The dynamic marketing environment and its multidisciplinary implication on specific leadership aspects

**Summary:** In this issue the dynamic changes in environment will be shown. The stress will be laid upon the trends which dramatically affects different phenomena like leadership. In this issue other disciplines related to the phenomenon of leadership will be discussed.

**Keywords:** marketing environment, leadership, emotional intelligence, personality

**Rezime:** U ovom radu se ukazuje na dinamične promene u okruženju. Naglašavaju se tendencije koje produkuju nove fenomene, među kojima i promene u liderstvu. U radu se analiziraju različiti aspekti liderstva u svetu pomenutih promena.

**Ključne reči:** marketing okruženje, liderstvo, emocionalna inteligencija, ličnost.

1. INTRODUCTION

Kotler's model is a good basis to start studying the dynamic marketing environment of a company. The marketing environment comprises "uncontrolled" facts and powers affecting markets and marketing of a certain company. The micro-setting consists of actors in immediate environment of a company and they affect its marketability, and they are: company, suppliers, marketing agents, buyers, competitors, and the public. The micro-setting comprises wider social powers affecting all actors in a micro-environment of a company, and they are the following: demographic, economic, natural, technological, political, and cultural powers. (see [8])

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Primary task of each company is to supply and satisfy certain needs of the selected target markets for the sake of its own profit. In order to fulfil this task a company links itself with a group of suppliers and a group of intermediaries in marketing to attract its target buyers. The chain a supplier – company – intermediaries in marketing – buyers comprises the essence of a company's marketing. The success of the company will also be under the influence of two other groups: competitors and the public. The micro-environment of a company may be structured in such way that a company not having a leadership approach may have market position worse than its competitors. Namely, a company could be placed in worse position in the described chain by its suppliers and intermediaries in marketing – companies assisting the company in promotion, selling and distribution of its goods or services, because it has not accepted the leadership approach.

Nevertheless, the main influence on adopting leadership approach in managing company lies in a dynamic micro-environment of the company. The powers and mega-trends which shape the possibilities and pose threats to both the company and its suppliers, intermediaries, competitors, buyers and the public, are from the company's point of view uncontrolled and the company must observe them and actively respond to them. The current marketing environment has characteristics of a very dynamic development and its main feature is in continual changes. Six powers of micro-environment shall be discussed, each of them separately.
2. MAIN DIMENSIONS OF ENVIRONMENT DYNAMICS

The demographic environment for a company is of vital importance because – people make market. Leaders are vitally interested in the size of world population, its geographic distribution and density, trends of movements, age division, rate of birth, marriage and mortality, as well as racial, ethnic and religious structure. Major demographic trends are the following:

- **Population growth worldwide.** The implications of this are in that with the current growth rate of 1.7% yearly the degree of utilization of the Earth's resources for maintaining life in water, food, energy, ores and minerals is closer to their limits, so that in future the shortage of basic resources and finding out alternative ones may be expected.

- **The Slowed Down Birth Rate In The Developed Countries.** In the underdeveloped world the annual growth rate is 2.0% while in the developed 0.6%. The declining birth rate is a long-term trend in the developed economies. This phenomenon represents a threat to some branches of economy while for other branches this may be an advantage.

- **Ageing Of Population In The Developed Countries.** The development of medicine has conditioned the limits of human life to be moved. Given that the life is longer and longer, while the birth rate is falling, this phenomenon must be incorporated in marketing strategy of a company.

- **Changes In A Family.** The people get married later in life than earlier. The number of children per family is decreasing. The number of employed women is growing. The number of single households is also growing.

- **Better Educated Employees And Population.** 72% of Americans has graduated from high schools while 20% from faculties. The labor force is more and more composed of office workers and they now make 54% of the employed in America while in the past 35 years the number of workers fell from 47% to 33%.

- **Etnic And Racial Changes In Population.** In America and in European industrial countries as well, the ethnic communities and racial groups who are not indigenous and white-colored have the greatest growth rate.

- **Turn Of Mass Markets Towards Micromarkets.** The companies depart from earlier approach based on the “average” consumer and create their products and services more and more according to the concrete specific micro-market demands.

The elements affecting purchasing power of consumers and their consumption structure represent the economic environment. The total purchasing power is dependent on the current income, prizes, savings and loans:

- **Changes In Income.** During seventies and at the beginning of eighties the real income on American market was decreasing while since mid eighties until today it has been increasing. Leaders must pay attention not only to the average income of inhabitants but on income distribution towards the socially vulnerable classes. The practice shows that, for example, those selling luxurious goods and low cost goods survive on market while those offering goods at average price are losers.
Changes In Structures Consumer’s Expenses. More than a century ago the German statistician Engel established a well-known “Engel’s laws”. The essence of these laws is in the fact that as the income increases the percentage of expenses for food decreases, the percentage for expenses for housing and household needs remains the same, while the percentage of expenses for other categories (clothing, transportation, recreation, health, and education) rises as well as the percentage of income separated for savings. These laws have been generally proven in practice and are valid even today in the USA.

Low Rate Of Savings And High Debts. The consumers may increase their purchasing power by taking loans and consumer credits are meritorious for faster growth of American economy. In 1984, each American was at average indebted 11,000 dollars. On the other hand, the savings amounted to 6.1% of average personal income. This percentage in Japan is three times greater.

The natural environment, which is more and more devastated by each generation, is today considered to be rather polluted. This is also one of the major problems the business world and wider community is facing in modern time. Four major trends are:

Shortage Of Raw Materials. The earth consists of unlimited, limited renewable and limited non-renewable matters. The unlimited resources, such as water, are not a direct problem, but in a long-run they may become a problem. The limited renewable resources, such as woods and food, must be reasonably consumed. The limited non-renewable resources, such as crude oil, coal and metals, are serious problem because of the time when they will be depleted.

Increase In Energy Costs. Since the crude oil crises in seventies of the past century, the crude oil prices have been increased by 15 times. Since then, governments, companies and scientific institutes of many countries search for alternative energy sources.

Higher Degree Of Pollution. Some industrial activities inevitably pollute natural environment. Finding out alternative ways of producing and packing goods is a trend which will mark near future.

Changeable Role Of A State. In sixties and seventies of the past century various governments had active role in environmental protection. In eighties this was weakened while today states again undertake active regulation of environmental protection. The picture of legislation pertaining to environmental protection is different in the whole developed world because some countries, for example, the Scandinavian ones, have a long tradition in active role of normative protection of environment. Even greater diversity and disharmony of laws is present amongst the developed and underdeveloped countries.

The technology, technological environment, is the most distinctive power developing activities of population. In this environment we may observe the following trends:
• **Accelerated Rate Of Technological Changes.** Ninety percent of all scientists ever lived – are still alive. The accelerated stride of new inventions, application and spreading of new technologies is obvious. The time distance between the new idea and its implementation is rapidly getting smaller and the product lifetime is getting considerably shorter.

• **Unlimited Possibilities Of Innovations.** Today, the scientists work in almost unlimited space of new technologies that will revolutionize our products and production processes.

• **High Budgets For Research And Development.** In 1987 the expenses for RD in the USA amounted to more than 123 billion dollars. The Government provided more than a half of the resources. 87% of the resources are earmarked for applied researches while the remainder is spent for fundamental researches, out of which more than two thirds at colleges and universities.

• **Concentrating To Minor Improvements.** As a result of high expenses for RD, many companies rather get involved in minor improvements of products than taking a risk with great innovations. There are more defensive than offensive researches.

• **Growing Number Of Regulations On Technological Changes.** Given that the products are becoming more complex the public must be sure in its safety. This is a job of a state which is lately more and more active in this sphere. Technological changes encounter both copying and stealing of ideas and products. Protecting intellectual property is today a sphere in which a role of state in very distinctive.

The situation in political environment strongly affects the decision making of a company. The major features in this environment are:

• **Considerable Number Of Legal Regulations Governing Business Operations.** The legislation affecting business operations is for years consistently growing. The purpose of these regulations is protecting consumers, competition and wider social interests.

• **Growing Number Of Agencies For Implementing Laws.** There is a growing number of Government agencies having certain competence in implementing laws. The lawyers and economists, often lacking practical sense for business and marketing, prevail in these agencies.

• **Growing Number Of Public Interest Groups.** Just like the number of government agencies grows, the number of non-government agencies for the purpose of protecting interests of certain groups or public interests is also growing.

Cultural environment is the environment emerging as a product of conviction, values and evaluation of people in society. Major features of cultural trends are:

• **Fundamental Cultural Values Are Very Stable.** People in modern society have many essential convictions and values, which they want to keep. Changing these convictions and values by companies will certainly be a waste. Secondary human convictions and values are much easier subject to changes.
• **Every Culture Consists Of Sub-Cultures.** Every society has different groups of people with common comprehension, stemming out from their common life experiences or circumstances. The sub-cultures are a good marketing strategy of a company if it chooses them to be their target markets.

• **Secondary Cultural Values Subject To Changes In Time.** Many agencies for public opinion polling deal with discovering such changes. People’s opinions on themselves, on others, on organizations, on society, on nature, and on the world are those viewpoints that change in time. Companies must count on these changes and must anticipate them.

It is interesting to quote which trends are taken as crucial in the books dealing with leadership.

