, p. 163).

Cognitive helplessness towards the phenomenon of leadership is, scientifically, quite frustrating, because to identify and specify a list of characteristics that guarantee the success of leadership is virtually impossible. Whether or not an ideal leader exists, is subject to debate among theorists and practitioners of management. It is impossible to answer it unequivocally, because there is no simple, universal recipe for success, there is no reliable and safe road to success. There is also no single model, which contains a set of universal features of the manager-leader. However, globalization, liberalization, internationalization, computerization, electronic business, rapid technological progress force the company to change existing ways of doing things, and they need both success and leadership.

The methods and processes that worked well for many years in the management of enterprises are no longer sufficiently effective. Increasingly important source of competitive attacks of the company are managers-leaders with a modern way of thinking and acting, able to stimulate the creativity of employees and ensure the success of the company as an entity operating in a particular social environment (Kaczmarek 2015).

There is no unequivocal position and unequivocal research results, but literature in the field of modern management, based on scientific research, offers two general concepts of the image of the manager-leader of the near future presented by the authors in this paper. The first is based on the formulation of new tasks and skills of the manager-leader. The second is based on the formulation of the essence and tasks of the so-called manager eco-leader.

The aim of the study is presentation of the selected, most important - in the opinion of the Authors - features of both concepts clearly emphasizing that the authors do not claim that the manager-leader is to be seen solely in this way, but that they agree with these concepts more than with the other. The authors justify selection of these concepts by considering them to be relatively up-to-date and adequate. The selected characteristics of both concepts, quoted in the paper, were considered the most important on the basis of not only analysis of the subject literature but also the observation and own research conducted within the framework of statutory activities.

## 2. The new tasks and skills of the manager-leader of the near future

Therefore, what will the manager of the near future ( 1-5 years) be like? Just as it is difficult to characterize today's managers, it is not easy to design one model for an ideal leader of the near future. Such a model does not exist. But various scientists and researchers of practice indicate different tasks, roles, skills and image of the functioning of future managers. The future - the near one- outlines the contours of a new image of the manager-leader. Global competition will create new problems, and above all will tighten requirements for the excellence of managers. Staying in a competitive market will require systematic implementation of innovation: new products, services and processes, thus an accelerating technical development, the use of so-called total quality in work: without defects, excessive inventories, downtime, delays and extensive documentation, as well as new forms of marketing and promotion of the company. In the company of the future, in addition to quality and innovation, undoubtedly the most important criterion of the manager's efficiency will be "relations with customers ", because people will be the largest and most sought-after asset of the company. Effective management of the people is above all "stimulating them to constant development of the personality and creativity, that is - managing through leading" (Hoenig 2006, p. 37). This kind of management changes "manager's role in the company from the classic, which aims to ensure standards, order and high performance and to determine the field of self-reliance", to the so-called "3W roles, i.e. requiring, tying (provide feedback) and supporting, aimed at accepting by the company the challenges imposed on it by the changing external environment, and triggering and creative discounting of the innovation and creativity of all who contribute to the success of the company" (Hoenig 2006, p. 37).

According to a Canadian specialist in management, H. Mintzberg managers-leaders will be characterized by certain "(...) specific qualifications, such as: establishing and developing contacts with the environment, negotiating, motivating subordinates, resolving conflicts, creating information network, conveying information, decision making under ambiguous circumstances, allocating resources on the so-called task goals "(Mintzberg 2010; Stoff 2009, p. 41).

An American consulting firm Korn and Ferry, New York, conducted a survey (Ogger 2004, p. 252) among the 1.5 thousand American, European and Japanese managers on desirable characteristics of the manager of 2020. It shows that the manager should be enthusiastic (92% of respondents pointed to such a feature),

should inspire for the action (91%), encourage (89%), should be open and creative (88%) and be an example of ethical behaviour (84%).

The study prepared by the International Agency for Managers (TASA) in Brussels, after a survey conducted among the best managers in Western Europe, found that the manager-leader of the future (i.e. in 2020) should (Penc 2010, p. 89):

- be an excellent informant and competent partner,
- be a practitioner familiar with the realities of business,
- be a visionary of constant motivation, someone who can gather a team of people to transform his visions into reality,
- indicate changes of the rules of the game and react to them,
- make decisions today that might be right in 5 years,
- maintain a balance between respect for subordinates and a consequence of decisions,
- be patient, able to listen to others, communicative and willing to provide assistance,
- be open to all views and ideas,
- be able to forgive the faults of others,
- skilfully represent the company to the people and institutions from the outside,
- connect a variety of views and attitudes of the staff for the good of the company.

