

QUO VADIS IN MILITARY AND SECURITY ORGANIZATIONS GOVERNANCE? THE WAY BETWEEN LEADERMENT AND MANAGESHIP

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Abstract

The elaboration of the working framework for this article is fundamented by perspectives that have been encompassed in numerous dedicated reports, forums and workshops on the topic of management during the last decade, both as a theory and in practice. These mainly advocate a management approach through the lens of the main organizational and technological trends and tendencies, as the current management seems to have already exhausted almost all its development possibilities. Against this backdrop, the present research proposes an analysis of some tendencies of the manifestation of the two related aspects, management and leadership, seen as a social process, in the field of security and defense. The investigation targets the two concepts already utilized in specialized literature, from the point of view of intensive and extensive, inter-disciplinary and trans-disciplinary implications, which prove challenging not only due to the simple combination of the forms of the two words, but also in light of their mutual semantic potential. By continuing previous research dedicated to the proposed topic, the work plan unfolds in the following directions: investigating the need to use the two concepts and the exploration of the recent literature review which refers to the approaches employed to operationalize them in different civilian organizations that produce goods or offer services; identifying the interdependencies between the two notions, in relation to the multidimensional character of organization management typified by volatility, uncertainty, complexity and ambiguity; customizing the previously mentioned effort lines for security defense organizations; highlighting the particularities of the correlation between management and leadership in the framework of the military organization, based on analyses, results and discussions generated by the application of the questionnaire in 2019.

Keywords

Management, leadership, military organization, values

Overview of the conceptual sensitivity of the content of management and leadership as states of social leadership

The need to adapt theoretical approaches to the field of management stems from studying the practice of organizations, of the positive and negative examples of leadership and the results, taking into account the methods adopted: leadership based on management techniques or leadership based on leadership styles. The focal point of the theoretical analysis follows an investigation that has long been the concern of specialists (Nicolescu & Lloyd-Reason, 2016): is it recommended to make a clear differentiation of concepts or do they overlap? The idea of overlapping has already been criticized in specialized literature.

From the analysis some landmarks provided by specialized literature (Nicolescu & Verboncu, 2008), we can infer that management means planning, predictability, focus

on increasing performance while constantly scanning the external environment, adaptability and rapid, almost instinctive reaction to changes, special skills, decision making, good organization, proper communication and motivation; in other words, it means practice. Implementation involves the use of models, methods and techniques, which in turn benefit from adapting to an environment characterized by sudden changes, and so methods that have worked efficiently under normal conditions may not lead to the best results in the current environment. Thus, the science of management, with its entire array of concepts, theories, methods, and techniques, is practically inseparable from the practice of management, just as the service is inseparable from providers and consumers. Just as science is constantly improving on the basis of practice, so is practice constantly benefiting from the results of research, analyses, and syntheses developed by theorists and specialists in the field. Complementarily, the practice of management based on scientific knowledge in the field must be provided by a management team, subordinated to a general management to ensure the adaptation of the methods, techniques, and theories developed by the science of management for the specific organization it coordinates, as well as of the best practices applied to increase organizational performance (Gorski, 2008).

The exercise of the leadership function has involved the adoption of a certain management style, and the science of management has developed several styles starting from the definition of three types of managers: authoritarian, participatory and participatory-authoritarian (Nicolescu & Verboncu, 2008). Gradually, a transition was made from management style to leadership style, with emphasis on the development of team spirit, on influencing employees to follow the leader in the direction indicated by them and on making an effort to meet certain objectives; consequently, the human resource emerged as pivotal. The focus on human resources arose from the need to address different issues, for example of ethnic, racial, and national identity (Van Laer & Zanoni, 2020). Therefore, the leadership takes into account the human dimension of management. Progressively, the leadership has experienced a great rise both in practice and in theory, benefiting from transitions to conceptions according to which true leaders are born, an idea contested after 1950, when the specialists reached more realistic conclusions, according to which anyone who has a minimum of qualities and has been trained appropriately and professionally can become a leader. Recent, the concept of leadership has become the subject of studies in responses to strategic situations across a variety of incentive structures, in order to adapt to new situations (Ahmad & Loch, 2020).

Other references (Mládková, 2012), in the field bring to attention the two terms, management and leadership, in relation to the field of knowledge, and with particularizations for the activity environment in the militarized sector (Police Academy of the Czech Republic). We should also note the assertion that, mainly nationally, both terms benefit from the same translation into Romanian, namely leadership, a term widely and generically used in the military.