According to Bennis, who concludes that everything is moving and changing, and that a leader should not understand this as a danger but as opportunity for personal growth and salvation of organization, the following five basic powers affecting current world may be recognized: (see [1])

1. **Technology.** 40 people today produce something for the production of which 1,200 people were necessary 50 years ago. Someone said as a joke that in future factory only a man and a dog would be employed. The role of the man would be to feed the dog. The role of the dog would be to prevent the man to touch machines.

2. **Global Linkeage.** Half of the Los Angeles central part is in the ownership of Japanese. Europe is being united, the European Union accepts new members. The Chinese economy is strengthening. The USA has a stable development. The world is ever more linked; the countries are ever more dependent on each other.

3. **Managers And Acquisitions.** In twenties in the century behind us the number of taken over companies increased from 1,529 at the beginning of the period to 4,500 at the end. The value of taken over companies in 1989 amounted to 600 billion dollars, in 1998 increased to 2,000 billion dollars. The number of managers and acquisitions, for the purpose of increasing economies of scale, diversification and better approach to global markets, have tendency of further growth.

4. **Deregulation And Regulation.** Airline industry is under the conditions of new regulation, this being a product of terrorist attacks to America. Deregulation of electric power market in California has resulted in electricity shortage. Enron and brokers without scrupulous have provoked a big scandal. These cases are the reason for new regulations.

5. **Demography.** The American population is aging. 21% of Americans is older than 50 years and this age group is the group with greatest growth rate in America. In 2030 one out of five Americans will be older than 65 years. At the beginning of this century 15% of those starting a new business have been the white-colored men and 25% white-colored women, others belong to minorities who will some time in future become a majority in the USA.
According to Kouzes and Posner, the context of leadership is rapidly changing from high uncertainty through intensive search for essence up to linking of both the people and the people and leaders. Basic trends (see [7]) are:

1. **High Uncertainty.** Horror followed by the events after 11th September conditioned the whole world to feel less peaceful and less safe than before this terrible terrorist attack.

2. **People In The First Place.** Terrorist actions, new literature and business courses, as well as practice of many companies conditioned a new reality – that people are most important, that people are in first place.

3. **Even Greater Linkeage.** Technology has linked the whole world in an electronic global place. Internet and mobile telephone industry covered even the most distant places on the globe.

4. **Social Capital.** Knowledge has replaced land and financial capital as a new economic resource. This is a social capital – collective values of people in an organization who know each other and what they will do for each other. And amongst them there is always an effective leader.

5. **Global Economy.** The social lineage and social capital go beyond national limits. This lineage is global. This is a characteristic of a new economy – and a chance for leadership. Global leadership means global understanding.

6. **Speed.** The speed is a direct consequence of technology uniting us. It improved our lives and reduced the cost of production.

7. **Changed Labor Force.** Growing number of people is self-employed, growing number of people work at home. The labor force is more and more diversified. Leaders, based on this trend, find answers to a new question: how can an organization be loyal to each employee?

8. **Even More Intensive Search For Essence.** However we call it: spirituality, religion, faith or soul, the trend in business organizations towards always greater openness to spiritual, emotional side, is clear. Books dealing with spirituality are regularly on the top of the bestseller lists. In the magazine *Fortune* in 2001 there was a headline on religion and business. The task of a leader is to create climate at work in order the people would bring to work their souls and not only their hands and brain.

Social and political phenomena which are according to Drucker (see [2]) essential for determining company's strategy in our century are:

1. **Decreasing Birth Rate In The Developed World.** The final implication of this is in that all developed countries should rapidly increase productivity of their workers.

2. **Change In Distribution Of Citizen's Income.** Four sectors have had the greatest growth in the share of citizen's income: state, medical protection, education and entertainment. And none of these four sectors are on "free market", they do not act strictly according to the supply and demand laws and they do not correspond to the model of desirable economic behavior according to the old economic theory. In any country, even in the most capitalist one, for example in the USA, these expenses exceed half of the average costs per man. This will be a great challenge for new economic science. On the other hand, many believe that informatics is the most prosperous branch in the world at the moment. The truth is that it is not, but
that these are financial services, actually a new portfolio of new financial services which had not existed before – directed to the retired persons. There is another industry that has had greater growth than informatics, the book publishing. In western countries more books than computer equipment have been sold.

3. Defining Enterprise’s Performances. In the USA the pension funds, namely future retired persons, are owners of 40% of shares of all companies in high demand in stock exchange, while 60% of shares of those big ones. The situation is similar in Great Britain. It should be expected that these owners will focus on performances other than those recognized by economic theory, based on greed and selfishness of private owners. To these owners the non-financial values are of even greater importance, and this is a long life of a company, in order the company’s income would be continued when they will be very old. And today, an average life of companies in the USA is 30 years!

4. Global Competition. All organization must have as their prime goal the global competition. One of the implications is that no country may base its economic development on low cost labor. Labor costs amount to one eighth of total costs, and competitive and development advantages obviously lay somewhere else. Every business today depends on global competition. This represents a danger even for political decisions of the countries which have caused damages to the country’s economy, or which may cause it. Good examples for this are Japan (the Government restricting import) and Mexico (the Government restricting export).

5. Growing Non-Uniformity Between The Economic Globalization And Political Devisions. The golden rule in business in overcoming this problem should read: if the non-uniformity between political and economic reality exists, than nothing that will not completely satisfy economic reality it to be done.

In his latest book Peter Drucker (see [2]) also elaborated the challenges od the 21st century management. First of all new management paradigms were elaborated showing us how the management would develop in 21st century. Since 1930 the management lies on two sets of assumptions related to the management reality, assumptions related to the management discipline (the first three assumptions) and assumptions related to the management practice (the remaining four assumptions).

The first assumption is that management is business management. The development of all social organizations until today has shown that management is a specific and different body in each of them individually, but in all organization of the society as well.

The second assumption is that there is – or has to be – only one right organizational structure. We are witnesses that there are a number of different organizational structures at various hierarchical level of organization having effective results. For a right organization the management must search for and develop an organization complying with its objectives.
The third assumption is that there is – or has to be – only one way to manage people. However, in this century the people will not be managed. The task is in that people are led by leaders and with the purpose that an organization builds up its productivity on specific skills and knowledge of each man.

The fourth assumption is that technology, market and consumers are given and unchangeable. In this century the management must be more and more based on the fact that technology and market may not be basis for the management policy. The impact of management on the business and constant changes of environment have contributed to the fact that basis for management strategy and policy should be the values, viewpoints and decisions of consumers on their available income distribution.

The fifth assumption is that the area of management is legally defined. This assumption lies on the assumption of controlling and commanding in management. The trend is in that the management, as a discipline and practice, should be more and more based on the assumption that its area is not legally defined. The management should be operational. It should comprise entire process. It should be focused on the results and performances in the entire economic chain.

The sixth assumption is that the management is focused on inside, on organization. But the results of each organization, either enterprise, church, university or hospital, exist only in outer environment. The management exists because of benefit the organization receives based on these results. It should place its focus on assumed results and organize the realization of the anticipated results. The management should be a body producing results outside itself.

The seventh assumption is that the economy is defined within national borders and that the management area is politically defined. Today, national borders have become a restraint for business. The management practice, and not only in business, should be more and more based on operations, and not on policy. And finally, new management paradigm is that the area and responsibility of management are all that affects performances of an organization and its results – either inside or outside, either under the control of organization or completely out of its control.

What is the answer to these management realities? That is a leader of changes, the only one who will survive in the period of rapid structural changes. A leader of changes is expected to:
1. Penetrate deeply into the future.
2. Find and anticipate changes.
3. Incorporate changes.

The favorite Drucker’s topic for the 21st century is the so-called skilled worker, one of his central concepts. Thus, in the 20th century the greatest contribution to
management was the fifty times increased productivity of common workers in the production. The greatest contribution of leaders in the 21st century should be the skilled worker's productivity and a skilled worker. The most important value for company in the past century was production equipment, in this one it is a skilled worker. The difference between a common worker and a worker who is skilled in his job is obvious, and the following factors determine the skilled man productivity:

1. The question for the common worker was: “How should the work be done?”, while for a skilled worker the question should be: “What is the assignment?”
2. The productivity of a skilled worker should be imposed on by himself. A skilled worker should manage himself. He should have autonomy.
3. The continuous innovation should be a part of work, assignment and responsibility of a skilled worker.
4. A skilled work requires unceasing learning, in both directions.
5. The skilled worker's productivity is not primarily expressed by quantity but by quality.
6. The skilled worker's productivity requires that he is not considered as a cost but as a value for a company. It is necessary for a skilled worker to want to work for a company with relation to all other potential opportunities.

A big group of skilled workers performs both the skilled jobs and the manual jobs. They are technologists. They are the greatest and most rapidly growing group of skilled workers. In future, the competitive advantage of a state will be determined on the basis on the success of skilled workers’ organizations. This primarily calls for redefining purpose of organization from the root, it must no longer serve the purpose of satisfying legal owner but also of satisfying human capital owner, namely each individual skilled worker. This is an implicit demand for a democratic organization and leadership orientation of companies. A state’s task in future will be building an educational system in the service of skilled worker's productivity improvement. The skilled workers, technologists, encounter drastically new requirements:

1. They should ask themselves: Who am I? What are my advantages? How shall I work? People think that they are aware in which things they are good. Actually, researches show that the people are generally aware in what things they are not good, while they are not aware of opposite. A man must become aware in what things he is good, he must concentrate on his advantages and improve them. Advantages and weaknesses are given, however, the question is how the assignments are performed, particularly those in which a man is good, because the people have results based on how they perform them. This is not given and there is a way how this may be improved. The improvement is based on learning. A man should be aware of which learning methods are most suitable for him, whether he learns best alone, with the assistance of mentor or in team. By learning, the conflict between the man’s advantages and ways in which he performs them may cease to exist. However, the conflict may occur between the man’s advantages and the things in which he is good. Undoubtedly, values should have priority.
2. They should ask themselves: Where do I belong? This is a decision which one should make soonest, if possible at the very beginning of one's career. If the choice is based on maximizing above mentioned three questions, then an average man as well may become a great performer in the organization towards which he has affinity.

