

LEADERSHIP AND PARTICIPIENTS OF THE CHANGE

What is the ideal way to develop leadership? Every society provides its own answer to this question, and each, in groping for answers, defines its deepest concerns about the purposes, distributions, and uses of power. Business has contributed its answer to the leadership question by evolving a new breed called the manager (“Managers and Leaders: Are They Different?”, 2004).

In today’s challenging and rapidly changing marketplace, managing partners need to do much more than “manage”—they have to demonstrate true leadership to get their firms around the twists and turns to long-term success. Effective leaders develop a clear vision of where they want their constituents to go, and then they lead those constituents there in a way that makes them voluntarily want to follow.

While these two tasks may seem straightforward on the surface, in actual practice there are myriad ways to carry them out. Some manuals urge leaders to emulate warrior chieftains (like Wess Roberts's *The Leadership Secrets of Attila the Hun*), while others advocate a gentler approach (like Laurie Beth Jones's *Jesus, CEO*). It's important, though, to recognize that one size does not fit all. People differ, bringing a variety of skills and personality traits to the role. And not all situations are similar or static. A style that works well in one firm, with one culture, might be disastrous in another firm facing a different set of challenges.

Research seems to show that the best leaders have a certain flexibility in their approach, an ability to match their style to the situation. Some leadership styles are simply more effective in certain situations than others. However, the challenge is not simply an intellectual one, matching the style to the needs of the firm. The best leaders use a combination of intellect and emotional savvy. They choose the style that best fits the situation and then skillfully use emotions-their own and others'-to get the job done.

There are six different **leadership styles** identified by research:

1. Visionary
2. Mentoring
3. Affiliative
4. Participative
5. Pacesetting
6. Commanding (“Six Styles of Leadership: How Will You Handle Your Firm's Reins?”, 2008).

Leadership vs. management

Leadership and management must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves (“What is the Difference Between Management and Leadership?”, 2009).

Still, much ink has been spent delineating the differences. The manager’s job is to plan, organize and coordinate. The leader’s job is to inspire and motivate.

The words "leader" and "manager" are often used interchangeably, but they mean two completely different things.

Manager tells: “This is what I want you to do, and here is how I want you to do it.” Leader sells: „I have this great idea, and I know it will work if I can get you to be a part of it.“

Manager plans the details, minimizes risks, instructs employees, has objectives, meets expectations, eyes the bottom line, accepts the status quo, sees a problem, thinks short-term, follows the map, approves, establishes rules, assigns duties, votes with their head, relies on control and does things right.

Leader sets the direction, takes risks, encourages people, has vision, charts new growth, eyes the horizon, challenges the status quo, sees an opportunity, thinks long-term, carves new roads, motivates, breaks rules, fosters ideas, votes with their heart, inspires trust and does the right thing (“17 of the biggest differences between managers and leaders”, 2016).

Women as a leader

Women remain under-represented in top leadership positions in work organizations, a reality that reflects a variety of barriers that create a glass ceiling effect. However, some women do attain top leadership positions, leading scholars to probe under what conditions women are promoted despite seemingly intractable and well-documented barriers (“Women and Top Leadership Positions: Towards an Institutional Analysis”, 2013).

There are subtle yet consequential barriers that prevent or severely challenge women from reaching top-level positions in their organizations. These barriers are represented by the effects that stereotypes and prejudice have on these effects are driven by people’s need to understand, belong, control, and enhance. Thus, the proposed model and review are consistent with the social bias framework. In a sequential and casual way, this ceiling model proposes that societal constraints and interpersonal constraints can influence the woman’s own internal constraints and/or the differential treatment she receives in the workplace (*Women as transformational leaders*, c2011).

In the United States, women are increasingly praised for having excellent skills for leadership and, in fact, women, more than men, manifest leadership styles associated with effective performance as leaders. Nevertheless, more people prefer male than female bosses, and it is more difficult for women than men to become leaders and to succeed in male-dominated leadership roles. This mix of apparent advantage and disadvantage that women leaders experience reflects the considerable progress toward gender equality that has taken place in both attitudes and behavior, coupled with the lack of complete attainment of this goal.