The purpose of these analyses and researches is to identify some changes aimed to harmonize the theory and practice of leadership. Identifying the existing relationship between them has led to many debates, the motivation being none other than increasing managerial and organizational performance. The current reality in which we carry out our activity has an urgent need for change, for adaptation, but not necessarily in the direction of increasing the complexity of the scientific side of management, but

especially towards a flexibility of concepts, and a simplification of methods and working procedures. If traditionally, managers' skills were considered sufficient to achieve the best results, and then the focus on the human resources became the main engine of development, the manager losing ground to the leader, in today's society none of these models is considered sufficient to cope with the current challenges. A clear-cut distinction between concepts can be observed in the decrease of managerial performances. In order to address such a challenge, the need to identify new solutions was highlighted, materialized in the emergence of two new terms: leaderment and manageship. The first attempts to use these two terms manifested in the last decade, as the terminology was approached by the specialists responsible for improving leadership skills (NHS Leadership Academy), trainers who support and guide the business environment through their own consulting firms.

Recently published studies (Fitzsimmons & Callan, 2020) criticize current leadership theory, suggesting the need to update it, based on evolving practice, or simply promote the interdisciplinary exchange of methods and ideas for improving leadership practice and theory (Kosfeld, 2020), these being arguments to justify the need for the study. The emergence of these terms only provides solutions for innovation in leadership, solutions that are offered by practice, which is again ahead of theory. The lack of reaction in the literature denotes a high conservatism of the theorists. The theoretical foundation provided by the management schools in our country and worldwide allows the development of innovations, ideas, methods, and management techniques tailored according to the requirements of the market, of the type of organization, of the level of development of the country, of the policies, laws and regulations, etc. Analyzing the context and period of the first appearance of the terms leaderment and manageship, we can conclude that it overlaps with the economic crisis, and especially with the years that followed, a crisis that generated a number of challenges for the business environment (2008-2014). Another observation refers to the fact that the tendencies of change come from practice, where a need for change was felt at that moment, in order to re-launch the activity. This attempt at innovation did not resonate with the scientific side and was forgotten once the conditions for carrying out activities were relaxed and the effects of the crisis overcome.

The current context, the crisis that the humanity is going through, namely the coronavirus pandemic has affected the entire globe and will be the premise of other types of economic, social, and financial crises, which will make their mark on the society as a whole. Managing such a critical situation requires quick and appropriate solutions to the situation. In such contexts, leadership skills must be based on managerial skills. The terms leaderment and manageship are like an urgent call from practice: a good manager without leadership knowledge or skills cannot become competitive, and a good leader without management skills and training cannot achieve the best performance. This does not mean that the two concepts are identical, but such an approach definitely opens the door to great challenges to revolutionize the theory that combines the wide array of activities of management with the human side, with the desire of the people to think, feel and react harmoniously in order to accomplish tasks and attain objectives.

It can therefore be stated that the definition of the terms leaderment and manageship must take into account several aspects and theories, as compared to those specific to the theoretical background of the terms management and leadership. The transformations imposed by today's global challenges force managers and leaders to become true

catalysts for change. In this context, another aspect that can define the leader must be taken into account, namely the ability to manage emotions. Skills such as self-control, emotion management, social awareness and social skills are nothing but components of emotional intelligence. Thus, one can advance the idea that the terms that are the subject of the study, although essentially more complex than management and leadership, aim to make the management activity more flexible and to increase the degree of adaptability to the increasingly turbulent environmental challenges.

Peculiarities of understanding, contextualizing and applying management and leadership in the military environment

In any corner of the world, the military organization is one of the most conservative organizations in terms of leadership practice, one of the most expensive organizations in terms of budget allocations for its operation and, last but not least, one of the organizations whose existence is either strongly disputed in periods of social calm, when socio-economic prosperity is booming and the risks and threats to state security are at a minimum, or acclaimed only when its energetic intervention can solve a situation of national risk or vulnerability or why not, when its prompt, professional involvement solves cases of civil emergencies.

Regardless of the stance we take when we refer to the military organization, and disregarding its conservatism or the fact that it is a great consumer of resources, and regardless of its usefulness in different temporal or situational contexts, we must emphasize that the military organization is one of the organizations that responds most rapidly to the current political, social and economic realities. At the same time, it must anticipate vulnerabilities, risks and threats to the state and respond appropriately to inputs coming from the geo-political and strategic environment.