3. They should ask themselves: What have I contributed to? This is a new question in human history, because the traditional tasks were assigned. Skilled workers should learn to ask themselves: What should be my contribution? An effective action is based on three elements structured in three questions: What does the situation require? How can I most contribute to my advantages, my way of working and my values? What results should I achieve to reach difference?

4. They should undertake responsibility for interpersonal relation. Few people work independently – great artists and scientists, while other people work in organization. The work of most of the people is effective through the work of other people. For one to manage himself he has to undertake responsibility for interpersonal relations. First of all he has to accept the fact that all people are not the same, but that they are human beings and that one has to behave towards them as to own self. Don't do to others what you wouldn't like the others to do to you. Evident, but hardly applied in practice. Then, an effective communication has to be achieved. Organizations are interwoven and linked through jobs of various individuals. How to give own contribution if the work is based on assumptions, if people know very little about each other, if they do not know a basic thing: who is in what and to what extent good, how one likes to work, what are their individual values and how much one wants to contribute to the results?

5. They should have plans for the Second part of life. The pension system has been established in some other times with different assumptions. If it was done today on the then assumption, one would be retired with 79 years of age. Without going into economic topics, the then system was created for common workers who really worn themselves out during the course of years and were biologically mature for retirement in their sixties. However, the skilled workers place a new paradigm – they do not wear themselves out during their working life, but on the contrary. They permanently get trained for their jobs so that over the years they become more and more productive. The inevitability of moving retirement age limits will be soon understood by the law makers. The skilled workers should make their careers for the second part of their lives because it is likely that they will survive their organizations during their working life. One should be prepared for this career long before the time these changes occur. The possibilities are:

- starting new, different career;
- developing parallel career – another assignment in the same organization;
- social entrepreneurship – same assignment in another organization usually of non-profit sector (for the people who were unusually successful in the first career).
Porter, the greatest expert for competition, showed in one of his works how leadership effectively responds to dynamic changes of marketing environment (see [8]). Many people have fixed opinion that economy and ecology are on opposite poles. On one hand, here is a social advantage of a clean environment and, on the other, the costs of private capital for preventing pollution and improving environment. This statistical approach neglects the fact that companies constantly find innovative ways how to adapt themselves to changes under pressures of competition, consumers and legislation. These innovations lead to more productive use of inputs – from raw materials to energy and labor force and the increased productivity makes companies more competitive, not less competitive. These improvements in productivity reject greater yield for companies than additional costs based on new regulations. The Holland flower industry was under great pressure of the public and State because of land pollution caused by artificial fertilizers. The producers, under the pressure, ceased growing flowers on the land and started to grow flowers on water and stones - and improved their productivity, competitiveness and share in world market. The pollution, releasing toxic and waste matter into environment, should be considered as uneconomical and ineffective use of resources. In this is a key of the story why the Holland flower industry today is not an exception in the world economy but ever more a rule. Also, the blame for uneconomical use of resources has been shifted to direct consumers through prices. For many leaders this concept has opened new roads towards the increase in productivity both through closed production technologies and through substitution of materials. As leaders have made a deviation from the costs of ecology, because of legal regulations, towards opportunity costs of ecology – the loss of resources, loss in profitability, diminished value of products for consumers, the ecology and economy have found themselves at the same level. In researches of 29 leading chemical plants, 181 new technologies for pollutant reduction have been discovered. Only one of them has caused increase of costs. Out of 70 activities on products, 68 has shown rise of productivity, 7% of them at annual level. 48 activities have been carried out without capital, two thirds of the remaining activities paid off within 6 months or in shorter time. In the mass of these activities, 1 dollar of expenditure for preventing pollution has brought 3.49 dollars of increased revenue. In 1990, the prohibition of the CFC because of ozone bought about disturbing titles in newspapers on disappearance of refrigerator, but luckily the companies dealt with innovations and not with reading black forecasts. The modern industry is based on propane-isobutane. The results are: 10% greater power efficiency and 5% lower final prices for consumers. What stand should the leaders and business organization take in these industries? The Porter's and Van Der Linde's message is the following:

- Direct and indirect impacts on environment are to be compared.
- It should be learnt how to recognize opportunity costs of insufficiently used resources.
- Atmosphere in an organization stimulating innovative solutions increasing production should be created.
- They should be proactive in defining new type of relationships with regulation makers and ecologists.
I would like to add another one, the primary one:

- They should, with the assistance of leaders of changes, on democratic basis, create a high performance organization.

3. MULTIDISCIPLINARY ASPECT OF LEADERSHIP

The employed in 1979 possessed knowledge comprising 75% of the knowledge required for performing their jobs. This percentage rapidly fell and in 2000 the employed possessed 15% of the knowledge required for performance of their jobs. We have seen that the success of both leaders and an organization depends to a great deal on leader’s personality. The psychological aspect of leadership is crucial while the emotional role of a leader is a primary role. Other disciplines related to the phenomenon of leadership are also important.

3.1. Emotional Intelligence and Leadership

Every man has at least two kinds of intelligence, one rational and the other emotional (see [4]). They in fundamentally different way affect our mental life. After returning from a party, a girl wanted to frighten her parents by hiding in a cupboard in her room. Her father heard some noises in the room, took out his gun and entered the room. The girl jumped out of the cupboard and the father fired...And killed her on the spot. Although a sever punishment for this man did not exist, the court released him. Why? Because of the structure of our brain. The evolution has conditioned that our survival instinct is fast and active. The emotional brain responds several times faster than the rational brain. And what is even more important, the emotional brain may “kidnap” the rational brain. The psychologists call it amygdala kidnapping. Visual information is gathered in a part of brain called thalamus and then sent to two places, in amygdala, the center of emotional mind, and cortex, the center of rational mind. The distance between the thalamus and amygdala is shorter than between thalamus and cortex. What is happening to a man when amygdala kidnapping takes place? The blood pressure rises and the heart pulsates faster. The muscles contract and prepare for action. This has already happened to all of us, hasn’t it? It should be mentioned that the cortex after processing information sends it to the amygdala. The infantile nature of emotions is also important to be mentioned because the emotional brain is the first to develop and these early emotions may significantly affect our later life. The basic emotions are: rage, sorrow, fear, satisfaction, love, surprise, disgust, and shame.

Each of the emotions play a unique role, which is revealed also by their characteristic biological properties:

- In a fit of rage the blood pours into the hands, enabling them to reach a weapon or attack adversary easily; heart starts to beat faster, and the rise in
hormone level, such as adrenaline, produces sufficiently powerful energetic impulse for violent action.

- In fear the blood flows up to the big skeleton muscles, such as for example legs, making escape easier – the face turns pale since the blood runs down from it (causing the feeling as if the blood has “frozen in our veins”). At the same time, the body becomes stiff, even for a second, perhaps giving it time to assess whether hiding would be the right response. The processes in cerebral emotional centers release a flood of hormones which place the body in the state of total alert, making it stiff and ready for action, while the attention is directed to immediate danger in order to make the best assessment of the move to follow.

- Basic biological changes in the state of happiness include more intensive cerebral centers activity inhibiting negative feelings and stimulating available energy increase, while calming down those arousing anxious thoughts. However, in psychology there is no particular change discontinuing the state of inactivity thus allowing faster recovery of a body than biologically aroused disturbing emotions. Such state allows total relaxation of a body as well as readiness and desire for any forthcoming task, but also an aspiration towards realization of a whole series of goals.

- Love, tender feelings and sexual satisfaction arouse parasympathetic stimulation – physiological opposite to the state of “fight or escape” movement caused by fear or rage. The parasympathetic formula of “relaxation reaction” represents a series of reactions along the whole body producing general state of calmness and satisfaction, eased cooperation.

- Rising brows in surprise allows the field of vision become wider and also more light reach the retina. In this way we get more information on an unexpected event, it is easier to understand what will happen and think out how to act.

- All over the world the expression of disgust is equal both by appearance and by message it conveys: something is unpleasant by smell or taste, or alike. The expression of disgust – the upper lip bends at ends while nostrils pucker up a little – indicates, as Darwin observed, primordial attempt to close nostrils because of smell or to spit out poisoned food.

- The basic action of sorrow is to help us to grow accustomed to a great loss, such as death of the closest person or essential disappointment. The sorrow causes loss of energy and lack of good mood for dealing with everyday commitments, loss of desire for entertainment and satisfaction, and if it becomes serious disturbance leading to depression, then it slows down the body metabolism. This essential isolating enables us to survive the loss or betrayed hope, to realize the significance of life, and when the energy recovers, to plan a new start.

The strength of emotions is not the same with all people. Imagine that you are flying in an airplane on a pleasant flight. However, a pilot announces: “Ladies and Gentlemen, we’re approaching turbulence, please be seated and fasten seat belts”. Soon, the plane gets into an air storm, the worst you have ever experienced.
The question is what will you do? Are you a person who will be absorbed with reading a book or watching a film, not thinking about turbulence, or maybe you are a person who will take out flight instructions in case of emergency, listening all in ears how the engines work and looking around to see signs of panic amongst the crew indicating catastrophe?

