Marzena JANKOWSKA-MIHUŁOWICZ • Katarzyna KOWALSKA

LEADERSHIP IN COMPANIES ORIENTED TOWARDS THE CREATION OF SHARED AND RESPONSIBLE VALUE

Marzena JANKOWSKA-MIHUŁOWICZ (ORCID: 0000-0002-7382-0515) – Rzeszow University of Technology
Katarzyna KOWALSKA (ORCID: 0000-0003-2816-1802) – University of the National Education Commission

Correspondence address:
Akademicka Street 2, „Arcus"-415, 35-084 Rzeszów, Poland
e-mail: mjanko@prz.edu.pl

ABSTRACT: Purpose: to identify the directions of evolution of leadership paradigms and to define characteristics and conditions of sustainable leadership now and in the future in companies focused on creating shared and responsible value. Methodology, approach: systematic review, analysis and synthesis. Examples of the leadership practices of well-known enterprises which can be benchmarks for success. Findings: The directions of evolution of leadership paradigms have been identified and the characteristics and conditions of sustainable leadership have been defined for the present and the future. Leadership in companies oriented towards the creation of shared and responsible value mainly requires the application of the paradigm of sustainable leadership, the pursuit of heterarchy and holarchy, partnership, group decision-making and cultural cooperation. Leadership determines an organisation's ability to create value for the company and its stakeholders, building an organisational culture based on trust; a culture most difficult for competitors to copy. Creating shared value in an organisation provides opportunities for the company to sustainably grow in the long term. Research limitations: the potential possibility of extending the systematic review to databases other than Web of Science and Polish libraries, and of expanding the criteria for selecting and analysing examples of business practices. Practical and social implications: promoting favourable values and sustainable leadership practices in enterprises. Originality, value: a comprehensive analysis of leadership and an explanation of its importance in the creation of shared and responsible value by companies, including examples of their good and bad practices. This paper contributes to the knowledge about characteristics and conditions of sustainable leadership and fills a research gap by focusing on the link between leadership in a company and its sustainable performance. The paper also has many implications for both researchers and practitioners in the field of business management.

KEYWORDS: sustainable leadership, leader, leadership paradigms, decision, shared and responsible value

Introduction

In recent years, humanity has struggled with many issues such as climate change, migration, the Covid-19 pandemic, unemployment, national and global governance failures, the war in Ukrainian territory, food crises and cyber attacks. Based on the results of a survey of respondents from the public and private sectors, the World Economic Forum inferred the socio-economic risks facing the global economy over the period 2024-2026. The first sentence of the section of the research report entitled "The path to 2026" is formulated as follows: "Weakened systems only require the smallest shock to edge past the tipping point of resilience" (World Economic Forum, 2024). In the projections for the indicated future period, there were growing concerns about economic downturns, military conflicts, rapidly evolving risks from disinformation, and inflation that is difficult to predict and control, which can cause instability in prices and economic growth and therefore economic uncertainty (World Economic Forum, 2024). Interconnected, complex and dynamic problems create difficulties in defining the organisation's objectives and high risk and even uncertainty in decision-making. New socio-economic challenges require an update of leadership paradigms in socio-economic life, now and in the future.

Leadership can be defined as "...the reciprocal process of mobilising, by persons with certain motives and values, various economic, political and other resources, in a context of competition and conflict, to realise goals independently or mutually held by both leaders and followers" (Burns, 1978). A leader can be any member of the company who, according to the situation and needs, assumes responsibility and exercises control throughout events (Szczerski, 2012). In a changing environment, leadership is essential for businesses and other organisations, and the way it is exercised should adaptively evolve concerning the past and current challenges.