In contemporary culture of the United States, women on the one hand are lauded as having the right combination of skills for leadership, yielding superior leadership styles and outstanding effectiveness. On the other hand, there appears to be widespread recognition that women often come in second to men in competitions to attain leadership positions. Women are still portrayed as suffering disadvantage in access to leadership positions as well as prejudice and resistance when they occupy these roles (“FEMALE LEADERSHIP ADVANTAGE AND DISADVANTAGE: RESOLVING THE CONTRADICTIONS”, 2007).

Many women have contended successfully with barriers to their leadership, as shown by the fact that women now have far more access to leadership roles than at any other period in history. This access is especially great in the United States, where women constitute 24% of the chief executives of organizations, 37% of all managers, and 43% of individuals in management,

financial, and financial operations occupations (“Women in the Labor Force: A Databook”, 2006).

Are women excellent leaders, perhaps even better than men, on average or in some circumstances? To address these issues, researchers first have to answer the question of what good leadership is—what behaviors characterize effective leaders? Does effective leadership consist of the resolute execution of authority, the ability to support and inspire others, or skill in motivating teams to engage in collaborative efforts? All such characterizations of good leadership probably have some validity (“FEMALE LEADERSHIP ADVANTAGE AND DISADVANTAGE: RESOLVING THE CONTRADICTIONS”, 2007).

As situational theorists of leadership contend, the appropriateness of particular types of leader behaviors depends on the context—features such as societal values, the culture of organizations, the nature of the task, and the characteristics of followers. Yet, despite this situational variability, leadership has historically been depicted primarily in masculine terms, and many theories of leadership have focused mainly on stereotypically masculine qualities (John B. Miner., 1993).

Although prejudicial attitudes do not invariably produce discriminatory behavior, such attitudes can limit women's access to leadership roles and foster discriminatory evaluations when they occupy such roles. Social scientists have evaluated women's access to leadership roles through a large number of studies that implement regression methods (“FEMALE LEADERSHIP ADVANTAGE AND DISADVANTAGE: RESOLVING THE CONTRADICTIONS”, 2007).

The majority of women (leaders) defined leadership in terms of listening, empowering others, being collaborative, facilitating change, mentoring others, and being effective communicators. In addition, most of the women indicated that encouragement, equality, and the presence of role models are necessary in order to achieve their visions of being good leaders (*Women as transformational leaders*, c2011).

The World's Greatest Leaders

Historically Greatest Leaders

The world changes every day. People are born and people die everything and yet, life goes on. But in this everyday normal things of life, sometimes, people who have a different flair and ability to influence a whole lot of other people are born. These are some gems because of their sheer presence and charisma and whether or not these people use their talent for good things has always been a nature vs nurture debate. But the world has seen many great leaders in all the parts of the world but some of the leaders have had not only an influence on their own countries but on the world. Now of course, such a list is always subjective (“Top 15 Greatest Leaders of All Time”, 2017).

For good or for bad, our leaders can be powerful forces for change in the world. But who are the most impactful people to ever hold prominent positions of power? This is a list of the most important and influential leaders in the history of the world. Who are the most important world leaders? But remember: the most influential leaders (those who changed the face of world politics and forever altered their own countries) weren't necessarily good leaders. Some famous conquerors changed the world but left destruction in their wake. Others actually worked for the good of their people and became the great leaders in history. So, who are the historical leaders

that left their permanent mark (for good or bad)? (“The Most Important Leaders in World History”, 2017).

1. George Washington
2. Abraham Lincoln
3. Alexander The Great
4. Thomas Jefferson
5. Martin Luther King Jr.
6. Augustus Caesar
7. Napoleon Bonaparte
8. Charlemagne
9. Donald Trump
10. James Madison

Chart 1: Gratest Leaders in 2017

RANK	NAME	TITLE	AFFILIATION
1	Theo Epstein	President, Baseball Operations	Chicago Cubs
2	Jack Ma	Executive Chairman	Alibaba Group
3	Pope Francis	Head of the Roman Catholic Church	-
4	Melinda Gates	Cochair	Bill & Melinda Gates Foundation
5	Jeff Bezos	Founder and CEO	Amazon
6	Ava DuVernay	Film Director and Screenwriter	-
7	H.R. McMaster	U.S. National Security Adviser	-
8	Tsai Ing-Wen	President	Taiwan
9	John McCain	U.S Senator	Arizona
10	Angela Merkel	Chancellor	Germany