The airplane scenario is a part of a standard psychological test, while the above two types of behavior in case of emergency point to the difference in experiencing emotional reactions. Those who identify themselves with the situation may unconsciously attach too much importance to own reactions, especially when by identifying themselves they lose self-conscience. Their feelings are much more intensive. Those who do not identify themselves with the situation, who are at the distance, pay less attention to own reactions, diminish tension and intensity of the very reaction.

In extreme cases, the awareness of emotions completely paralyzes some people, while others hardly notice it. With the first group of people, the increased emotional sensibility, given even the slightest cause, provokes an emotional storm, happiness or terror, while other kind of the extreme hardly experiences such feelings, even in crucial moments.

There is probably no more important psychological ability than instinct control. This is an embryo of emotional self-control, because by their nature all emotions affect expressing of impulses. To what extent this skill to resists instincts is important is shown in the so-called munchmellow experiment. A group of four-year old children was proposed the following: they were in a room with a researcher who told them that he had to out and gave a munchmellow to each of them. But he also told them that those who would wait until he returned and would not eat the sweets would be given another two pieces. Some of the four-year children could wait for endless twenty minutes until the researcher returned. They covered their eyes, talked to themselves, sang, played, and even tried to sleep. They got their reward – two sweets. However, those more impulsive ones, seized the munchmellow just few seconds after the researcher had left the room. The children were monitored until they left the school. The difference between the children who seized the munchmellow and those who resisted was obvious.

Those who in their age of four resisted the temptation, as adolescents became socially more resourceful: successful, self-confident and more prepared to deal with life problems. It was almost unlikely that they would “fall apart”, loose strength or regress during a stress or become disorganized and disarmed under the pressure. They accepted challenges and tended to combat them not surrendering in spite of difficulties. They were reliable and self-confident, trustworthy; they were self-initiative and struggled for projects. Also, when the tested children were analyzed at the end of high-schooling, those who patiently waited at the age of four were better students than those who surrendered themselves to caprice. And after all these years they have still been able to postpone awarding for the purpose of accomplishing goal.
More than a third of the children who seized the sweet had less expressed the above mentioned qualities and had more problematic psychological profile. As adolescents they were shy and avoided social contacts. They were stubborn and indecisive. Failures discouraged them easily. They saw themselves as being "bad" and worthless. When under the stress they regressed and became inactive, distrustful, suspicious and exasperated. They were jealous and envious, excessively irritable and violent and thus provoked disputes and fights. And after so many years they have not still been able to postpone rewarding.

What is hardly evident in childhood, becomes a wide spectrum of social and emotional skills during lifetime. The ability to influence postponement of instincts represents lot of efforts, from sticking to diet to meritng academic title. What Walter Mischel, who has been doing researches, has described in a complicated expression that "self-set postponement of award for the purpose of accomplishing goal" probably represents the essence of self-regulation: ability to deny instinct in order to accomplish a goal, regardless of whether it is opening of a new business, solving equation or winning prizes. His discovery has emphasized the role of emotional intelligence as a target - ability defining how well or how bad the people will succeed in using their mental capacities.

When we speak about leaders then we speak about their ideas, their strategies and visions. In reality, leaders lead us to emotions. Several research works and practice have shown that the fashion from the beginning of the past century, researches and rational intelligence measuring – IQ, ever more withdraw before the researches and emotional intelligence measuring – EI. The IQ has shown little correlation with how the job is performed and with advancing in carrier during lifetime. However, emotional advantages, such as possibility to manage frustrations, control own emotions or emotions of others, which is something learnt since childhood, have undoubtedly shown greater correlation with a success in future life. Many people having IQ 160 work for people having IQ 100 (which is an average) because the first have a good emotional intelligence while the latter have not. In everyday work the intelligence used in relations with people is the most important one. In case of a bad emotional intelligence, you will be bad at work, you will be in trouble deciding which job to accept, who to marry...

A person having high IQ and low EI is almost a caricature of an intellectual, resourceful in the world of knowledge but unskillful in the world of intimacy. The profiles differ in some characteristics in men and in women.

A type of man with high IQ is directed towards a wide sphere of intellectual knowledge and competencies. He is ambitious and productive, predictable and persistent and not troubled with personal problems. He may also be critical and humble, refined and shy, lacking self-confidence in intimate and sensual experiences, insensible and indifferent, and emotionally cold and tepid.

Compared to this type, men with high emotional intelligence are balanced, cheerful, sociable and open, and are not prone to fear and worry. They are
extremely faithful to people and ideas, responsible and ethical, and in their relationships full of understanding and attention. Their emotional life is rich and diverse, they are in agreement with their selves, with others as well as society in they live.

Women of basic type with high IQ have intellectual self-confidence, very skillfully express their thoughts, discuss about intellectual issues and are interested in a number of intellectual and aesthetic spheres. They may also be introspective, prone to anxiety, worry and may have a feeling of guilt; they hesitate to openly express their anger, although they do it an indirect way.

Compared to them, emotionally intelligent women are talkative and directly and openly express their feelings. They have good opinion about themselves: the life is for them everything. As men of the same type, they are joyful, open and express their feelings in the right manner (they do not have bursts of feelings because of they later will feel sorry); they can take a stress well. Their social inventiveness allows them to easily meet new people; they are sufficiently in agreement with their own selves so that they are spontaneous, playful and open for all intimate experiences. Contrary to women with high IQ, they are rarely upset, have no feeling of guilt and rarely fall in despair.

Indeed, these portraits are only extremes, in each of us the IQ and EI intermingle to a different extent. People with high IQ and low EI, in spite of stereotypes, are relatively rarely found, but these types represent useful insight in distinguish human qualities. Nevertheless, IQ and EI are not opposed but separate competencies. The emotional intelligence attaches to a living being qualities that make it more human.

The emotional intelligence is a capacity for recognizing own emotions and emotions of the others, for self-motivation and for controlling emotions in ourselves and of others. The five domains for expressing emotional intelligence talent are the following:

1. **Awareness Of Own Emotions.** Self-awareness – recognizing an emotion as it actually is in the moment when manifested represents a key of emotional intelligence. The ability to control emotions in every moment is of essential importance for psychological self-awareness and self-understanding. The self-awareness represents awareness of one’s own mood coupled with own consideration of this mood. Impossibility to understand our real emotions makes us dependent upon them. People more confident in own emotions lead their lives more skillfully and are more self-confident in making decisions.

2. **Controlling Emotions.** Overcoming and controlling emotions in an appropriate manner is a talent built on the basis of self-awareness. People who are bad in controlling their emotions are constantly overwhelmed with emotions and under stress. The people who improve the control of their emotions recover much faster from life disturbances and falls.

3. **Self-Initiative.** Controlling emotions that leads to a particular goal is a basis for the feeling of caution, for self-initiative, mastering certain skills, as well as
extremely faithful to people and ideas, responsible and ethical, and in their relationships full of understanding and attention. Their emotional life is rich and diverse, they are in agreement with their selves, with others as well as society in they live.

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3. **Self-Initiative.** Controlling emotions that leads to a particular goal is a basis for the feeling of caution, for self-initiative, mastering certain skills, as well as
for creativity. Emotional self-control – postponing satisfaction and suppressing impulses is the basis of every achievement. Reaching the state of “calmness” will enable exceptional achievements in every sphere.

4. **Recognizing Emotions Of Other People.** Empathy is a fundamental human skill. It is based on self-awareness – the more we are open to own emotions the more success we will have in reading other people’s emotions. The empathic people are more successful in understanding subtext of social signals of needs and wishes of people they emit through communication. The empathy enables a success in professions such as: care about others, teaching, trade, and leadership.

5. **Art Of Behaving In Interpersonal Realions.** This gift represents an art of understanding other people’s emotions. This ability is a foundation for popularity, leadership and interpersonal effectiveness. The people having this gift are able to perform the jobs and assignments based on interpersonal relations more successfully than other people; they are “stars in the society”.

One of the skills to which leaders should pay particular attention is empathic listening. The empathic listening understands that a listener from the conversation recognizes and feels emotions of a person he is talking to. There are 5 phases of listening. The only empathic listening is the one within the reference system of others, while all others are listening within ones own reference system:

<table>
<thead>
<tr>
<th>Table 1: Continuum of Listening</th>
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</thead>
<tbody>
<tr>
<td>5) Empathic Listening</td>
</tr>
<tr>
<td>4) Careful Listening</td>
</tr>
<tr>
<td>3) Selective Listening</td>
</tr>
<tr>
<td>2) Pretending That One Is Listening</td>
</tr>
<tr>
<td>1) Ignoring</td>
</tr>
</tbody>
</table>

Managers are inclined to criticism, and the employees feel that their superiors address them only when they make a mistake. Tendency to criticism is expressed more with managers who do not support employees for a longer period of time. A leader has no right to such approach, he must be competent in criticism, and the art of criticism lies in empathy and emotional intelligence.

The feedback in a system theory is in getting to know the data on how a part of a system functions, where it is understood that one part influences all other parts in the system, and that every part “deviating” from the main course may be replaced with a better one. In an organization everyone is a part of a system, while the feedback is main artery of an organization. The way in which people receive the feedback is of vital importance for continuity of their work. Without feedback the people are in darkness, they do not know what their superiors want, what their collaborators think about them, nor what is expected from them,
while problems accumulate in the course of time. A competent transmission of feedback may be the massage of the greatest help which a leader delivers to his followers. The competent criticism is directed towards the good what a man has done and is of more help than criticizing a person because of badly performed job. By attacking the personality the goal is missed.

