Modern Leadership Style

Crafting Adaptive Leadership Styles for Modern Enterprises

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Abstract

Leadership Styles Evolution

- Adaptation to changing economic environments
- Influence of generational shifts

Interplay Between Leadership and Culture

- Impact of cultural nuances on leadership

Case Studies in Austria and Ukraine

- Exploration of leadership across lifecycle stages

Importance of Leadership Adaptability

- Adapting to organizational and generational changes
- Influence of cultural factors

Findings and Conclusions

- Differences in leadership styles

Keywords



Introduction to Leadership Styles

Transformational Leadership

Transactional Leadership



Generational Transition in Leadership

Impact on organizational culture

Lifecycle Leadership

Leadership Dynamics

Leadership as a Dynamic Aspect

- Continually evolving in response to shifting contexts
- Influenced by circumstances and cultural factors

Research on Leadership Issues

- Classification of leadership styles
- Studies by Harrison (2018)

Factors Influencing Leadership

- Generational shifts
- Cultural nuances
- Organizational lifecycle transformations

Understanding Leadership Dynamics

- Research explores individual elements

Generational Shifts

Generational Differences in Leadership Preferences

- Lyons et al. (2021) contrast Baby Boomers and Millennials
- Differences in personality traits, work values, attitudes, career expectations, and teamwork dynamics

Cross-National Study on Generation Z

- Zehetner et al. (2022) explore leadership styles in Western and Eastern cultures
- High expectations and specific demands for leadership competencies

Comparing Gen X and Millennials

- Twenge (2010) finds younger generations prioritize work-life balance and extrinsic rewards
- Lower organizational loyalty among younger generations poses challenges for leaders

Cultural Differences

Eastern vs. Western Leadership Characteristics

- Blyznyuk (2017) and Lepeyko and Blyznyuk (2016) discuss generational values
- Importance of understanding cultural nuances

Cultural Dimensions in Leadership

- House et al. (2004) identify key cultural dimensions
- Effective leadership is culturally contingent

Cultural Intelligence and Leadership

- Nwankwo et al. (2024) stress addressing ethnocentrism
- Rockstuhl et al. (2011) highlight cultural intelligence in multinational contexts

Geographic Context of Leadership

- Szabo and Reber (2007) on participative and supportive leadership in Austria
- Sikorska (2015) on collectivism and power distance in Ukraine

Lifecycle Effects

Importance of Organizational Development and Stability

- Achieved through appropriate leadership practices
- Supports product and market lifecycles

Effective Leadership Requires Lifecycle Assessment

- Adjust leadership style to meet specific demands
- Flexibility and adaptability are crucial

Strategies Vary Across Lifecycle Stages

- What works in one stage may not suit another

Adaptive Leadership in Organizational Decline

- Enhance human capital during economic downturns

Research Gap

- Effects of Generation, Culture, and Lifecycle on Leadership
  - Well-documented but often considered in isolation
- Need for a Holistic Perspective
  - Addressing the gap in understanding leadership adaptation
- Complex Interplay of Factors
  - Cultural contexts
  - Economic development
  - Generational transitions in institutions



Model Overview

Focus on Cultural and Generational Influences

- Examines the impact of cultural backgrounds on leadership
- Analyzes generational differences in leadership styles

Case Study of Two Institutions

- Institutions from different countries
- Distinct cultural backgrounds

Adaptive Strategies for Effective Leadership

- Strategies for diverse environments
- Continuous adaptation to change

Contribution to Leadership Discourse

- Insights into leadership adaptability
- Understanding factors shaping leadership effectiveness