Resource: “The World’s 50 Greatest Leaders”, 2017

All leaders (in list placed above) excel at leading effectively in today’s environment. Three lessons of leadership they teach:

- **Acknowledge reality and offer hope.** This central leadership task is more difficult and important in uncertain times. JPMorgan Chase’s Jamie Dimon is again proving excellent at it, talking bluntly about the bank’s challenges, offering optimism without sugarcoating. It’s a fine line to walk.

- **Bring followers physically together.** Research shows that when groups meet in person, face-to-face, they trust each other more, become better problem solvers, and are markedly more creative. Those are outcomes every organization needs more of. Pope Francis understands the power of physical presence, having set by far the most torrid travel pace of any pope and gathered followers in 27 countries to date, sometimes by the millions. The organizers of the Jan. 21 Women’s March on Washington surprised even themselves when millions of marchers turned out worldwide, drawing energy and inspiration from one another.

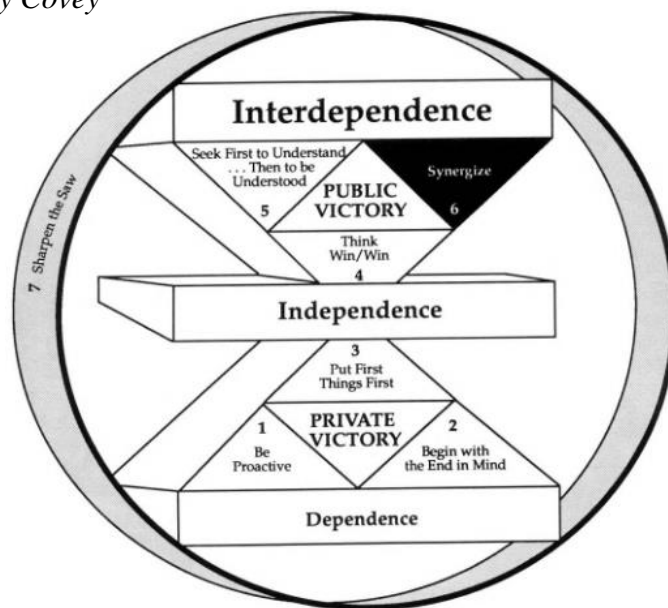
- **Build bridges.** As the acerbity of political discourse threatens to infect the whole culture, the best leaders stay refreshingly open to other views, engaging opponents constructively rather than waging war. Republican Gov. John Kasich of Ohio and Democratic Rep. John Delaney of

Maryland, for example, advocate positions the other party favors—and both won reelection easily the last time they faced their home voters (“The World's 50 Greatest Leaders”, 2017).

The 7 habits of leadership by Covey

The 7 habits are habits of effectiveness or effective leadership by Covey. True effectiveness is based on timeless principles that are in harmony with natural law. Effective people (leaders) are guided by their own missions and manage their lives according to principles. Ineffective people follow other people’s agendas and manage their lives around pressing matters (Stephen R. Covey. Personal workbook., 2005).

Picture 1: 7 habits by Covey



Resource: Stephen R. Covey. & [traducción de Jorge Piatigorsky]., 2000

Habit one: BE PROACTIVE

In discovering the basic principle of the nature of man, Frankl described an accurate self-map from which he began to develop the first and most basic habit of a highly effective person in any environment, the habit of proactivity.

While the word proactivity is now fairly common in management literature, it is a word you won't find in most dictionaries. It means more than merely taking initiative. It means that as human beings, we are responsible for our own lives. Our behaviour is a function of our decisions, not our conditions. We can subordinate feelings to values. We have the initiative and the responsibility to make things happen.

Look at the word responsibility – “response-ability” – the ability to choose your response. Highly proactive people recognize that responsibility. They do not blame circumstances, conditions, or conditioning for their behaviour. Their behaviour is a product of their own conscious choice, based on values, rather than a product of their conditions, based on feeling (Stephen R. Covey., 1997).