Leadership is any behaviour that supports a group of people in achieving a goal that is important to that group and which the group would not otherwise have achieved (Bendell et al., 2017). Leadership is therefore focused on changing the status quo, on creating new value. It is not obvious that the way in which a leader brings about this change is always balanced. J. Bendell, N. Sutherland and R. Little drew attention to this limitation of contemporary leadership practice, pointing to its "dark side" (issues of domination, conformity, abuse of power, blind commitment, excessive dependence and seduction) and referring to research on "toxic leadership", "destructive leadership", "derailed leadership" and "aversive leadership" (Bendell et al., 2017).

The term "sustainable leadership" has been used by researchers in the following different contexts (Bendell et al., 2017):

- leadership whose positive effects were lasting or whose effectiveness did not diminish over time,
- leadership based on resilience and openness in dealing with complex challenges,
- leadership that stems from the authority of a leader who helps a group of people achieve desired progress in sustainability issues,
- leadership that is a systemically and ecologically conscious approach,
- leadership is a senior management approach to designing organisational change processes to cost-effectively address sustainability issues.

The aforementioned understandings of sustainable leadership constitute the conceptual foundations of contemporary leadership research in the context of sustainable development. The authors of an extensive review of the literature on sustainable leadership, which led to the emergence of these understandings of sustainable leadership, aptly justify the need for further research in this area as follows: "We choose the term sustainable leadership because of it emphasising that dominant notions of leadership are unsustainable as well as our current planetary predicament. Given the urgency and scale of contemporary shared dilemmas, new research and education on such sustainable leadership is required in at least the five areas we identified. That future knowledge may help people who operate from within any of the paradigms of sustainability" (Bendell et al., 2017); moreover, "...discussions of sustainable leadership invite us to consider how the professional challenges we all work on ultimately involve very personal processes. They remind us of the enduring relevance and power of a focus on leadership and its development, despite the various pitfalls..." (Bendell et al., 2017). In this paper, the term "sustainable leadership" refers to all five ways of defining sustainable leadership identified by J. Bendell, N. Sutherland and R. Little. However, above all, sustainable leadership in this work means a company's contribution to sustainable development and the creation of "shared sus-

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tainable value". Terms such as "sustainable value", "shared value", and "responsible value" refer to the results of a company's activities.

In this paper, values refer to the characteristics of what is considered good based on the decision-making criteria adopted by the leader and his supporters in the company. Values can therefore also be principles and beliefs that form the basis of ethical standards in a given company. Shared values refer to the community of interests, rather than the interests of individual members of the group and the benefits of its leader.

Shared values are defined as a solution to the problem of creating and managing complex organisations and as the "soft rules" of an organisation that determine organisational attitudes and behaviours and strengthen organisational culture. They increase the commitment, diligence and effectiveness of company members and increase loyalty to the group. They contribute to ethical behaviour, care within the group and support for teamwork. A strong and shared vision gives direction to actions, and strong organisational values provide ethical and normative inspiration in the implementation of the vision as the highest level of goals. A shared vision and values determine high and sustainable work performance; „shared vision and values are proposed to be a mediating variable between the emergent leadership paradigms and corporate sustainability performance" (Suriyankietkaew, 2013).

Shared responsibility is a moral obligation accepted by the leader and members of the company to ensure beneficial economic, social and environmental results of their activities and those of the company.

This paper aims to identify the directions of evolution of leadership paradigms and to define the characteristics and conditions of sustainable leadership now and in the future in companies focused on creating shared and responsible value.

The following research questions were defined in the paper:

- how have leadership paradigms evolved throughout human history?
- what has emerged from the evolution of leadership paradigms in terms of perceptions of leadership, power and values, as well as leadership styles, mindsets and skills of leaders and directions for their improvement?
- how do sustainable leaders work, and what is the future of leadership in enterprises?
- what is the importance of leadership in the creation of shared and responsible value by companies?
- what are the good practices of sustainable leadership in companies oriented towards the creation of shared and responsible value?
- what experiences have companies had where the creation of shared and responsible value has been neglected?