The military organization is perceived as one of the most stable organizations of the state, and in considering this aspect, two defining characteristics emerge, namely efficiency and effectiveness. It is no coincidence that these two concepts are associated with management and leadership. There are still many voices in the military organization proclaiming the superiority of one or another of the concepts. The factual truth is that in the last 30 years, the military organization in our country has undergone profound doctrinal, structural and action transformations, as it has transited from the science of empirical leadership to the science of management and, in the last decade, to the art of leadership.

In the military organization it is very difficult to differentiate between the two concepts and this is due to the particularity of the activities / actions carried out. There are numerous situations in which it is necessary to do things properly (efficiency) just as there are situations in which it is necessary to do the right things (effectiveness). This fact is also illustrated by the studies undertaken by Gairola (2017, p. 10) according to which "Leadership is about effectiveness, Management is about efficiency", this actually highlighting the organizational investments in the development of new capabilities.

Another critical aspect that is quite often presented in recent specialized studies (Collins, 2001; Mintzberg, 2009; Gairola, 2017;) refers to the correlations between management levels (most often having a pyramidal representation). and the

characteristics of leadership associated with each level. Continuing the parallel between the application of management and leadership at the level of civil sector organizations and that of the military organization, one can easily see the similarity with the levels of military organization in terms of military ranks (also having a pyramidal representation). This is illustrated in the following figure.

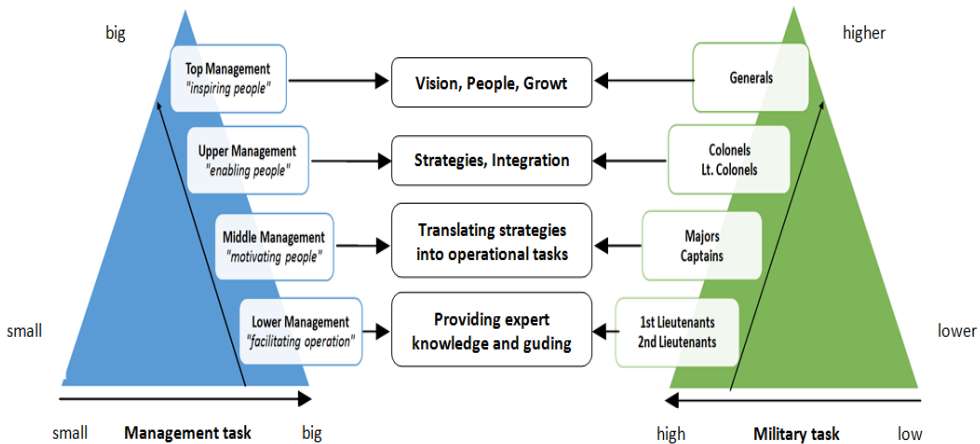


Figure 1. Different roles different accentuation of leadership and management in military organization using the criteria of military ranks
(source: own interpretation based on Gairola's study, 2017)

One of the best descriptions of this state of affairs belongs to Gleeson (2017), namely "Senior leaders do the leading, while most of the important managerial tasks are delegated to the lower ranks. Junior team members are empowered with great deals of responsibility and the autonomy to make decisions". Obviously, this military model cannot be applied to any organization, in any situation, and also the military leaders themselves consider that this is not perfect but perfectible. According to the same source, the efficiency of this model in the military organization is given by "a culture founded on trust and extreme levels of accountability, this teamwork mechanism works very well" (Gleeson, 2017).

Is it enough? Does this model reflect the needs of the military organization, in the medium and long term, in the context of a 21st century marked by rapid and sometimes unpredictable changes in all areas? We believe that it is difficult to give an answer, but we are convinced that military leaders at all decision-making and / or action levels are or can become agents of organizational change. Why do we need change in the military? The answer is simple; because "building military capabilities requires the introduction of new doctrines, organizational structures, and record programs for equipment, facilities, and services" (Allen, 2014, p. VII).

Pettigrew, one of the challengers of the paradigm of organizational change focused exclusively on the process, demonstrated the existence of two more critical factors that influence organizational change, namely: "the contexts that the organization is in - both the internal context of the organization" and "the content of the change effort, explaining how the organization articulates the impetus behind the change, the purpose for changing, and the path to success" (Galvin, 2014, pp. 1-2). All of these factors, that are

critical for organizational change and known as Pettigrew's triangle (Figure 2), are not static but evolve over time, influencing organizational change, sometimes positively and other times negatively.