Habit two: BEGIN WITH THE END IN MIND

You may not realize it, but you do it all the time. Begin with the end in mind, that is. You draw up recipe before you bake a cake. You create an outline before you write a paper. It's part of life (Covey, 1998).

Habit three: PUT FIRST THINGS FIRST

Put first things first. People who put first things organize and execute around their most important priorities. Whatever the circumstance, they live and are driven by the principles they value most.

If someone puts second things first. These people are crisis managers who are unable to stay focused on high-leverage tasks because of their preoccupation with circumstances, their past, or other people. They are caught up in the "thick of thin things" and are driven by urgent matters (Stephen R. Covey, 2005).

Habit four: THINK WIN – WIN

Have an abundance mentality. Seek solutions that benefit all parties. Win – Win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. Win-Win means that agreements or solutions are mutually beneficial, mutually satisfying. With a Win-Win solution, all parties feel good about the decision and feel committed to the action plan. Win-Win sees life as a cooperative, not a competitive arena. Most people tend to think in terms of dichotomies: strong or weak, hardball or softball, win or lose. But that kind of thinking is fundamentally flawed. It's based on power and position rather than on principle. Win-Win is based on the paradigm that there is plenty for everybody, that one person's success is not achieved at the expense or exclusion of the success of others (Stephen R. Covey, 2004).

Habit five: SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

When we listen with the intent to understand others, rather than with the intent to reply, we begin true communication and relationship building. Opportunities to then speak openly and to be understood come much more naturally and easily. Seeking to understand takes consideration; seeking to be understood takes courage. Effectiveness lies in balancing or blending the two (Stephen R. Covey, 2005).

Habit six: Synergize

Synergy is the essence of principle-centered leadership. It is the essence of principle-centered parenting. It catalyzes, unifies, and unleashes the greatest powers within people. All the habits we have covered prepare us to create the miracle of synergy.

What is synergy? Simply defined, it means that the whole is greater than the sum of its parts. It means that the relationship which the parts have to each other is a part in and of itself. It is not only a part but the most catalytic, the most empowering, the most unifying, and the most exciting part (Covey, 2007).

Habit seven: SHARPEN THE SAW

Effective people constantly renew themselves in the four basic areas of life: physical, social/emotional, mental, and spiritual. This increases their capacity to live all other habits of effectiveness (Stephen R. Covey, 2005)

Change leader

Change Leader is about using your brain before it's too late. It presents a seven-part solution. First, it places practice front and center as the creative crucible. The remaining six elements consist of combining resolve, motivation, collaboration, confidence, impact, and simplicity. The bonus is that the effective change leader will save a hell of a lot of time by not

trying to decipher all that management advice – time put to better use in doing the real work of change.

Change leader can figure out whether its ideas pan out in practice, skipping the empty question of whether they ring true to theory. At the very least the goal is to take the mystery out of complexity. Leadership is difficult because people are complicated and sometimes unmanageable (Fullan, 2011).

Change leaders are a unique breed. To an extent they are born, not made. But, there are certain skills necessary to be successful as a change leader that can be developed. There are different levels of change leader skill and we can develop our strength in each skill as we develop as a change leader (“Are You a Change Leader?”, 2014).

Change leadership is the ability to energize groups who will be implementing change projects that they may or may not buy into. It’s important for change leaders to understand the need for change and demonstrate a high tolerance for ambiguity and a positive attitude. Change leadership also means defining areas for change; managing change initiatives smoothly by anticipating, preparing and responding effectively to roadblocks; creating an open, receptive work environment; and involving people at all levels in the change initiative. At higher levels managing complex change involves understanding cultural dynamics in play and developing practical strategies to achieve the best advantage for the organization, as well as those working on the change team (“Are You a Change Leader?”, 2014).

Change leaders must go beyond storytelling, motivation, and mobilization efforts—they need to provide resources so that the organization has what it needs to win in the new environment. This might include capital improvements, process improvements, and building new talent capabilities (“4 Things Successful Change Leaders Do Well”, 2016).