R. Tomlinson (2010, p. 24), taking into account external and internal conditions of work of manager-leaders of the future, believes that they must:

1. "Be able to manage through the visions and goals (there is no development without vision and goals).
2. Be able to take more risks and with greater advance. This will require the ability to calculate each risk, to choose the most advantageous variant, to determine in advance what is expected and to "control" his further actions depending on whether the course of events confirms or disappoints his expectations.
3. Be able to make decisions of a strategic nature.
4. Be able to create an integrated team, where everyone can manage, as well as evaluate their performance and results in relation to common objectives. And the big task of forward-looking dimension is the formation of managers able to meet the requirements of tomorrow.
5. Be able to quickly and clearly convey information; be able to motivate others. In other words, he must be able to ensure a responsible participation of other managers, professionals and all the other staff.
6. See business as a whole, and integrate his function with it. Traditionally, the manager was expected to be familiar with one or several functions. It is no longer sufficient.

7. Be able to grasp the relationship between his product and industry, and the whole environment, to capture in it what is important (strategic), and take it into account in his own decisions and actions. He will have to learn the perception of economic, political and social phenomena on a global scale, as well as taking into account global trends in his decisions. “

C.K. Prahalad (1998, p. 190) presents tasks for the manager of the future differently; according to him it is “creating enterprise-wide common objectives of competitiveness; focusing on the variable dynamics of development of the industry and balancing the resources of the enterprise; creating a flexible system allowing for changes in the allocation of resources to enable reaction to emerging opportunities; developing global skills for action”.

The manager-leader will continue to work under the pressure of transformation of what is potential into what is real and it is not an easy task. It seems that the “managers of tomorrow” will also need an important feature, which is daydreaming and curiosity. Dreams and curiosity are the driving force for learning, creating new things, or old ones in a new way. It is a kind of philosophical approach to life. And such a “philosophical reflection” seems to be very fitting to manager-leaders who are intelligent, economic, ethical and moral. The philosopher is a friend of wisdom, thinker who seeks the truth. This feature is very much needed in managers of tomorrow, because shaping the future of business and the quality of life of people will depend significantly on their wisdom, creativity and responsibility.

### 3. Outline of the concept of eco-leaders

Researchers of various models (concepts) of management<sup>11</sup> indicate that our times have generated the need for a new form of leadership. Leadership „on the scale of present and future problems, has been called eco-leadership (Kuc 2014, p. 391). Simon Western, the founder of analytical - network coaching, coaching of leaders for the changing world claims that we are witnessing “a new paradigm in the management; the eco-leader not only promotes a new quality, but also links and includes the other approaches (leadership concepts), offering the way of how to use them at appropriate locations and contexts “(Kuc 2016, p. 167).

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1 It is about the known in the world management models ( R.B. Kuc writes about it), such as : F. Taylor’s leader-controller - focusing on productivity and efficiency; therapeutic leader - stressing the importance and influence of the psyche and well-being of employees on work efficiency; leader-messiah - oriented on a worker so much that he has lost his personality, but the vision and charisma of the leader were strongly emphasized (Kuc, 2016, p. 167)

The pillars of eco-leadership are (Kołodkiewicz 2012, p. 42):

- holism (a combination of interdependence and sustainable development),
- ethics in the interaction between people, respect for the environment and adoption of responsibility for it,
- leadership spirit - recognition of the existence of spirituality and irrational sphere in business, manifested in the use of creativity, intuition, imagination and human reactions (Penc, 2010, p. 90).

Eco-leaders promote strict approach, distribute responsibilities, create management information systems, connect people and technology (Kołodkiewicz 2012, p. 47). Eco-leader takes into account the various elements and interdependencies that occur in the company. He looks at the organization as an interdependent living network, which is filled with people, nature, buildings, technologies that, in order to survive, must adapt to new circumstances and conditions. Eco-leader looks at the enterprise (organization) through the prism of sustainable development, ethics in business activity and its (enterprise's) social responsibility based on the fact that the company is part of the social environment in which it operates. Eco-leader always takes the side of the solution and the effects (results) it will bring, and not the side of problems; he knows how to take advantage of the failure (i.e. Positive side of the risk - B. Kaczmarek). He is an expert in identifying and determining the good qualities, talents, potential of his team, he can trust others, delegate tasks, take big challenges, and create new leaders (Matusiak 2013, p. 2). Eco-leader is a person "for whom the goal is ethical responsible behaviour, and who does not take short-term profit for a measure of success. On the other hand, eco-leader does not negate and does not remove the earlier approaches (concepts) of management and, what is probably most important, connects them. He takes into account the control of resources, creates a vision and depending on the situation, picks uncompromising or therapeutic leadership; he is ethical and focused on building relationships in which there are no losers (Kuc 2016, p. 168; Kuc 2011). It seems that because of this, coaching helps to expand and explore new perspectives in the literature and is often called a "new dimension of interpersonal communication." It makes people (employees) begin to „want to do something and stop living in the conviction that they have to do it. They become leaders of their own lives and decide themselves and make choices, which increases their self-esteem and efficiency, develops a passion and enthusiasm for work (Matusiak 2013, p. 2).