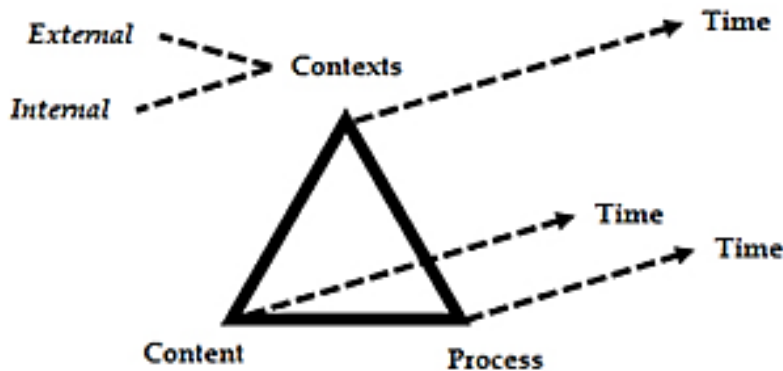


Figure 2. Pettigrew's Triangle
(source: Galvin, 2014, p. 2)

The main actors that can influence these critical factors are called agents of change. "Change agents are those with the will and abilities to make their organizations better, whether in performance, morale, alignment with the environment, efficiency, and so on. It is more than a part of the duty description. It is an orientation, an attitude, and part of the strategic leader's identity. They enact this role by acting as internal consultants who advise organizational leaders on the needs, ways, and means of exercising change in the organization" (Galvin, 2014, p. 12). But not everyone can be an agent of change.

This requires good knowledge of the managerial processes at all levels of the organization, vision, and identifying the optimal direction for change whether it is Top-down or Bottom-Up. In the military organization, the tasks of the agents of change, strictly aim at those processes through which the aim is to obtain an organizational added value. These tasks are presented in Figure 3.

Regarding the missions of the agents of organizational change, the question naturally arises "*how do the job-specific attributions differ from these missions?*". In accordance with the structure of the military organization, but also with the nature of the responsibilities specific to the military function, decision makers are advised to adopt an action plan, to use a certain weapons system, while an agent of change advises decision makers on how to address a particular issue or on how the organization can exploit information about a particular situation.



Figure 3. The tasks that change agents perform
 (source: personal interpretation based on Galvin's study, 2014)

Of course, becoming an agent of organizational change is not a given, but rather a state that is acquired as a result of thousands and thousands of unforeseen situations resolved, some favorably and others to the detriment of the organization, but all of which enabling the extraction of lessons or being starting points for new situational approaches. The more action and managerial experience is intertwined with a higher position on the hierarchical scale, the greater the chances that a certain person will become an agent of change and to benefit from the support of the team they belong to.

Studies have shown that most often “colonels often find themselves acting as change managers to a greater degree, working together in groups or teams and engaging with organizations to analyze organizations and build strategies and plans to operationalize their superiors’ vision” (Galvin, 2014, p. 12).

As we have seen, management brings out as much from people as possible, while leadership strives to develop people and the organization as much as possible. This whole process of organizational transformation is based on three premises of *leadership learning*, namely:

- “learning leadership is a *leadership task*, which means that it is necessary to make an independent decision at the management level, with whom exactly you can consult, train and from whom you want to learn;
- leadership learning is a *practice* that reflects the behavior in this complex field of action, as leadership tasks need to be supported by consultants and trainers, and last but not least, are perceived as learning opportunities;
- leadership learning is *organizational learning*, which means that individual learning is not enough. Project teams are the best way to generate learning situations” (Lenz, 2014).

Coming back to the essence of our intervention, namely, the particularities of management and leadership in the military organization, we consider it difficult and

especially premature to issue a definite conclusion. And this is because there is a current among young officers that they are leaders, their role being to inspire subordinates and not to actually lead them. This can be translated by an insufficient knowledge of what management represents in the military organization and also a possible overestimation of the potential leader. What is certain, however, is that the military organization needs very good managers in the fields that support the functioning of the military organization, but it also needs inspired, visionary leaders to lead the military organization towards new paths, to ensure an organizational and especially actional optimal, aligned to the current security environment trends.