Key Factors

Research Model Overview

- Examines three key factors
- Focus on leadership dimensions

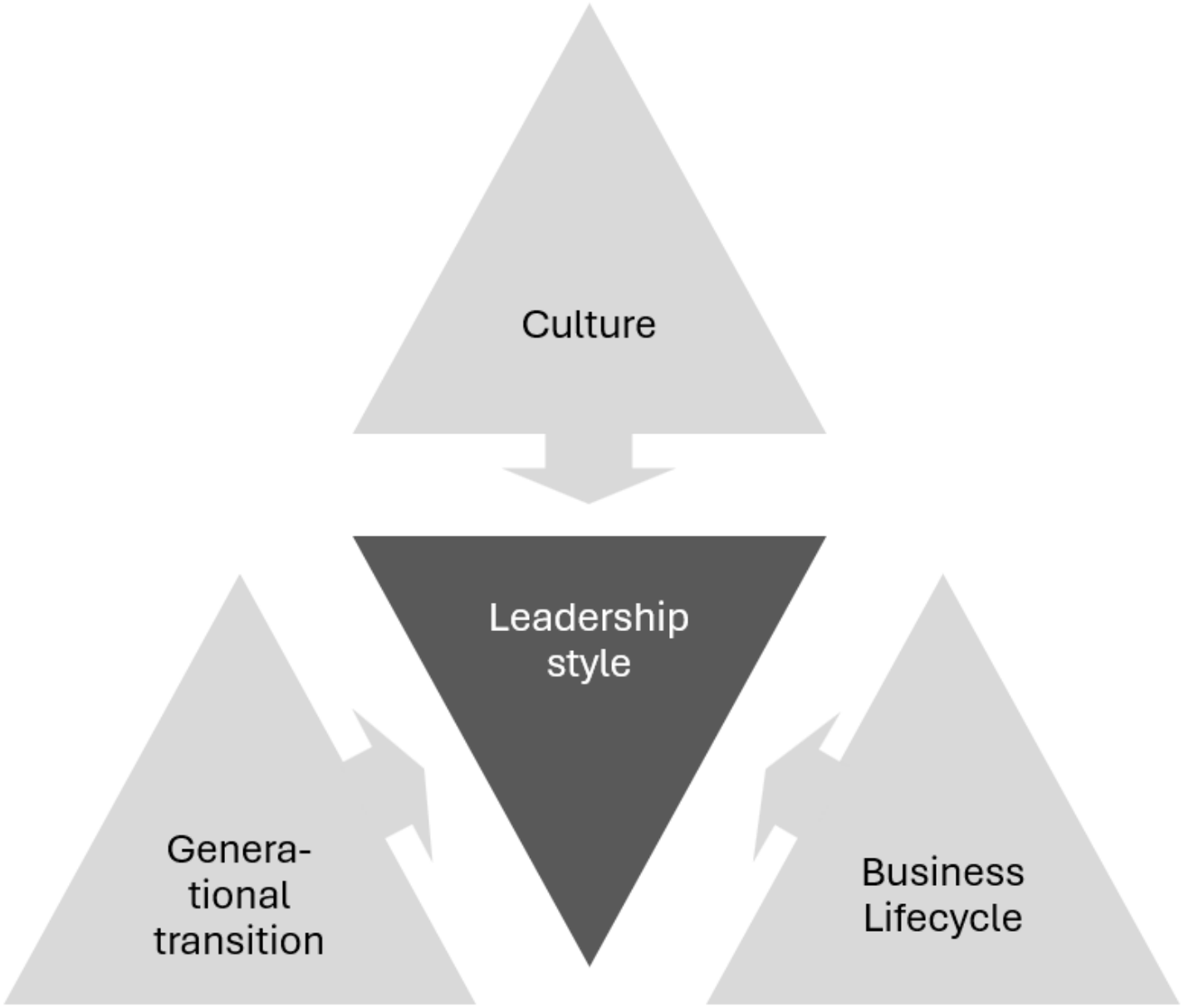
Key Factors

- Business lifecycle
- Culture
- Generational transition

Study Approach

- Longitudinal study
- Spans entire existence of two institutions
- Different cultural areas

Figure 1: Conceptual Model



Methodology

Research Approach

- Grounded on behavioral theories
- Focus on transformational and transactional leadership

Comparative Historical Case Study

- Based on Mahoney (2004)
- Examines two business-oriented universities in Austria and Ukraine

Process Analysis

- Leadership style as the primary variable
- Relationship with business development, life cycle stages, cultural specifics, and economic constraints

Generational Aspect

- Age distribution of top and middle management positions

Multiple Dimensions

Empirical Context: Ukraine and Austria

Ukraine's Baby Boomer Generation

- Strong collectivism and long-term orientation
- Influenced by USSR's superpower status
- Transitioning from maturity to old age

Ukraine's Generation X

- Shaped by perestroika and national independence
- Global thinking and significant success in maturity

Ukraine's Generation Y

Austria's Baby Boomer Generation

Austria's Generation X

Austria's Generation Y

Austria's Generation Z

Leadership Transformation at a Ukrainian University

Early Years and Establishment

- Founded in 1912, initially offered advanced commercial courses
- By 1930, became Kharkiv Engineering and Economic Institute (KhEEI)
- Known for transformational leadership and collaborative processes