C. K. Prahalad (1998, pp. 191-192) notes that the manager of tomorrow must distinguish himself with the following features and abilities:

1. Ability of systemic thinking: manager of the future will need skills of conceptual and systemic thinking that will allow both for perception of the

relationship between the individual elements, as well as for looking ahead to the future and encompassing the whole of the problem. Manager of the future must have the ability to synthesize information of strategic and secondary importance, to combine analytical skills with their own intuition and to balance private and social interests;

2. Ability to act in a multicultural environment: globalization of management will cause the necessity to think in intercultural terms and to take into account the fact that other cultures do not necessarily share the same values, in which man is raised. In pursuit of skills to act in a multicultural environment helpful are: language skills and interest in the history and religion of other cultures;
3. Readiness for lifelong learning: managers of the future must have a constant readiness to accept new ideas, technologies, business practices and cultural assumptions. The period of "aging" of the possessed knowledge is alarmingly short; therefore managers must seek opportunities for continual learning.
4. Positive personality traits and high standards of behaviour: the managers have responsibility to establish the standards of values and behaviours required by the company; they are obliged to set themselves even higher requirements in this regard. Becoming perfect is associated with in-depth knowledge of the company and its area of operation, and striving for best performance, dedication to work, with the responsibility for their actions, sensitivity to interpersonal issues and cross-cultural issues and supporting and stimulating the development of co-workers. "

#### 4. Conclusion

To sum up these brief reflections on the manager of the near future, we can say that there comes an era of demand for new people able to implement new, huge, complex and complicated tasks. We need in business (and not only business) management the new leadership. It is not easy today to answer the question whether it is possible but surely this is necessary and vital for our future and for our lives.

Changes in the economy require management concept based more on leading than governing. Modern companies, and even more those which have operated for several years ahead require (need) the so-called managers of the future, those who create this future, looking at it from a broad perspective, guided by the inner imperative to do for the company, its employees and the environment in which they operate the best things in the best way. Managers of tomorrow (of near future) must be aware of and obligation to leave what they found in

the improved state to their successors and give them a chance of becoming the next leaders. The presentation of the selected and most important features shown in this study of the concept of the image of the manager-leader of near future allows us to take the view that there is no ideal leader who possesses only positive attributes desirable for management in the near future. In addition, account should be taken of the uncertainty of the environment and the changes that it will bring. The ideas presented today may in the near future prove to be unsuited. Such a scenario should also be assumed, however, with current trends and existing different approaches, the analyzed features appear to be predictable and feasible.

### **Abstract**

#### **The image of the manager-leader of the near future - an outline of the issues**

The study contains description characteristics and analyses (obviously abbreviated) of two approaches and two concepts of management regarding the manager-leader of the near future. The first concept refers to new tasks and skills of the manager-leader. The second concept concerns the nature of the so-called manager of tomorrow, called - although it is not yet common name in management - the manager - eco-leader. In the introduction a reference was made to the issue raised, the purpose of the study, and the justification for choosing the concepts assumed in the study. In the next section, new tasks and skills of the manager - leader of the near future are cited and analyzed. The issues surrounding the concept of eco-leader were also discussed.

**Keywords:** *manager, manager of tomorrow, manager-leader, eco-manager, organization, company, near future.*

### **Streszczenie**

#### **Wizerunek menedżera-przywódcy niedalekiej przyszłości - zarys problematyki**

Opracowanie zawiera opis i charakterystykę (oczywiście skrótową) dwu podejść i dwu koncepcji zarządzania, dotyczących menedżera-przywódcy. Pierwsza koncepcja dotyczy nowych zadań i umiejętności menedżera-przywódcy. Druga koncepcja dotyczy istoty tzw. menedżera jutra, nazywanego – choć nie jest to

jeszcze nazwa powszechna w zarządzaniu- jako menedżera eko- przywódcy.

### Słowa

**kluczowe:** *menedżer, menedżer jutra, menedżer-przywódcą, eko-menedżer, organizacja, przedsiębiorstwo.*

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