It might be more appropriate to identify how that dual role of manager and leader can be achieved at the same time. A possible solution would be what specialists call leaderment, “which means leading through effective management by applying a systematic management practice and by building strong collaborative organizations of people who have the conviction and capability to achieve a shared purpose” (Gairola, 2017, p. 11). But, “to integrate management and leadership, therefore, demands a delicate balance between a calculated and logical focus on organizational processes (management) and visioning, energizing employees, and a genuine concern for them as people (leadership)” (Gairola, 2017, p. 15).

Studies and research on the perception of management and leadership in the Romanian military environment

The study conducted in 2019 at the “Nicolae Bălcescu” Land Forces Academy of Sibiu is part of a larger research initiative initiated by the Department of Management of the Faculty of Military Management in 2018 (materialized by editing the collection *Military Management*) which, with the help of research topics included in the internal plan of the Academy, mainly aims to an investigation of the current state of development of leadership science in the military environment, which will subsequently have as a consequence the updating of the specialized scientific fund, with benefits for both the military education and the practical, operational component. The characteristics of the sample used for the study are shown in Table 1.

Table 1. The characteristics of the sample used for the study

Sample structure according to:	Age groups	No. of respondents	Percentage
	Under 30	9	19.1 %
	Between 30 and 40	18	38.3 %
	Between 40 and 50	19	40.5 %
	Over 50	1	2.1 %
	Total	47	100.0
	Field of activity	No. of respondents	Percentage
	Human resources	6	12.8 %
	Logistics	11	23.4 %
	Financial-accounting	2	4.3 %
	Training and education	19	40.4 %
	Other (production and support)	9	19.1 %
	Total	47	100.0
	Managerial experience	No. of respondents	Percentage

	Under 5 years	10	21.3 %
	Between 5 and 10 years	11	23.4 %
	Between 10 and 20 years	21	44.7 %
	Over 20 years	5	10.6 %
	Total	47	100.0
	Academic specialty	No. of respondents	Percentage
	Management of organizational capabilities	13	27.7 %
	Postgraduate course	34	72.3 %
	Total	47	100.0

In order to be able to compare the age groups in terms of the variables analyzed in this study, we removed the age group over 50 because it contained a single subject. The remaining three age categories are small and therefore in the first stage an analysis of the homogeneity of the dispersion in each group was performed. In each case, the value of the Levene test was insignificant and therefore it can be said that the dispersions within the three groups are homogeneous, which allows the application of the one-way ANOVA procedure. The application of the ANOVA test, to examine statistically significant differences in the concepts analyzed in this questionnaire, depending on the age of the subjects, showed that there are significant differences between the respondents who prefer to take decisions by themselves, without offering explanations to their subordinates. Thus, in their capacity as leaders / managers, the subjects under the age of 30 ($m_1 = 3.22$, $sd = .97$) make decisions on their own to a greater extent than subjects aged between 30 and 40 ($m_2 = 2.06$, $sd = .87$) and those aged between 40 and 50 ($m_3 = 2.00$, $sd = .97$). The difference is statistically significant: $F(2, 43) = 6.86$, $p = 0.003$. No significant difference was identified between subjects aged between 30 and 40 and those between 40 and 50 years old. The averages obtained by the three age categories are shown in the graph in Figure 4.

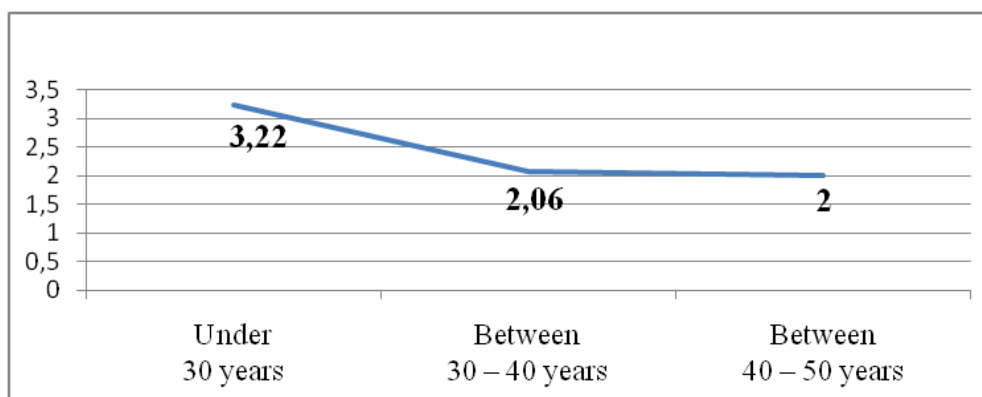


Figure 4. Valorization of the statement

"As a leader / manager, I take decisions on my own, without offering explanations to my subordinates"

The application of the ANOVA test to examine the statistically significant differences in the concepts under analysis in this questionnaire, based on the **managerial experience** of the subjects, highlighted the features detailed below.