Research methods such as systematic review, analysis and synthesis were chosen. Secondary sources were used to write the paper, including descriptions of leadership practices applied in different companies: Redan, ASTOR, Apple, General Motors, Toyota, Tchibo and VELUX.

This paper contributes to the knowledge about characteristics and conditions of sustainable leadership and fills a research gap by focusing on the link between leadership in a company and its sustainable performance. This paper also has many implications for both researchers and practitioners in the field of business management.

Research methods

The study was conducted between 1 March 2024 and 21 June 2024. A systematic review, analysis and synthesis was used. A systematic review is a method of collecting the available scientific literature systematically (Quarshie et al., 2016; Jaegler et al., 2018), which facilitates the analysis of the current state of knowledge in a specific field and, on this basis, draws conclusions (Denyer & Tranfield, 2009). A systematic review is a research method that shows how data will be collected, analysed and presented. The first step was to establish the criteria for the study (key phrase: "leadership paradigms" in the title of the scientific paper) and to select 22 open-access articles on Web of Science (WoS), published in English, in the period 2002-2023, in 11 WoS categories such as: Social Sciences Interdisciplinary (5), Education Educational Research (4), Management (3), Health Policy Services (2), Psychology Multidisciplinary (2), Environmental Sciences (1), Environmental Studies (1), Ethics

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(1), Green Sustainable Science Technology (1), Humanities Multidisciplinary (1), Multidisciplinary Sciences (1). The second step is to look for other potential scientific sources. The third step was to evaluate the collected scientific texts, thus determining their suitability to achieve the research objective. After selecting texts from WoS, 15 were used in this work. The fourth step categorises and analyses the other sources of this work included in its "References" section and synthesises the secondary research findings. The research findings presented were extended to include descriptions of leadership practices applied in different companies: Redan, ASTOR, Apple, General Motors, Toyota, Tchibo and VELUX. The companies listed were selected based on decision-making criteria such as: well-known brand, success and potential to serve as a benchmark of success for other economic entities.

Evolution of leadership paradigms – literature review

A paradigm is defined as an accepted view of reality in a particular time and field. The term was introduced into the philosophy of science in 1962 by Kuhn (quoted from: Woźniak, 2011) and used to describe basic assumptions about the world, as well as ways of knowing and methods of research. The purpose of defining a paradigm is the need to characterise the practices of a particular discipline and at a particular time. This takes into account the theory of being (ontology), and therefore how reality is constructed and represented in human consciousness, and the factors relevant to cognition (epistemology), such as beliefs, judgements, perceptions, knowledge and justifications – available and specific to the period under study (Woźniak, 2011). A paradigm in the management sciences is "a set of beliefs about the best ways to solve problems and deal with challenges, expressed in laws and principles that provide the canvas for the diagnostic and design tools of practice and the advancement of management knowledge on this ground" (Grajewski, 2010).

People can respond and act according to the characteristics of hitherto established paradigms, and the new paradigm includes and exceeds the previous one (Laloux, 2015). A new paradigm is emerging as a result of new knowledge, needs and challenges faced by leaders and human teams. Throughout the **evolution** of civilisation, numerous **leadership paradigms** have emerged, and those that are popular in literature are presented in Figure 1.