For leader to be good in the above said, he should take the following advises:

1. **Be Determined.** Choose a conflict of importance, an event representing main problem needed to be solved, or any kind of deficiency preventing certain parts of jobs to be successfully accomplished. People are discouraged if they only hear that they have done “something” wrong at the same time unaware of details that may help them to correct their mistake. Concentrate on details, say to a person what he has done well and where he has been wrong, and in which way this may be corrected. Don’t hesitate and don’t be dishonest or ambiguous, because in this way you will bypass the right message.

2. **Offer A Solution.** The criticism, as all useful feedback, has to be directed towards solving problem. Otherwise, a man will be dissatisfied, discouraged and unmotivated. The criticism may open a road to possibilities and alternatives of which a person was not aware, or to point at shortcomings to which he has to pay attention – but it should also include suggestions for solving problem.

3. **Be Present.** Criticism is, just like a praise, the most efficient when communicated personally, face to face. The people who feel unpleasant in criticizing or praising will certainly make things easier for themselves if they do it in writing. But, then the communication is getting more distant and prevents the criticized or praised person to have a chance to respond or clarify things.

4. **Be Compassionate.** This is a call for empathy. Keep in mind the effects of what you say, and the manner in which you say this to the hurt person. The executives who are not empathic say their opinion in a rude way, which is an inappropriate humiliation. The results of such criticism are destructive: in stead of making possible the mistakes to be corrected, he provokes emotional response or exasperation, bitterness, retreat and keeping distance.

Contrary to the IQ, which is given, the EI may be raised. Leaders have to go through four phases while improving themselves:

1. Get To Know Your Own Self,
2. Control Yourself,
3. Get To Know And Take Care Of Your People, And
4. Lead Your People.

In more details, the competencies of an emotionally balanced leader are (see [3]):

1. **PERSONAL COMPETENCIES:** These competencies determine how we control ourselves.
   1.1. **Self-Awareness**
1.1.1. **Emotional self-awareness**: Reading own emotions and recognizing their impacts, using inside feelings in making decisions.

1.1.2. **Exact evaluation of own self**: Knowing own advantages and limitations.

1.1.3. **Self-confidence**: Clear feeling of own values and competencies.

1.2. **Controlling Own Self**:

1.2.1. **Emotional self-control**: Keeping disturbing emotions and impulses under control.

1.2.2. **Transparency**: Showing honesty and integrity, credibility.

1.2.3. **Adaptability**: Flexibility in adapting to changeable situation or in overcoming difficulties.

1.2.4. **Achievement**: A desire to improve performances in order to achieve utmost internal standards.

1.2.5. **Initiative**: Readiness for action and utilization of good opportunities.

1.2.6. **Optimism**: To see only the best in the events.

2. **SOCIAL COMPETENCIES**: These competencies determine how we control interpersonal relations.

2.1. **Social Awareness**

2.1.1. **Empathy**: Feeling emotions of others, understanding their prospective.

2.1.2. **Organizational awareness**: Understanding what is going on, decision making network and policy on organizational level.

2.1.3. **Services**: Recognizing and reaching agreeing for the needs of followers, clients or consumers.

2.2. **Controlling Interpersonal Relations**

2.2.1. **Inspirational leadership**: Directing and motivating with a vision.

2.2.2. **Influence**: Having a great number of tactics for convincing.

2.2.3. **Training others**: Support capcompetencies of others through directing and feedback.

2.2.4. **Catalyst of changes**: Move, direct and lead towards the new directions.

2.2.5. **Controlling conflicts**: Solving conflicts.

2.2.6. **Building bonds**: Cultivating and maintaining interpersonal relations network.

2.2.7. **Team work and cooperation**: Cooperating and building teams.

Great leaders should also possess all of the four singled out competencies which are components of interpersonal or social intelligence:

1. **Organizing Groups** is a basic leader's competency and it means initiative and coordination in organizing groups of people.

2. **Negotiating Solutions** is a talent of an intermediary preventing or solving already existing conflicts. Leaders having this competency are successful in negotiating jobs or solving disputes.

3. **Personal Relations** are a gift for feeling empathy and making friends. Such competency makes establishing relations easier, as well as recognizing other people's feelings and troubles and appropriate
4. **Social Analysis** represents a competency of discovering and interpreting other people's feelings and worries. Knowing other people's feelings makes establishing relations with collaborators easier to leaders and allows the feeling of intimacy.

Considered together these competencies are inevitable "components" of a charm, social success and charisma. Those having some form of social intelligence, may easily put in touch other people, wisely read their reactions and feelings, lead and organize, and solve misunderstandings occurring in any life domain. The leaders are born, the people who are able to express collective feelings and articulate them in a manner that will enable the group to accomplish its goal. These are people with whom others like to be in a company as they inspire them emotionally. These interpersonal competencies develop on the basis of emotional intelligence.

A survey carried out in 12 organizations, comprising 2,000 managers, showed that 81% of difference between exceptional and other managers is in emotional intelligence. Another survey carried out by the MBA University students showed the manner in which the EI raises – lasting learning. Comparing the students who for two years had a lasting emotional intelligence program with university students who did not have any program at all, the following results of EI improvement were obtained:

**Table 2. - Results of EI improvement with the MBA students**

<table>
<thead>
<tr>
<th></th>
<th>MBA STUDENTS WITHOUT EI PROGRAM</th>
<th>MBA STUDENTS WITH EI PROGRAM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONAL COMPETENCIES</strong></td>
<td>4%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>SOCIAL COMPETENCIES</strong></td>
<td>-3%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Source [8]

These results brought about another surprise. Seven years after the survey it was found out that in the other, more successful group, the EI raised in time. They continued to train themselves in the skills they have not built at the University, and they have achieved better results. Another words, they have learnt how to raise their emotional intelligence.

Finally, it has to be pointed out that inevitable task of a state in future will be a wider study of this concept in all schools. Alarmed by the statistical data on emotional state of young people in the USA in the past two decades, namely:

- record rate of apprehended young people,
- four times higher rate of murders of young people,
- three times higher rate of young people suicides,
three times higher rate of crimes of young people under 14 years of age,
three times higher rate of juvenile pregnancies,
three times more drugs consumption, with the young black people the increase is even thirteen times
one third of the young people face problems with depression,
according to the trend, two thirds of their future marriages will be dissolved;

The school authorities have already started an emotional intelligence research pilot project in standard schools and schools specialized in EI, and the current results of changes in behavior and life of these young people are very satisfactory.

It was shown that the price of emotional illiteracy is very high. The Grant’s Association (see [41]) dealing with improvement of emotions, reveal the main elements of effective preventive programs:

1. Emotional competencies:
   a. recognizing and naming emotions,
   b. expressing emotions,
   c. assessing intensity of emotions,
   d. controlling emotions,
   e. postponing satisfaction,
   f. controlling instincts,
   g. diminishing stress,
   h. becoming aware of difference between emotions and acting.

2. Awareness of competency:
   a. talking to oneself – controlling “inside talk” as a way of facing problem, challenge or support to human behavior,
   b. understanding and interpreting social characteristics – for example, recognizing social influence on behavior and self-perception within wider community,
   c. using measures for problem solving and decision making – for example, controlling instincts, accomplishing goals, recognizing possible response, forecasting consequences,
   d. understanding other people’s opinions,
   e. understanding acceptable and unacceptable behavioral standards,
   f. positive approach to life,
   g. self-consciousness – for example, developing real expectations

3. Behavioral competency:
   a. non-verbal – understanding by glances, face expression, voice tone, movements, etc.
   b. verbal – establishing clear demands, avoiding negative influences, competent reply to the criticism, listening others, helping others.

The T. Dobson’s story, one of the first Americans who in Japan learnt martial art of aikido, represents a good example of the applied emotional intelligence.
One day Dobson was going back home by the Tokyo subway when a huge, very drunk and enraged man in a belligerent mood got in a car. The man started, cursing and roaring, to molest passengers. Dobson felt that he should intervene to prevent someone to be hurt. And, while all others were sitting, he slowly stood up and turned to the aggressive man. Noticing him, the drunkard roared: “Aha! Foreigner! You should get a beating in a Japanese way!” and started to prepare himself for the first blow.

But, someone shouted in an unusually cheerful way: “Hey!” The shout had a tone of a joyful person. Surprised, the drunkard turned around and saw a short Japanese of about seventy years of age in kimono. The old man smiled to the drunkard in an enthusiastic way and asked him to come close to him. The drunkard said belligerently: “Why the hell would I talk to you?” The old man asked him in return: “What've you drunk?” The drunkard said he drank sake and that it was not his concern. “Eh, that’s wonderful”, responded the old Japanese mildly, “you see, I also like sake! Every night me and my wife, you know she's got 76 years, used to heat a bottle of sake, take it in the garden and sit on a wooden bench...” Then he continued his story talking about date-palm tree in the garden, about beauties of his garden and enjoying the warm rice brandy every-evening.

While he was listening to the old man, the drunkard's face became good-humored; he released his fists. “I like dates too...” said he, in a draw-out voice. “Too”, responded vividly the little old man, “and I'm sure you've got a nice wife.” The drunkards said: “No, I haven't. My wife's dead...” And he continued, crying, the sad story about loosing his wife, house, job, and about being shamed of himself. When the subway stopped in the Dobson's station and while Dobson was leaving, he turned around and saw the drunkard stretching himself on the seat, his head in the old man's lap. This was emotional perfection.