Six Characteristics of Highly Effective Change Leaders

1) Low Level of Anxiety

Anxieties are emotions and beliefs that prevent us from coping effectively with our current circumstances. Anxieties stem mostly from past negative experiences that continue to generate strong negative emotions. For example, many children who grew up in poverty during the Great Depression continued to live in fear of poverty, literally saving pennies in glass jars, despite achieving economic success in adulthood. But, current circumstances can also be the source of fear, uncertainty, and doubt. For example, employee reward systems that pit colleagues against one another in gladiator-like competitions that reward winners and penalize losers may cause employees to constantly look over their shoulder to see who is going to stab them in the back next.

2) Emotional Stability

To learn well and perform at a high level, people must be in a good mood. One of the definitions of the word mood is, “a frame of mind disposed or receptive, as to some activity or thing.” Large swings from levels of depression to elation and back to depression do not put people in a mental state that is receptive and ready for constructive action. One landmine to avoid is “breaking” an employee’s attitude and belief that s/he can succeed in the job. Once an employee crosses a certain line toward depression, they become locked in a vicious cycle where their performance suffers, which causes further depression, which further reduces their performance, and so on. At that point, you’ve lost the employee.

3) Action Orientation

Adapting to and leading change requires action. Being receptive to learning is not sufficient. The purpose of learning is to then take action and achieve the goal. People who have low levels of energy and are inclined to sit and watch will be the last to learn and adapt to change. Effective leaders are inclined to step up and participate in the action. They feel energized and exhilarated by the action and the progress.

4) Confidence

By definition, learning, innovating, and changing require exploration of the unknown. It is natural to feel anxious about stepping into unknown territory. Exploration is not without risks. Scurvy, cannibals, poisonous snakes, avalanches, new suppliers that fail to deliver—the hazards that have befallen explorers are innumerable. But, new opportunities can only be identified by exploring the unknown. Therefore, people must hold the belief that, despite the unknown risks, the unknown outcomes will be positive. In other words, they must be confident in their ability to succeed.

5) Openness

To explore new ideas and learn how to apply them one must be receptive to them. We can always think of a million reasons something won't work. But, if we open our minds to the possibilities, we can also find many ways new ideas can work. But, simply being receptive is not enough, Harvard psychologist Ellen Langer says we must be "mindful". By mindful she means being constantly attentive and exposing our minds to many different perspectives. We are able to see more ways new ideas can work if we equip ourselves with a vast repertoire of perspectives and ideas.

6) Risk Tolerance

At first glance high risk tolerance may seem synonymous with high confidence. The difference is that confidence is an attitude and a belief that is accepted on faith, while risk is a mathematical concept that can be measured and managed. All actions involve risk and uncertainty—including the "action" of staying in the same place. In fact the world is changing so fast, that staying in the current position could be the riskiest proposition of all—like standing in the middle of a highway. But, dealing with risk doesn't mean simply rolling the dice and accepting your fate. A healthy risk tolerance means taking all possible steps to mitigate or eliminate risks, and then making a well-calculated, highly likely bet ("Six Characteristics of Highly Effective Change Leaders", 2010).

These 3 C's are the most common themes that united effective change leadership:

Communicate. Unsuccessful leaders tended to focus on the "what" behind the change; successful leaders communicated the "what" and the "why." Leaders who explained the purpose of the change and connected it to the organization's values or explained the benefits created stronger buy-in and urgency for the change.

Collaborate. Bringing people together to plan and execute change is critical. Successful leaders worked across boundaries, encouraged employees to break out of their silos and refused to tolerate competition. They also included employees in decision-making early on, strengthening their commitment to change. Unsuccessful change leaders failed to engage employees early and often in the change process.

Commit. Successful leaders made sure their own beliefs and behaviors supported change, too. Change is difficult, but leaders who negotiated it successfully were resilient and persistent, and willing to step outside their comfort zone. They also devoted more of their own time to the change effort and focused on the big picture. Unsuccessful leaders failed to adapt to challenges, expressed negativity, and were impatient with a lack of results (“How to Be a Successful Change Leader”, 2018).