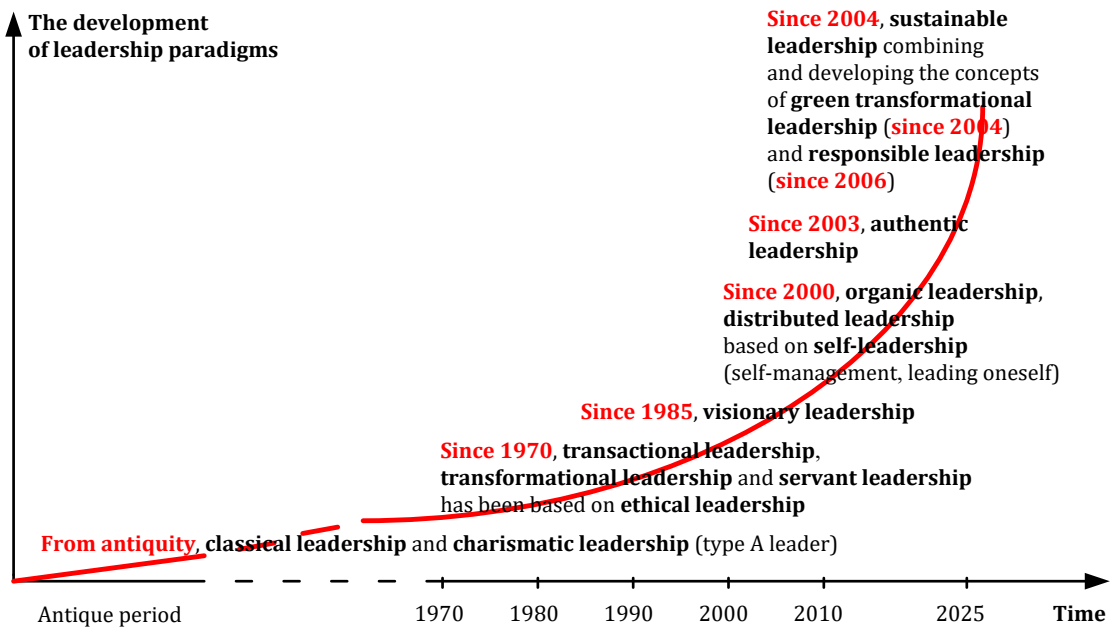

Figure 1. The evolution of leadership paradigms

Source: authors' work based on Armstrong et al., 2016; Kołodziej, 2021; Greenleaf, 1970, quoted from: van Dierendonck 2011; Stankiewicz-Mróz, 2019; Sims & Manz, 1999; Hargreaves & Fink, 2004; Avery, 2005.

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This section of the paper characterises leadership based on the individual paradigms shown in Figure 1.

The classical leader dominates the team, exercising authority by giving orders to subordinates and controlling them. In ancient times, this was the monarch, the king, the commander and the prophet. Team members engage in tasks set by the classical leader out of fear of or respect for the leader, and seek to gain a reward for completing the task or to avoid punishment for not doing so (Kołodziej, 2021). This paradigm is consistent with hierarchical organisational structures.

A charismatic leader achieves influence over a team through his unique personality, inspirational qualities, unconventional methods of action and ability to motivate followers through personal example. It creates an inspirational vision of where we want to go and how to get there. He inspires admiration and a desire to emulate in the team (Armstrong & Taylor, 2016). The charismatic leader can be characterised as a **type A leader**, as described by General Electric CEO Jack Welsch in 1997: "At the A level of leadership, there is a man or woman with a vision and the ability to communicate it to people so vividly and powerfully that they take it as their own. The Type A leader has extraordinary personal energy and, in addition, the ability to energise others and bring out the best in them, usually on a global scale. The Type A leader also has a certain »edge«: the instinct and courage to make tough decisions – firmly, but impartially and with absolute honesty" (Koźmiński, 2013).

The transactional leader exchanges "money, employment and a sense of security for obedience" (Armstrong & Taylor, 2016), has the ability to connect with team members to exchange valuable, valued items, and is effective at solving problems and achieving goals by steering through structures and processes. The leader described has a predisposition to identify people's preferences, feelings, expectations and needs and to respond to them uncritically, thereby gaining followers and influencing them (Armstrong & Taylor, 2016; Kołodziej, 2021). Employees offer their availability, willingness to perform, skills and work and achieve the goals set by the leader. In return, they receive resources (e.g. salary) and the assurance of secure and stable employment. A transactional leader uses both rewards and punishments (Kobos & Patejczyk, 2022).