Post-War Reconstruction (1950s)

- Trained engineering economists for heavy industries
- Leadership focused on transformation and motivation

Rapid Growth Phase (1965-1980)

Maturity Stage (1980s)

Rebranding and Innovations (1990s)

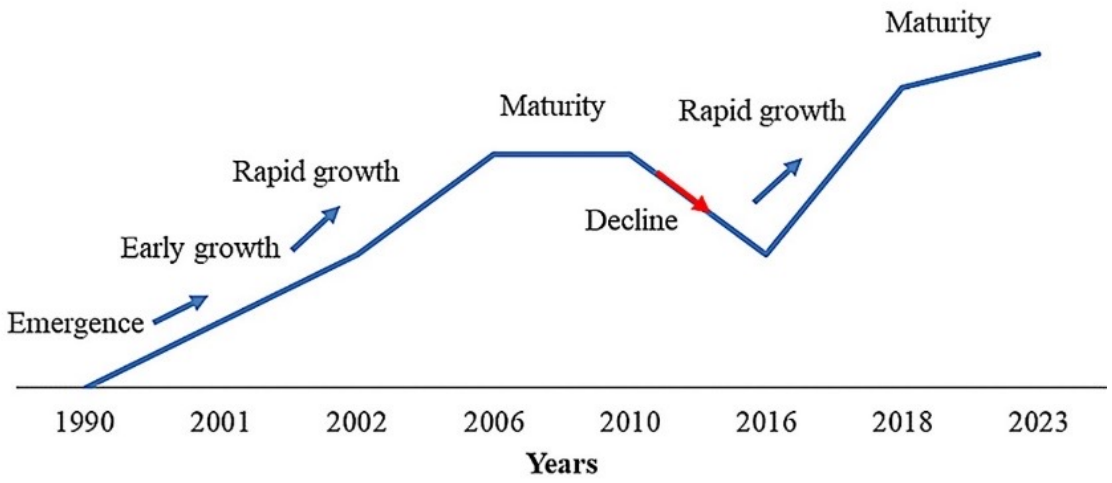
Leadership Transition (2000s)

Recent Challenges (2015-Present)

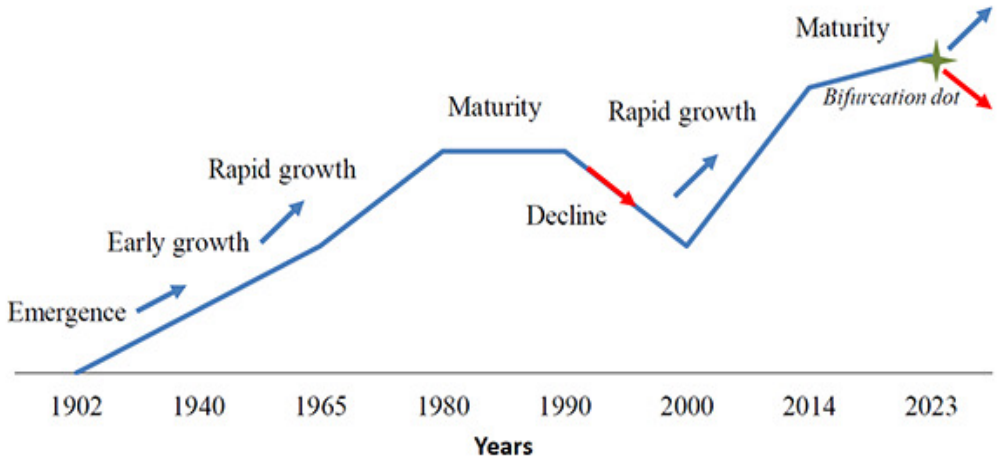
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Leadership Transformation at Austrian and Ukrainian University

Lifecycle of Ukrainian University



Lifecycle of Austrian University



Discussion and Implications

- Top Leadership Positions
  - Ukraine: Predominantly 60+ generation
  - Austria: No representation of 60+ generation
  - Both: 15% of leaders aged 20-40
- Middle Management Roles
  - Ukraine: Majority aged 40-59
  - Austria: Over 40% aged 20-39
  - Reflects cultural differences in leadership succession
- Generational Differences in Leadership
- Leadership Styles and Organizational Lifecycle
- Functional and Hierarchical Levels
- Cultural Contexts and Leadership