### 3.2. Types of Personality and the Leadership

Two million MBTI (Mayers – Briggs indicator type) tests are carried out yearly worldwide in 24 languages. The MBTI is a very suitable tool for implementing leadership approach lying on democracy and team work. Why? Because people differ from each other, and their type of personality and character should be calculated as a constant. For leaders there is no reason for wanting to change people. On the contrary, these differences are for them advantages and not short comings. A leader using the MBTI builds a climate in a team on advantages, and not on people's weaknesses. In this way he will fully use human talents, particularly those he is lacking himself. The golden leadership rule is that a leader should treat people in the way they would like to be treated and by this concept the rule is fully respected.

People differ in a fundamental sense (see [5]):
they want different things, because they have different motives, values, wishes, needs, goals, and impulses;
they think differently, because their opinions, knowledge, ideas, comprehension, understanding, notions, and plans are different;
they behave differently, because they are lead by their manners, emotions, wishes, and comprehension.

The first classification of personality characters was established by Hypocrates back in antic times. However, the basis of today rounded up knowledge was established by Carl Gustav Jung with his functional, i.e. psychological types. He claimed that people were different in fundamental sense although in the sum of impulses (archetypes) they were the same. This is typical, so that we may be classified in types based on the desired preferences. In 1950 mother and her daughter (Mayers – Brigs) developed the MBTI, a tool for classifying Jung’s main preferences in 16 different behavioral forms. Before we explain them, some bases of the Jung’s thinking are to be highlighted:

- Jung did not claim that a person belonged exclusively to one or the other type but only to some extent.
- Jung did not claim that the preferences were unchangeable in time, they may become weaker or stronger in time.
- Jung was of opinion that a character was given by birth and not molded in childhood.

The main pairs of preferences are:

1. **Extroversion vs. Introversion.** With relation to the orientation towards the people from the environment. A person who chooses other people for their source of energy and who is full of energy when in a company of others is an extrovert person and is marked as E. There are 75% of them in the population. A person preferring solitude for renewing his energy is an introvert person and marked as I. There are 25% of them in the population.

2. **Sensitivity vs. Intuitiveness.** With relation to the method of collecting information from the environment. A sensitive person sees himself as a practical and realistic person, with a sense for values, tradition, past and future, and is marked as S. There are 75% of them in the population. An intuitive person defines himself as innovative one, insists on imagination and future, and is marked as N. There are 25% of them in the population.

3. **Feeling vs. Thinking.** With relation to the manner of decision making and reasoning. Persons using personal, subjective way of thinking, preferring to make decisions based on people and values are very sensitive F types. Persons using non-personal, objective way of thinking, preferring to make decisions based on logics and objectivity are thinking T types. Generally, there are 50:50% of them in the population, however, 65% of men are T type while 65% of women are F type.

4. **Perceive vs. Judge.** With relation to the need for controlling and completing jobs. Here, it should be pointed out that the type names given by Jung were very unfortunately chosen, so they will be marked as P for perceive and J for judge. The P types lead an easy life, keep options open and fluid. They are
“take it easy” type. The J types are a complete opposite, because they are organized, structured and prone to planning. They like to make list of jobs and “cross out” the completed ones. There is 50% of each type in the population.

Based on the above stated, there are 16 Mayers – Briggs types, presented below by typical name and by representation in general population:

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>6%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Guardian</td>
<td>Conservator</td>
<td>Author</td>
<td>Scientist</td>
</tr>
<tr>
<td>ISTP</td>
<td>ISFP</td>
<td>INFP</td>
<td>INTP</td>
</tr>
<tr>
<td>5%</td>
<td>5%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Craftsman</td>
<td>Artist</td>
<td>Searcher</td>
<td>Architect</td>
</tr>
<tr>
<td>ESTP</td>
<td>ESFP</td>
<td>ENFP</td>
<td>ENTP</td>
</tr>
<tr>
<td>13%</td>
<td>15%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Promoter</td>
<td>Showman</td>
<td>Journalist</td>
<td>Inventor</td>
</tr>
<tr>
<td>ESTJ</td>
<td>ESFJ</td>
<td>ENFJ</td>
<td>ENFJ</td>
</tr>
<tr>
<td>13%</td>
<td>13%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Administrator</td>
<td>Salesman</td>
<td>Pedagogue</td>
<td>Field marshal</td>
</tr>
</tbody>
</table>

Table 3. - MBTI types

Source [10]

The basic characteristics of the MBTI types are highlighted:

1. ENFJ
   They are great leaders in a group. They have charming character and want the people to follow them, and people do follow them if they ask them to. This is a type of unbelievable charisma. For the ENFJ the people are of utmost importance and priority. They constantly feel responsible for other people’s feelings. They are tolerant, trustworthy and rarely critics. The ENFJ intuition is rather developed, on the basis of which they make decisions. They like their jobs to be organized and completed. In a team they may be very talkative.

2. INFJ
   This type is focused on opportunities. They base their opinions on values and make decisions easily. They have a strong desire to contribute to other people’s happiness and it is their pleasure to help others. They are strong and very complex personalities and thus they understand and may cope with complex problems. The INFJ have the strongest vision of interpersonal relations in the past, present and future. They take their work seriously and enjoy in academic achievements. Generally, they will not be visible leaders but exert their influence behind the scene. It is difficult to get to know them. They are reserved towards everyone in whom they do not have complete confidence. They easily get offended. They have vivid imagination and often find their orientation in arts. In a team they may often be “lost in space”.

3. ENFP
   For this type everything that is happening in his life is of great importance, life is a drama, full of good and bad opportunities. They have great influence on others because they are masters of non-verbal communication.
Emotional experience is of utmost importance for them. The ENFP constantly screen outer environment and nothing may skip their attention. Although they have brilliant perception, on the other hand, they make great mistakes in drawing conclusions based on it. They are enthusiasts, enjoy in creating something new, while they feel as much bored in usual activities. The ENFP are optimists by their character. They have envious and rich career because they are successful in many spheres. Working with people is essential for them. They constantly look for feedback from their interaction with others. They are non-conformists. In a team they often alter team opinions and orientation.

4. INFP
They are calm and pleasant persons. Although they appear as cold person, they are not such inside. They have a capacity for caring for other people not found in other types. They are idealists, ready to make extremely great sacrifices for those whom they trust. The INFP searches for the unity of body, emotions and intellect. They respond to impressions more than to logics. They like to look at "black-white". They are adaptable at work, welcome new ideas and new information. They may have problems when idealized concept of their life meets the reality of everyday life. In the team they may easily feel hurt.

5. ENTJ
In one word, a commander. The ENTJ basic need is to be a leader. He may very much develop the thinking based on empiria and goals. He insists rather on policy and goals then on regulations and procedures. He may break all procedures if they are not in harmony with his goals. He shudders at non-efficiency. The ENTJ must always have reason for doing something, and human emotions are usually not a sufficient reason for him. He has the greatest ability out of all types to visualize the road that the organization takes and are the best in communicating visions to others. As designers of the organization they cannot be leaders.

6. INTJ
This type has the strongest self-confidence out of all types. He lives in introspective reality and focuses himself to opportunities. The decisions are natural for the INTJ. Once he has made a decision he feels calm. He rather looks into the future then into the past. In one word, he is like an architect – system architect and one who implements theoretical models. The authority based on position, rank or title has absolutely no on the INTJ. In case he comes to like an idea or position he will accept it and in such case he will break all rules if he thinks it right, or otherwise, he will not lift a finger. Those on the top are pragmatic. Out of all types he is the greatest theoretician, always open to new concepts and ideas. The INTJ uses his intuition rather than deductive logics, searching for strategies and tactics rejecting the greatest performances. He is stimulated by barriers and likes to be a solo player. He usually keeps distance from his friends, while they see him as being cold and insensitive. The INTJ is the most independent of all types. In a team they may be stubborn.

7. ENTP
This type is a good analyst. He is tolerant towards the others and enjoys in complexity. He is enthusiasts and often a source of inspiration for others. He always searches for a way to find out a new road, new activity or procedure. The ENTP often ignores standards, traditional actions and authorities. As a result, he often brings about a new approach to work. However, he is an improviser, not a creator. The entrepreneurs often belong to this type. They are rarely conformists. In a team they excessively generate new actions.

8. INTP
He shows the greatest precision in thinking. He is a real architect, the architect of ideas and architect of system. He will always find contradictions in a system regardless of how far in space or time they are. Authority does not leave any impression on the INTP type. Wishing to understand the universe he constantly searches for answers in laws of nature. The INTP may be obsessed with analysis. He may easily become intellectual snob and express intolerance towards the less intellectually gifted people. The reality is for him trivial. The INTP is a system architect, but he goes away when the system is to be applied. In a team he may be too theoretical.

9. ESTJ
This type is closely linked with exterior environment. The best attribute to describe this type is responsible. The ESTJ excellently organizes daily procedures and detailed rules. He likes to see that the things are concretely done and is not patient with those who do not implement procedures in all details. He is a realistic person and estimates others on the basis of whether they observe the standards and procedures or not. He is very loyal to his organization. He is often occupying positions requiring great responsibility. He tends to make decisions too quickly. For him the harmony is in respecting tradition and rituals. In a team, he may be more energetic than necessary.