Human resources in the context of change

There is no leader without at least one follower—that’s obvious. Yet the modern leadership industry, now a quarter-century old, is built on the proposition that leaders matter a great deal and followers hardly at all (“What Every Leader Needs to Know About Followers”, 2007).

Over the years, only a handful of researchers have attempted to study, segment, and speak to followers in some depth. To various degrees, Harvard Business School professor Abraham Zaleznik, Carnegie Mellon adjunct professor Robert Kelley, and executive coach Ira Chaleff have all argued that leaders with even some understanding of what drives their subordinates can be a great help to themselves, their followers, and their organizations. Each researcher further recognized the need to classify subordinates into different types.

Kelley classified subordinates into five types according to their levels of independence and activity, but his special interest was in fostering “exemplary” followers—those who acted with “intelligence, independence, courage, and a strong sense of ethics.” These individuals are critical to the success of all groups and organizations, he argued. Meanwhile, Chaleff placed subordinates into one of four categories based on the degree to which the follower supports the leader and the degree to which the follower challenges the leader.

When participants of change support their leaders and managers, they are highly coveted. They are the fuel that drives the engine. In the workplace, for instance, they can make effective junior partners. Good followers invest time and energy in making informed judgments about who their leaders are and what they espouse (“What Every Leader Needs to Know About Followers”, 2007).

While change processes are well understood, too many leaders neglect the all-important human side of change. The most effective leaders devoted considerable effort to engaging everyone involved in the change effort.

Support. Successful change projects were characterized by leaders removing barriers to employee success. These include personal barriers such as wounded egos and a sense of loss as well as professional barriers such as the time and resources necessary to carry out a change plan. Leaders of unsuccessful change focused exclusively on results, so employees didn’t get the support they needed for the change.

Sway. Effective leaders identified key stakeholders — including board members, C-suite executives, clients, and others — and communicated their vision of successful change to them.

Unsuccessful leaders told us they were more likely to avoid certain stakeholders rather than try to influence them.

Learn. Finally, successful change leaders never assumed they had all the answers. They asked lots of questions and gathered formal and informal feedback. The input and feedback allowed them to make continual adjustments during the change. In the case of unsuccessful changes, leaders didn't ask as many questions or gather accurate information, which left them without the knowledge they needed to make appropriate adjustments along the way.

The executives we surveyed were all participants in our Leadership at the Peak program, which targets executives with more than 15 years of management experience, responsibility for 500 or more people, and decision-making authority as members of top management teams. All of them were seasoned leaders ("How to Be a Successful Change Leader", 2018).

Companies cannot afford to have poor leadership if they want to truly succeed – and I don't just mean in terms of financial success. I define success as far more than just money. I define success for a company as having a good product or service that adds value to the lives of its customers, while providing a positive working environment that allows employees to grow and flourish in their talents and abilities as well as their personal value system, all while generating a profitable return for shareholders. If a company isn't doing all three of those then it isn't truly successful. Employees cannot flourish under poor leadership, and when they are faced with having to follow poor leaders, companies risk losing their very best and most talented people. Don't risk allowing poor leaders to lead your organization. For anyone who is ever granted the opportunity to take a leadership position, remember that being a true leader doesn't come from a title, it is a designation you must earn from the people you lead ("Good Leaders Are Invaluable To A Company. Bad Leaders Will Destroy It", 2013).

ÚVAHA

V této práci jsem se věnovala pojmu leader z širokého úhlu pohledu (leader vs. manažer, leader a ženy, leadři minulosti a současnosti, zvyky leadrů, leader ve vztahu se změnou a účastníci změny). Ovšem tuto úvahu bych ráda věnovala právě ženám jako leadři, jelikož mě samotnou právě tato skutečnost velmi zaujala a překvapily mne zjištěné informace. V této práci jsem se věnovala i trochu netradičnímu pohledu na leadera. Při hledání materiálů pro zpracování seminární práce jsem z části zaměřila na problematiku leadra z hlediska genderové problematiky. V dnešním světě většina lidí převážně alespoň tuší, jaký je rozdíl mezi manažerem a leadrem, ale jaký je vlastně rozdíl mezi mužem – leadrem a ženou – leadrem? Je to jen otázkou stereotypů a ztížených možností žen nejen v dnešním světě? Ovšem otázkou pro mne stále zůstává, proč je vlastně drtivá většina leadrů mužského pohlaví?

