

Critical Analysis of the Main Methods for Studying the Leadership Style of Management

Veselin Milanov

University of Telecommunications and Post, Sofia, Bulgaria

Received 27 September 2019; Accepted 16 February 2020

Abstract

The aim of the article is to study, analyze and evaluate the main methods for studying the leadership style of management. The global challenges of the on going Fourth Industrial Revolution necessitate rethinking of the conceptual foundations of leadership and leadership theories. In the article is applied a content and comparative analysis of the methods and the strengths and weaknesses of each of the mare defined. A model for critical analysis of the main methods for studying the leadership style of management has been generated as well as an attempt to highlight the positive characteristics and bottle necks in these methods by defining the factors that determine the manager's leadership style, its practical significance and added value for the organization, its universality and sustainability over time, and the measures of the factors determining the leadership style.

Object of analysis and evaluation are the following methods for studying the leadership style of management:

- Blake and Mouton's two-factor managerial grid, developed in 1957;
- The two-dimensional GRID model based on the work of Rachel McKee and Bruce Carlson in 1999;
- The three-dimensional model, developed by the Russian Anatoly Zankowski in 2015;
- The six-dimensional model of Smart Leadership, described in Bulgaria by Miglena Temelkova in 2016.

Model for critical analysis of the main methods for studying the leadership style of management.

Management is a specific, internal-organizational activity aimed at achieving efficiency and effectiveness in operational and strategic time and spatial aspects. It is oriented towards maintaining the status quo in organizations in tertiary sector and can therefore be defined as a static activity, framed by the specific cultural practices that guide the everyday behavior of the organization and maintain the prevailing norms and values.

Leadership can be defined as a conscious, purposeful process leading the organization to sustainability, stability and persistence. In an acultural situation, however, management is unable to meet the challenges and to realize successful management of the emerging and necessary change. This implies the introduction of the term of "leadership" into the management process and is related to the different nature of managers and leaders.

Managers focus on the essence of their work responsibilities and perceive them as a possible process involving interaction between people and ideas, creating strategies and taking decisions –i.e. management operates under conditions of limited choice. Leaders are focusing on new and innovative methods to overcome the existing problems and revealing new opportunities for development of the business organizations. On this basis, leaders create an atmosphere of encouraging work and creativity, often even in an environment with high level of uncertainty.

These features require during the generation of the model for critical analysis of the main methods to study the leadership style of management to follow the main goals of management, namely the achievement of efficiency and effectiveness in operational and strategic time period and spatial aspect under the conditions of limited choice.

The model for critical analysis of the main methods for studying the leadership style of management should highlight and distinguish the main features of the methods underlying the analysis.

The model for critical analysis of the main methods for the study of the leadership style of management should distinguish between the fundamental peculiarities of the methods, which are the subject of the analysis.

The model for analyzing the four methods for examining leadership style of management is not a particularly complex system, which covers a set of the most fundamental characteristics of leadership. It covers precisely, thoroughly and relevantly the main process and essential characteristics of the behavior and style of the leader in the organizations. On this basis, the model should be based on four key features for each methodology (Figure 1):

- number of the factors, defining the leadership style;
- the practical application of the respective method and the added value for the organizations;
- universality and sustainability of leadership style in time;
- particular measures of each of the leadership-determining factors.

* E-mail address: veselin@gmail.com

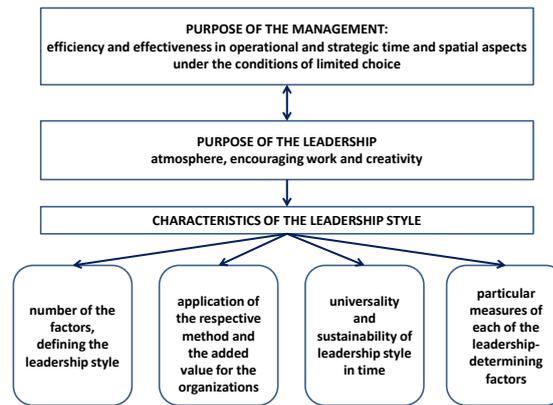


Fig 1. Model for critical analysis of the main methods for studying the leadership style of management