N	Stage	Leadership style	Guidelines
1	Emergence	Entrepreneurial Transformational	Be visionary and innovative to establish a unique identity. Foster a culture of risk-taking and experimentation. Encourage team collaboration and creativity. Lead by example and be hands-on.
2	Early growth	Transformational Coaching	Focus on scaling operations and expanding market reach. Empower employees and delegate responsibility. Develop and mentor the team. Promote a culture of adaptability and agility.
3	Rapid growth	Coaching Transactional	Focus on scaling operations and expanding market reach. Empower employees and delegate responsibility. Streamline processes and improve efficiency. Implement performance metrics and incentives.
4	Maturity	Transactional or Servant Leadership	Streamline processes and improve efficiency. Implement performance metrics and incentives. Serve as a facilitator and problem solver. Encourage employee development and well-being.
5	Decline with revitalization	Transformational Turnaround	Identify root causes of decline and make tough decisions. Revise strategies and reposition the organization. Inspire change and regain market relevance. Communicate openly and transparently.
6	Decline with recovery or sustained growth stage	Transformational Collaborative – employee oriented	Continue innovation and adaptation. Build strong partnerships and alliances. Maintain a focus on long-term sustainability. Empower employees to take ownership.
7	Decline with established and dominant stage	Collaborative or Charismatic Leadership	Foster a culture of excellence and continuous improvement. Leverage the organization's reputation and brand. Encourage innovation to stay ahead of the competition. Be an inspiring and visionary leader.

Lifecycle and Leadership

- Leadership Styles Evolve with Lifecycle
  - Transformational leadership in foundation and start-up phases
  - Transactional leadership in mature programs
  - Autocratic leadership in declining phases
- Impact of Financial and Market Pressures
  - Shift from transformational to transactional leadership
  - Focus on market concerns over collegiality
- Employee Preferences During Crises
  - Preference for leaders with 'masculine' traits
  - Less emphasis on individualized consideration
  - Value on inspirational motivation and intellectual stimulation
- Recommendations for Leadership Styles

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Functional/Hierarchical Level and Leadership

Transactional Leadership in Commercial Sector

- Adopted by top management due to growth and complexity
- Emphasizes task orientation and corrective measures

Transformational Leadership in Academic Sector

- Varies by lifecycle stage
- Favors collaborative and decentralized decision-making
- Focuses on autonomy and informal networks

Differences in Leadership Styles

- Commercial areas employ hierarchical and managerial approaches
- Driven by financial pressures and performance metrics

Implications for Businesses

- Tailor leadership approach to functional and hierarchical levels

Culture, Lifecycle, and Leadership

Start-up Phases

- Similar leadership approaches in both Ukraine and Austria

Growth Phase

- Ukraine: Transactional and authoritarian leadership
- Austria: More decentralized methods

Restructuring and Recovery

- Ukraine: Bureaucratic and hierarchical style
- Both countries: Transactional leadership during rapid growth

Leadership Adaptation

- Ukraine: Shift to transformational leadership needed in changing environments
- Austria: Blend of decentralized transformational and centralized management

Tailoring Leadership Styles

Generational Shift in Leadership Roles

Top Leadership Positions

- Ukraine: Predominantly held by individuals aged 60+
- Austria: No representation from the 60+ age group
- Both countries: Approximately 15% of leaders aged 20-40

Middle Management Roles

- Ukraine: Mostly held by individuals aged 40-59
- Austria: Over 40% held by younger managers aged 20-39
- Indicates rejuvenation in Austria’s middle management

Cultural Differences

- Ukraine: Preference for longer-serving, older leaders due to collectivist values
- Austria: More dynamic leadership transitions with younger managers

Business Implications

Generational composition of first and second-level leadership and anticipated future changes