10. ISTJ
This type may be best described with attribute reliable. Given word is for the ISTJ a sacred thing - when he has given his word he has given his honor. This type is usually taciturn and serious. He performs his duties very dedicatedly. He is interested in the details in the reports and procedures and is coping well with hard tasks. The duty is a word he very well understands. He may be a great banker, tax or accounting officer. In a team he may work more than he is expected to.

11. ESFJ
This type socializes more than other types. He draws energy from interactions with people. He honors the harmony the most. He may be great host – he addresses people by heir first name immediately as he meets them. The ESFJ seeks his career in services. The best salesmen belong to this type. He is loyal to his superiors. Analyzing complex things and notions does not attract him at all. The ESFJ is excellent in emotional relations. In a team he tends to keep company quite a lot.

12. ISFJ
This type wants to be in the service of someone other's individual needs. The tradition and conservation are resources he highly estimates. He is the least hedonist out of all types. He believes he is good and that a rest should
be earned. He may work very, very hard. The directed procedures are for him the must. This type may be often found in hospitals, libraries, secretarial work and at lower managerial levels. The greatest satisfaction for him is to take care of someone else. The ISFJ has an exquisite sense of responsibility as well as great gift for performing routine work. The theory does not intrigue the ISFJ type. He is loyal and dedicated to his superior. He is awe-struck by titles and positions. He is often underestimated and not understood. In a team he expresses a lot of care for everyone.

13. ESTP
These are men and women of action. When they are present the things always happen. They are great entrepreneurs, diplomats and negotiators. Life is never boring to them. They always know locations of the best restaurants and night clubs. This type is an urban and socially sophisticated type. The ESTP always looks right into the eyes. He possesses enormous amount of empathy. He is the only type who likes to work “at the edge of catastrophe”. For him the deadline is matter of seconds. He is pragmatic. He dislikes dealing with details. He always lives in the moment. He is not faithful. In a team he may be arrogant.

14. ESFP
This type radiates warmth and optimism. Soft, charming and open are attributes best describing this type. He is very amusing and most generous of all types. The ESFP avoids solitude and seek a company of others whenever possible. He likes excitement and creates them. The ESFP is sophisticated, often dressed very in the latest fashion. He is impulsive and psychologically vulnerable. He ignores dark side of a situation as long as possible. The ESFP prefers active jobs and is excellent in public relations. He avoids science and engineering. In a team he is more involved in playing than working.

15. ISTP
This type is impulsive and attracted by impulsive actions. An impulse is for him more important than a purpose. He controls himself and does not subject himself to the prescribed procedures and laws. The ISTP has to do what he likes. Each step must be free. He is often brave and, compared to other types, he takes a risk the most. He needs everyday excitement. He longs for action. The ISTP is as a rule a master of tools, any kind of tools. When we see someone working very precisely with tools then we are most likely looking at the ISTP. He does it virtuously. He has passion for weapons. He is impulsive. For him action is important and he has a little interest to develop verbal skills. He may be great leader but only when “storming with a sword in his hand”. He is a leader on a battlefield but not on an intellectual field. He does not use strategy (like the NT) but rather everything what is within his reach to win a victory. Patton was such leader, chosen by the NT Marshal, Sheridan was such person, chosen by the NT Grant, Romel was such person as well, chosen by Hitler (ENFJ). In a team he may be a nuisance because of his great precision.

16. ISFP
This type is an artist of fine arts. Many composers and painters were of such type. His temperament is very hard for observing and they are most likely
the most non-understood of all types, this resulting from his tendency not to express himself directly but finding a medium for expression, mostly some artistic form. If he does not find it he remains closed and has no way to express himself. He is a hedonist and impulsive. The ISFP does not prepare and does not plan. He just does what he feels that he must do. He climbs up a mountain only because the mountain is there. When he finds a way to express himself he becomes a virtuous. He is the most kind of all the types. This type has unbelievably good relationship with animals, including wild animals as well. In a team they he is too much worried.

The real advantage of this concept is not in memorizing all 16 types but in being able to understand on the basis of types the four Jung’s basic characters. This paper will not deal with general explanations of the characters, but will be based on defining characters of leaders and their followers:

**SJ, 38%**

This leader could be called a traditionalist, stabilizer and consolidator. This is a responsible worker respecting loyalty, dedication and hard work. He prefers the system and stability of the organization. The SJ leader has strongly expressed sense of social responsibility. He is a great organizer. Sometimes, this type of leader resists the changes. The representatives of this group are: Colin Powel and Mother Theresa.

Cautiousness and accuracy are the characteristics of the SJ followers. He is focused on products and the measure of success for him is an opinion on how and whether the product is in compliance with standards. He wants to be thought of as being a loyal, responsible and diligent person.

**SP, 38%**

This leader could be called a pragmatic leader of open mind and flexible. He takes the risks; he is a negotiator and sorts out the problems. He has entrepreneurship spirit and out of all types he has the highest sense of a moment of a situation. He is excellent for critical situations. Since he lives in the present moment, he is sometimes had no patience for theories and abstract meditation. The representatives of this group are: Ronald Reagan and Clint Eastwood.

The SP follower is oriented on the processes and not on products. He likes hazardous and dynamic tasks. He likes to be thought of as being a punctual, adaptable, wise and brave person.

**NT, 12%**

This leader could be called a visionary, catalyst and strategic leader. He is focused on systemic principles. He must design. He looks for and enjoys in complexity. He expects a lot from himself and little from the others. He is a great architect of changes. Considering that he is intellectually oriented, he sometimes
experiences problems in communicating with other. The representatives of this group are: Albert Einstein and Margaret Thatcher.

The NT follower wants to be estimated on the basis of a success of his ideas. He may be an intelligent listener but has difficulties in working with routine tasks.

**NF, 12%**

This leader may be called an idealist, catalyst and optimist. He is focused on people and their potentials and has ability to get out the best from the people. He has a communicating gift. He is excellent for democratic management. He sometimes makes decisions based only on his opinion on collaborators and not on facts. The representatives of this group are: Mahatma Gandhi and Martin Luther King.

The NF follower more then other types wants to be primarily treated as a unique human being. He may feel particularly defeated by a negative criticism, but highly esteems a constant feedback.

Leaders essentially lead in a dual manner: they want certain actions and they want certain results. The degree to which one gets want one wants, to which actions turns to results, is the degree of leader's successfullness. For this degree to be higher it is important to consider people's characters. The Mayers – Brigs test of personality types is therefore very useful and is recommended.

**4. CREATIVITY AND LEADERSHIP**

We have concluded that the job of a leader and a manager differs. We have also seen that a leader and a manager even think in different ways. Leaders deal with long-running problems and visions while managers deal with efficiency of everyday work. What is important is the fact that science has concluded that two opposite halves of a brain work this process. Managers use one half, while leaders use the other half. However, the most important is not to be exclusive in this approach, but for an effective leader it is essential to use both halves of the brain. The “process” stimulating a “complete” work of brain is called creativity and it will be further elaborated in this paper.

It may often be found in books: manage from the left, lead from the right. This is not the question of any ideology but of the human brain structure. The left brain half thinks in details, verbally, logically and in sequences. The right brain half thinks in big images, it is non-verbal, emotional and intuitive. Typical action of the left brain side is current account balancing. Typical action of the right brain half is driving a car. Given that the leadership relies on a vision how to survive and win in changes, it is clear why it is necessary to lead from the right, using the right brain half. This is the first stage. The next is to use both brain halves
together. This is already the question of creativity. Like all other leadership skill, this creativity may be learnt.

The creativity is ability to see the same things the other people see in a different way (see [10]). The main phases of creative process are:

- Freeing,
- Expression,
- Creation, And
- Action.

The essence of the first phase is coming to a great amount of ideas. The process is structured in the following way: ATTENTION - SHOOT - SIGHT ON. Here the importance of using both brain sides is noticed, because the process sequence is the following: LEFT SIDE - RIGHT SIDE - LEFT SIDE. In this phase it is important to first find out what are the places and time appropriate for a leader to come to generating new ideas. According to researches, most of ideas are generated while sitting on a toilet bowl, and then while taking shower, going to office, falling asleep or while awaking, at boring meetings, while reading light literature, exercising, taking a night walk, during the church service or physical work, respectively. A man spends 3 years in the bathroom during his life. 99% of the ideas do not happen at a study. The next thing to be ready to are the co called killing sentences. These are the sentences usually starting with: “Yes, but...” and they may quickly and at the very beginning defeat an idea, if they are not anticipated.

The essence of the second phase is in exposing the problem. Various techniques are suggested, such as for example mapping, nonlinear technique of generating ideas, simplified describing of a problem by using the following technique “Dear Mrs. Advice, my problem is…”, using simple questions such as and why is this, and why is that... at least 7 times. In the final phase the universal questions are always to be asked: who, what, where, when, how, and why, and adhere to the Einstein’s rule: find out the next correct answer – do not think like in school that only one answer is correct, but take an attitude that there are always several correct answers.

The essence of the third phase is in creating ideas, the very process of creating. A creative person, in order to be successful, should run from reality, avoid it, in order to come to the right idea. There are useful techniques:

- Returning from the future – imagine solving problem in imagined future and then return to the present.
- Jin/Jang – thinking in opposites.
- Finding faults in assumptions – define a problem, imagine and note down all assumptions related to it and find what is negative in each assumption.
- Changing prospective – considering problem from “somebody else’s shoes”.
- Thinking in metaphors – my problem is like for example in music...
Borrowing from others – one should adhere to old rules according to which the idea should be 15 minutes ahead of its time, and not two centuries, so that adapting already good and proven ideas may be a good option.