There are significant differences between the respondents in terms of their belief that an organization works better with creative people. Thus, subjects with less than five years of managerial experience ($m_1 = 3.70$, $sd = .48$) are less convinced that an organization works better with creative people than subjects with 5 to 10 years of managerial experience ($m_2 = 4.64$, $sd = .48$) and those with managerial experience between 10 and 20 years ($m_3 = 4.52$, $sd = .92$). The difference is statistically significant: $F(3.41) = 3.74$, $p = 0.018$. The averages obtained by the four categories of managerial experience are highlighted in the graph below (Figure 5).

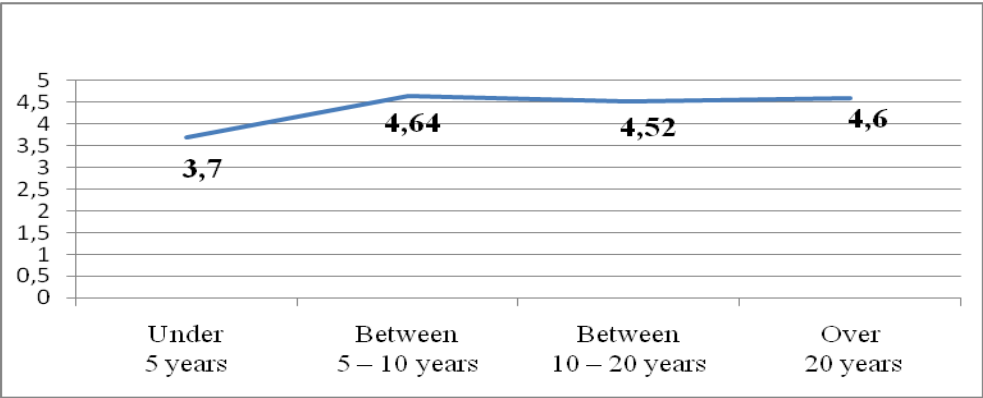


Figure 5. Valorization of the statement
“An organization functions better with creative people / managers”

There are significant differences between the subjects surveyed in terms of their belief that it is really useful for their organization that they are good managers. Thus, subjects with less than five years of managerial experience ($m_1 = 3.90$, $sd = .73$) are less convinced that it is useful for their organization to be good managers compared to subjects with 5 to 10 years of managerial experience ($m_2 = 4.64$, $sd = .50$) and those with managerial experience between 10 and 20 years ($m_3 = 4.62$, $sd = .59$). The difference is statistically significant: $F(3.41) = 3.63$, $p = 0.019$. The averages obtained by the four categories of managerial experience are presented in Figure 6.

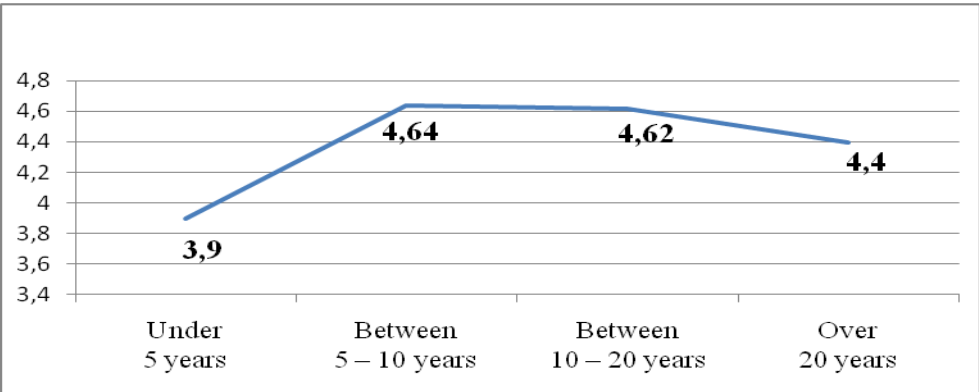


Figure 6. Valorization of the statement
“Being a good manager is indeed useful for my organization”

The application of the t test to examine the statistically significant differences in the concepts under analysis in this questionnaire, depending on the form of education in which the subjects are enrolled (master versus postgraduate course), highlighted the following:

- as leaders / managers, subjects attending master courses ($m_1 = 3.31$, $sd = .85$) consult to a lesser extent with their subordinates when making a decision compared to students taking postgraduate courses ($m_2 = 3.97$, $sd = .79$); $t(45) = -2.50$, $p = 0.033$. The effect size index indicates a weak association between the form of education followed and the degree of consultation with subordinates in the decision-making process ($\omega^2 = .05$); the confidence interval (95%) for the difference between the averages is between the lower value -1.19 and the upper value $-.12$, expresses a low accuracy of the estimation of the difference between the averages;

- in correlation with the difference highlighted above, in their capacity as leaders / managers, the subjects who attend the master courses ($m_1 = 2.92$, $sd = .95$) make decisions on their own, without giving explanations to subordinates, to a greater extent compared to students attending postgraduate courses ($m_2 = 2.03$, $sd = .87$); $t(43) = 3.07$, $p = 0.004$. The effect size index indicates an average association between the form of education followed and the degree to which managers make decisions alone ($\omega^2 = .07$); the confidence interval (95%) for the difference between the averages is between the lower value $.24$ and the upper value 1.46 , expressing a low accuracy of the estimation of the difference between the averages;

- subjects attending master courses ($m_1 = 3.23$, $sd = 1.16$) feel that it is more difficult for them to bring change to the organization which they work for, compared to students attending postgraduate courses ($m_2 = 2.44$, $sd = .96$); $t(45) = 2.37$, $p = 0.022$. The effect size index indicates a low association between the form of education followed and the feeling of difficulty in triggering change in the organization ($\omega^2 = .04$); the confidence interval (95%) for the difference between the averages is between the lower value $.12$ and the upper value 1.45 , expressing a low accuracy of the estimation of the difference between the averages.

Conclusions

The article supports the need for scientific investigation of the management in the field of defense and security. Military management, as a subdomain of general managerial theory and practice, is also subject to universal rules and principles specific to management as a distinct science, with beneficial development and scientific effects. The renowned professor Ioan Abrudan (2012, p. 71) states about management that "Like any other field of knowledge, it must have its sources of innovation, change, development, in a word, evolution".

The study undertaken on the basis of a questionnaire brings to attention some novelty elements, related to the specifics of the military organization, which demonstrates the difficulty of clearly delineating the discussion between the two concepts of management and leadership, proving at the same time the usefulness of the coexistence between the two facets of leadership, in proportions determined by age, experience, hierarchical level of the position held, etc. For example, from the data presented in Figure 5, the score (3.9) given to the statement under analysis, remarkably demonstrates the distrust given to management, which is somewhat validated by the fact that at the beginning of the career (less than five years' experience) the focus is on occupying predominant

positions (for example, participation in missions in theaters of operations) of small groups of people (about 30), with clear tasks in the field of military action. This observation is also supported by the data shown in Figure 3, for the age group under 30 years. Based on the explanation of the taxonomies provided by Brătianu (2015), it is interesting to note from the interpreted results a certain tendency to overcome the typologies of inertial and conservative thinking and to head towards a dynamic one.

As an all-encompassing work hypothesis, the idea of the manifestation of the two concepts is still in a pioneering stage. In the context of achieving interoperability, the particular case of the military organization is interesting to tackle due to some defining characteristics: functions of the organization, the organizational structure, risk and uncertainty management, internationalization and multiculturalism, the implementation of advanced technologies, uniqueness in the organizational spectrum in terms of missions and values assumed, ethics and social responsibility, internalization of knowledge, etc. At least at the level of the existing literature at national level, the article contributes with a novelty element - an approach based on the complementarity of two notions, resulted from the combination of the two terms, management and leadership. The idea is new for the domain of the Romanian military organization and the contextualization under the conceptual umbrella of governance - generically understood as a process of solid and effective supervision of the way in which a phenomenon or an activity is achieved, led, controlled or managed - and of the customization based on ideas, resulting from the application of a questionnaire (43 processed sample respondents) increases the value of possible theoretical and practical benefits: the renewal and updating of the documentary base with applicative value in the field, ensuring more robustness in connecting leadership with management, both from theory to practice and conversely, and, last but not least, supporting the transformation processes. Obviously, the authors have taken into account the fact that the transformation of the current military field is typified by particular quantitative and qualitative dynamics, whose change-generating vectors are the young generations of graduates, who will be part of the process, at least on medium and long-term.

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