V řadě literatury se uvádí typické vlastnosti, které by správný leadr měl mít, nemyslím si ale, že by byl problém právě v tomto, že by ženy nedisponovaly těmito kvalitami. Pokud zadáte do vyhledavače leadři, tak žen prohlížeč vygeneruje, opravdu minimum. Co se týče minulosti, tak tato skutečnost není ani nikterak udivující. Bylo zažité pravidlo, že žena byla v domácnosti a spíše muž byl aktérem společenského, politického a pracovního dění. Nechci tvrdit, že ženy byly vyloženě méněcenné, ale jistá nadřazenost a podřazenost je zřejmá a prokazatelná nejen v jejich právech. Proč ale tento přezitek drží i dodnes? Člověk by si myslel, že je to je tím, že ženy preferují klidnější život, většinou typicky rodinný a nemají ambiciózní potřebu kariérního prosazení, ale skutečně to tak je? Samozřejmě, že pozice leadra vyžaduje značnou dávku času, energie a „zápalu“, což se pak může jevit v kontrastu právě s časem pro rodinu. Ve mne osobně inklinuje výraz leader vyloženě se zaměstnáním. Ovšem tento pocit není korektní, leadr přeci může projevit v jakýkoliv oblastech a zájmech. Nebo je to právě důsledek emancipace, kdy ovšem jedinou nově získanou výsadou byla jakási „rovnocennost“ žen tím, že jim přibyly starosti a ubylo času, ale beztak se o rovnocennosti pouze mluví a znatelná je jen v některých oblastech (viz nespravedlivé mzdové ohodnocení ženy vs. muži na stejné pozici či výběr nového zaměstnance aj.) I to by tedy mohlo hrát v neprospěch ženy v pozici leadra, jelikož se stále očekává péče o domácnost, ale ještě chození do práce. Z časového hlediska to samozřejmě je významný faktor. Dle mého názoru je již také přezitkem tvrdit, že ženy prahnou po rodinném životě a nemají touhu seberealizace v pracovním životě. Dnešní společnost nám stále častěji dokazuje opak. Možná je jen otázkou času, kdy to bude spíše muž, který bude toužit po potomkovi, a to nejen pro zachování rodové linie. Ohledně této problematiky mi vyvstává myšlenka na nedávné prezidentské volby, kdy mi dobrý přítel řekl, že žena by nemohla vést národ, že by neměla respekt ani příznivce (následovatele). Jeho názorem také bylo, že se domnívá, že prezidentka České republiky nebude ještě několik desítek let, možná až se zcela eliminují právě přezitky z minulých dob. Je nutné podotknout, že dle jednoho zdroje (viz výše v teorii) se uvádí, že ženy jako leadři dosahují lepších výsledků. Velmi mě zaujalo, když sem právě při zpracování této práce četla část vědecké studie, kde autoři uvedli, že efektivní leader je čistě geneticky daný dle jakéhosi „postavení molekul“ a i přesto, že se tedy lidé mohou snažit dle různých uvedených návodů stát právě leadry, nikdy toho nedosáhnou, nebo alespoň ne kvalitně. Samozřejmě vím, že leader musí mít jisté vrozené předpoklady a vlastnosti, ale myslela jsem si, že s trochou píle, i lidé, kterým právě toto nebylo dáno do vínku, se mohou stát vůdci. Teorie s čistou genetikou mě udivila, jelikož pak mi opět přichází na mysl otázka: Jsou tyto „molekuly“ mužskou záležitostí, respektive rodí se s ní muži a někdy se prostě stane, že se

s ní „omylem“ narodí i žena? Pak by znamenalo, že tato molekula je jakási výsada mužského pohlaví.

Jsem velmi ráda, že jsem si vylosovala zrovna toto téma, jelikož jsem si nejen rozšířila obzory, ohledně problematiky leadra, ale skutečně mě některé informace velmi zaujaly a vyvolaly ve mně řadu otázek.

Electronic resources:

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