The essence of the fourth phase is encountering of innovations with an organization. The ideas should be managed, the ideas should be filed, and the ideas should be considered through a team work and estimated correctly, from the point of view of: future, success, failure, organization’s visions, time implementation and purely own affinities. However, the most important for an organization and a leader is openness of the organization towards ideas. The number of new ideas first and foremost increases if the lower part of the formula is decreased, i.e. if the penalties for failures in generating or implementing bad ideas are reduced. Then, the number of new ideas increases if the number of new ideas are stimulated, particularly if they are implemented, or if they are assessed as a complete failure and quickly set aside. And finally, an organization becomes more open towards the ideas if the ideas are based on common values and organization’s vision. The conclusion is that this is indisputable task and leader’s responsibility in an organization.

5. LEADERSHIP AND NEW SCIENCES

Let us imagine a black box in which we will put two dishes, one with food and the other with poison. Let’s now imagine a cat which we put in the box and which has two alternatives – to survive, eat food, or to die, eat poison. After a while, we ask ourselves: is the cat alive or dead? This is classical Schrödinger’s test, the so called Schrödinger’s cat, which gives us the possibility to understand the manner of thinking in quantum physics.

Let’s image an expert for organization and imagine how she has to travel often because of the nature of her business. Imagine her being constantly on a plane, how she reads all books she could and then remembers that natural sciences are her first love. Let’s imagine further how this same person reads a pile of latest books dealing with new trends in science and imagine that impressed by them she writes a book herself. All this has actually happened, the book has become a bestseller, and while you read it you feel as if having fever. Very soon the book has become mandatory text in all business schools. Considering that the book gives us an idea of how the organization and leadership will look like in this century, this paper is based on it (see [11]). And what happened with the cat?

New sciences – new discoveries of quantum physics, chemistry, biology and theory of chaos give us orientations how a leader should lead in a new world full of changes and how he functions. Each of us lives and works in organizations established on the basis of Newton’s comprehension of the world and universe. We manage in details by focusing on certain organizational parts in an organization. We believe that a reaction is a direct result of stimulus in human
relations. We believe that by complex planning we may anticipate everything and always search for new, objective methods of measuring and understanding environment. And what happened with the cat?

However, the world has changed since Newton and the science is aware of this. One of the first distinctions between the Newton's and new science is a holistic approach, the focus on system as a hole rather than on its part. The intention is a system as a whole and relations within the system. In a quantum-world, everything is in correlation and the correlation is a determinant of everything. Sub-atomic elements exist only in relation to something; they do not exist as a separate "thing". In biology the body is observed holistically, as one whole. In 1977 the Nobel Prize for chemistry was awarded to the paper which proved that chemical systems reorganized themselves in higher degree when confronted with changes in environment. In old mechanistic model the change has signalized danger, in the new one it has become a critical factor of a system self-organizing in a new form of existence. The theory of chaos showed that the chaos is an order in alternative dimension, that there are limits and anticipation of chaos in this dimension, as well as that the chaos is necessary in order to establish a new creative order. And what happened with the cat?

The Newton's statistical laws on universe are incorporated in organizations in our society. Responsibilities are organized in functions, the people have their assignments. The organized schemes and assignments look like being made for machines. Since recently we have believed that is possible to study a part without knowing the whole, as well as that based on knowledge of all parts we can have a picture of the whole. However, by discovering subatomic world of quantum physics, another world unknown to the Newton's laws has been discovered. In quantum world everything lies on relations, everything is correlated, while a relation is basis of everything. Nobody and nothing exists unless in relation with other. The objective reality does not exist. An environment affecting business organization is created by the organization. Given that there is no objective reality, an environment is a set of relations which we choose and estimate as important. However, we certainly may not take into consideration the set of all relations and correlations so that we may never thoroughly comprehend our environment and its possibilities and sources of changes. Many leaders no longer use the phrase strategic planning, but rather strategic reasoning. In order to discover the possibilities in changes, we have to get into stronger interaction with the world surrounding us. The relations are strength, and strength is energy. The whole of our organization should be permeated with this energy. The more we will be sensitive to the system dynamics the more we will be effective. One has to be focused on processes. And what happened with the cat?

The emptiness is a basic component of the universe. In an atom as well 99.99% of the space is empty. And we, as human beings, are mostly composed of emptiness. In the Newton's theory, the emptiness is solitude. In the new science, the emptiness is filled with fields, non-material impacts of emptiness on the universe. We cannot see it, but we can feel it: gravitational, electrical-
magnetic... In one of the researches no correlation could be found between selling points where consumers have felt "well" and those others and the behavior of shop assistants or appearance of the shop. Wheatley deems that the influence of a leader is a component which has filled empty space in good shops, so that there people have felt better and purchased more. An organization's vision is excellent as a candidate for the field theory. And what happened with the cat?

In the quantum world the reality does not exist. The reality exists only if noticed. In an organization we alone decide what we shall and what we shall not observe in interpersonal relations, and that creates the quality of relations in an organization. Participation, interdependence and democracy are therefore the best system for leading an organization. In the traditional model, the managers have interpreted information and by definition they could not have greater possibility to react then in the new HPO model, where information is interpreted by everybody so that the possibility of discovering new and unknown relationships is greater. Hierarchy and power are no longer important. New type of relationships in an organization and type of energy created by these relationships are critical. And what happened with the cat?

The equilibrium is a state in physics when the resultant of all activities equals zero. This is the result of the second Newton's Law, as a result of the closed system evolution. And let's imagine an organization having relations with the environment equal to zero. Let's image the life without interaction. For an organization it is good to be outside the balance so that the system could grow and change itself. The structure is not important, but the system dynamics. The new sciences have discovered the self-organizing systems. They are rather adaptive and elastic than rigid and stable. The openness towards environment creates even stronger system. Paradoxically, based on stronger bonds and partnership with environment, a system develops stronger autonomy than the impact of the same environment. Another quality of self-organizing systems is their ability to change in order to preserve themselves whenever the environment changes. The system notices this and changes itself in the sense of remaining consistent. Stability and vitality is also a characteristic of these systems. General paradox is – the more freedom the more order. And indeed, the democratic form and gathering around a vision represent freedom; the procedure and control of the old organization exclude it, still the first one is today more successful then the second. And what happened with the cat?

Information is not a thin. It is a dynamic and changeable element. Human skin changes every month, liver in every six weeks, even our brain renews itself. Body is only a place called a home by our memory. The challenges of the new sciences are continual processes of organizing information. The information demolishing a system and disturbing peace is what we need in order to find out new forms. We do not need the control but information genesis. Information has to be free. The American Army is the best example of understanding new role of information. It possesses and develops the technology enabling each individual to have full information on what is going in battlefield, which has earlier been an
exclusive privilege of a commanding staff. The researches have proved that on the basis of such information and regular drill a soldier on battlefield uses the provided information in the best possible way because he is aware of the Command’s intentions. This approach is in the Army and Marine Forces called the network commanding approach and it is further intensively developed because its proven efficiency is matchless. And what happened with the cat?

The computer multidimensional models have revealed the order in the chaos. In a multidimensional space the chaos does not look like the chaos but an order of a higher dimension. This means that the disequilibrium, instability leads us to equilibrium, the stability of the new order. In the non-linear world, small and apparently hardly visible vibrations may lead to enormous and far-reaching changes. There is an equation proving that a quiver of butterfly wing in Tokyo may produce a tornado in Texas. And what happened with the cat?

About 75% of projects initiating changes are not successful in organizations. The new sciences give us instructions how to introduce the changes. First of all, we have to consider a system as a whole and we have to understand that we have impact on the overall system even when we affect only a small or isolated part of the system. The changes require the whole team to be included, all people in an organization. Then, the efficiency will be achieved if an organization is observed in its real light, and that is an endless game of numberless interdependent relations. We have to understand that we work with a network of relations, and not with machines. For a system to be changed, it must get to know more about itself. The people must be linked on the new, democratic relations within and outside an organization. The changes should be understood as a manner of preserving system and organization. A body will accept changes only of what is significant for its preservation. In an organization, this is a vision. If everything is linked with everything, the size is no longer important. We do not have to wait for a critical mass in order to initiate changes which should occur. And what happened with the cat?

And what happened with the cat?

And here is what happened with the cat:
1. **Reality**: The cat, her life and death exist as reality only in the box. From the point of view of our momentary comprehension of this unknown reality, the cat is both alive and dead.
2. **Relation**: By opening the box, namely only after making relation between our reality and the reality of the black box, we can solve the cat’s enigma. If we do not choose this reality, we will not have the answer. Meaning that our curiosity has killed the cat. Or has set her free alive.

5. **CONCLUSION**

That the new leaders will be perhaps called with different metaphors: gardeners, midwives, servants, attendants, missionaries, assistants or convokers, because
nobody could any longer lead an organization by ignoring network of relationships among collaborators. They must be leaders in the ever more unknown and bizarre world, only by a faint glittering of a vision. Each moment on this path requires from us to be comfortable with uncertainty and changes. And above all, a leader should ask us to be one, to use all our courage, wisdom and knowledge, in this world which gives us unimagined opportunities.

Literature:


9. Senior Executive Institute, University Of Virginia, 2003, Materials Of Attendants