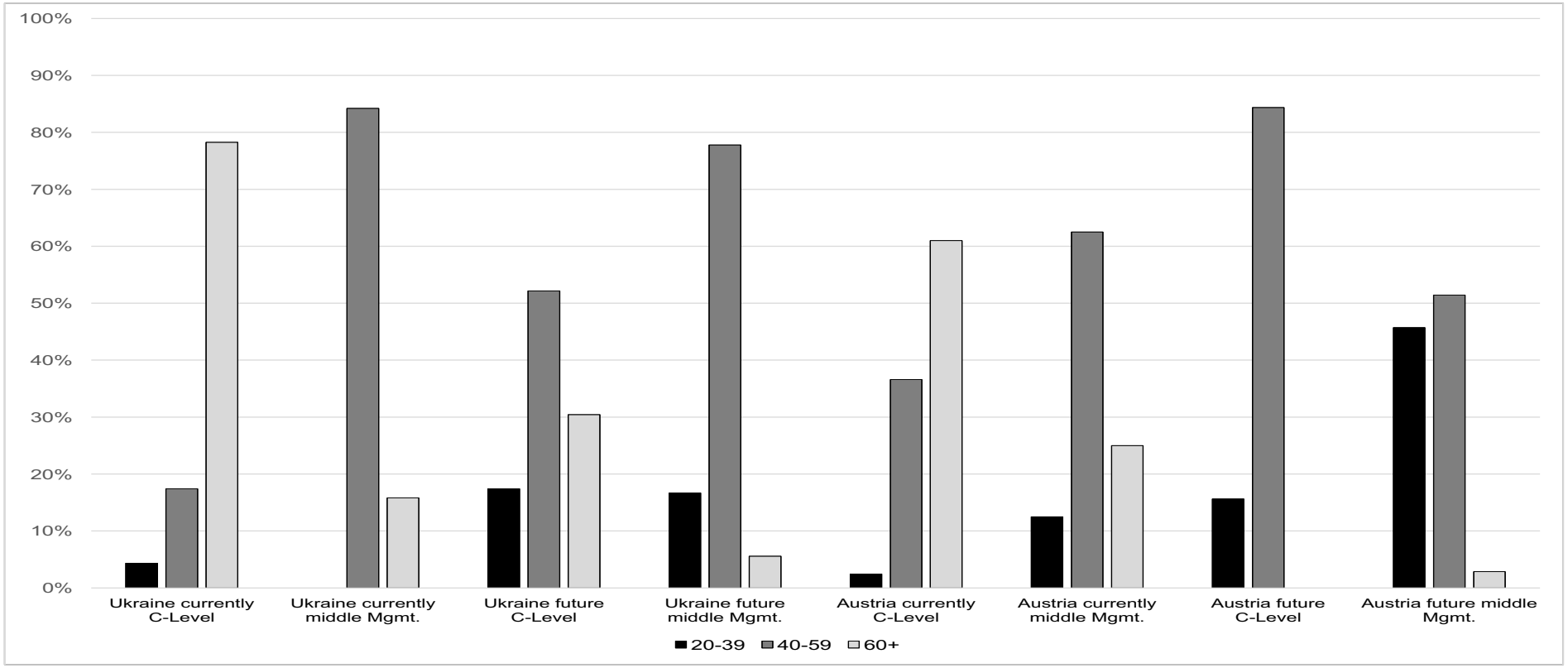


Table 1: Recommendations for Leadership Style

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Limitations and Future Research

Limited Cultural Scope

- Study focuses on two countries
- Including diverse contexts could enhance understanding

Impact of Evolving Conditions

- Political, economic, or social changes may affect relevance

Case Study Methodology

- Provides deep insights but limits generalizability and reliability
- Future research should use different methodologies and larger samples

Transferability to Other Sectors

- Findings focus on the academic sector
- Future research should include case studies from different industries

Generational Dynamics

Methodology Limitations

Focus on Academic Sector

- Findings are specific to academic organizations

Transferability to Other Sectors

- Should be done cautiously

Future Research Recommendations

- Include case studies from different industries
- Understand evolution of leadership styles in various contexts

Generational Dynamics

- Focus on Generation Alpha
  - Explore their technological upbringing
  - Analyze their leadership preferences
- Role of Digital Literacy
  - Influence on career trajectories
- Impact of Values
  - Effect on organizational culture
  - Influence on leadership practices



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Transformational and Transactional Leadership

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Generational Studies

- Aldjic & Farrell (2022) - Work and cultural values of Generation Z in Austria
- Bednarska-Wnuk & Januszkiewicz (2013) - Success and mobility of Generation Y in Poland and Austria
- Blyznyuk (2016, 2017) - Generational culture in Ukraine and Western Europe

Leadership in Various Contexts

- Bodolica & Spraggon (2021) - Leadership in times of organizational decline
- Gerashchenko (2022) - Academic leadership and university performance in Russia
- Haddon et al. (2015) - Leadership during financial crisis

Cross-Cultural Leadership

Generational Differences in Work Values