As a summary of the result of the critical analysis of the methods for studying the leadership style of management the concept of Blake and Mouton, the GRID methodology, Synercube Rand Smart leadership the following main conclusions are outlined:

- The fundamental characteristics of the critical analysis model are defined, which determine the criteria by which the comparisons are made between the investigated methodologies that determine the leadership style of management in organizations.
- The existing two- and three- factor models of leadership as well as the six-factor Smart Leadership Model have been analyzed in a critical context.
- The Model for critical analysis of the main methods for studying the leadership style of management has been defined.
- The indicators of each of the four methods have been analysed.
- A critical analysis of Blake and Mouton's concept and Zankovsky's 3D leadership model has been made as their strengths and weaknesses were evaluated with priority given to the assessment that both models did not realistically and reliably reflect the dynamically changing factors of the environment (the managerial grid of Blake and Mouton is too old tool, Zankovski's 3D model defines the leadership styles incomprehensibly and abstractly).
- At the same time, the Smart leadership model explores the leadership style according to six factors and is more oriented towards to the situation variables.

Keywords: Leadership style, management, leadership.

This is an Open Access article distributed under the terms of the Creative Commons Attribution License



References

1. Aditya, R., House, R., Kerr, S. Theory and Practice of Leadership: Into the New Millennium. C. Cooper, E. Locke (Eds.) Industrial and Organizational Psychology. Linking Theory with Practice. Blackwell. Malden, Massachusetts, 2000.
2. Blake, R., Mouton, J. A Comparative Analysis of Situationalism and Management by Principle. Organizational Dynamics. Spring. 1982.
3. Blake, R., Mouton, J. The managerial grid. Gulf Publishing Company. Houston, 1964.
4. Likert, R. New Patterns of Management. McGrawHill. New York, 1961.
5. Robbins, S. P. Organizational Behavior: Concepts, Controversies, and Applications. Englewood Cliffs: Prentice Hall. 1990.
6. Temelkova, M. development of Controlling in the Organizations from the Service Sector under the Conditions of the Fourth Industrial Revolution. International Journal of Advanced Research in Management and Social Sciences, Volume 6, Issue 3, March 2017. ISSN 2278-6236.
7. Temelkova, M. A Model determining Leadership in the Business Organizations under the Conditions of the Fourth Industrial Revolution. Current Scientific Research - Collection of scientific articles. Monreal, Canada, 2017. ISBN 978-617-7214-49-5.
8. Temelkova, M. Skills for digital leadership – prerequisite for developing high-tech economy. International Journal of Advanced Research in Management and Social Sciences. Volume 7, Issue 12, December, 2018. ISSN: 2278-6236.
9. Temelkova, M. Studying the Leadership Style of Business Organizations' Management under the Conditions of the Fourth Industrial Revolution. Asia Pacific Journal of Research in Business Management, Vol. 9, Issue 2, February, 2018. ISSN 2229-4104.
10. Temelkova, M., Bakalov, I. Study of the Need for Smart Management in the Business Organizations from the "Telecommunication" and "Courier Service" Sectors. Topical questions of contemporary science - Collection of scientific articles. Aspekt Publishing, Taunton, MA, United States of America. 2017. ISBN 978-0-9988732-1-3.
11. Zankovsky, A., Heiden, C. Leadership mit Synercube. Springer. Berlin, 2015.
12. Zankovsky, A., Psychology of the organizational leadership: in search of corporate synergies. PAH. Moscow, 2015.
13. McKee, R., Carlson, B., Energy for change: GRID Leadership model. VFU "Chernorizetsrabar". Varna, 2009.