The transformational leader influences followers by inspiring mission and vision, motivating, making work meaningful and making a positive transformation in employees. Employees are willing to work hard for the leader because they feel trust, admiration, loyalty and respect for the leader (Armstrong & Taylor, 2016). The motivation of team members is based on opportunities for personal and professional development and the strengthening of employees' identities. The leader described takes care to instil in employees a strong sense of belonging to the organisation and to increase it through their activity (Kobos & Patejczyk, 2022). Is guided by the values and ethical standards and principles, and morals of its subordinates. Rewards employees for their work and contributions to the organisation (Covey, 2015).

According to Tourish and Pinnington (2002), "...transformational leadership risks the promotion of undue conformity, the suppression of dissent, and the growth of cultic forms of organization". According to the authors of the research, Such dissent is an essential element of effective decision-making and indicates that more participatory and inclusive models of the leadership process are required (Tourish & Pinnington, 2002).

"Servant leadership" is a term used in the literature since 1970. (Greenleaf, 1970, quoted from van Dierendonck, 2011). **The servant leader** influences team members through "empowerment, standing back, accountability", showing acceptance, "courage, authenticity, humility and stewardship" (Van Dierendonck, 2011). The literature on servant leadership points to a link with ethical leadership, knowledge sharing and the concept of Corporate Social Responsibility (CSR) (Eva, et al., 2019).

An ethical leader demonstrates appropriate behaviour through personal actions and in interpersonal relationships and also promotes it within the team through effective communication, rewarding appropriate behaviour (positive reinforcement) and making honest decisions (Brown et al., 2005). The term "appropriate behaviour" requires further clarification as it can be interpreted in different ways. Armstrong and Taylor (2016) identified **deontologism, utilitarianism, stakeholder theory** and **discourse theory** as philosophical concepts setting the ethical framework in human resource management practice. **Deontologism** implies acting by an individual according to such principles as that individual would accept as universal law. It means treating others in the way one would like to be treated by others. Human beings should therefore be empowered, not objectified. He

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should be an end and not a means, a tool used to achieve someone else's goal. **Utilitarianism** implies the pursuit of happiness maximisation, so it means acting with the most favourable consequences anticipated by the decision-maker, outcomes with pleasure outweighing suffering and benefits outweighing losses, even according to the principle: "the goal justifies the means". Utilitarianism has therefore been criticised for not respecting individual rights. **Stakeholder theory** assumes acting in the interests of the organisation and its immediate environment, and therefore for the benefit of its stakeholders: owners, employees, suppliers, customers, strategic allies (e.g. investors) and the local community. **Discourse theory** posits that the role of leaders "is not to give solutions to ethical problems, but rather to provide practical processes and procedures, rational and consensus-seeking, by which these problems can be debated and discourse can occur" (Armstrong & Taylor, 2016).

The visionary leader creates and communicates to the team a shared, coherent vision that expresses a realistic, credible and attractive picture of the organisation's future, which differs in important respects from the current state of the organisation. This vision is based on the values of the organisation (Kopertyńska, 2015). This great image of the organisation inspires the team to make an effort and increase commitment to achieve an exciting, attractive goal. It gives people's work a sense of meaning and purpose. The leader described individually interacting with employees and other stakeholders in the organisation (Rok, 2009). He takes into account the opinions and recommendations of his employees, increases their participation in decisions about the future of the organisation, uses a consultative leadership style and is a mentor who inspires people as they work (Sulyma, 2023). Its significant importance for organisations in unstable, dynamic environments is highlighted (Rok, 2009).

"Organic leadership" is a term formulated after 2000 by G. C. Avery (Kopertyńska, 2015). **An organic leader** defines the problem, builds a project team or network organisation and ensures that all team members are involved in solving the organisation's problems, integrates people around shared values and goals, inspires and coordinates work, ensures access to information and its effective flow within the team, strives for a high degree of autonomy, self-organisation, self-improvement, adaptability and flexibility within the team. The sources of power of the leader described are the ability to: build a network structure and adapt it adaptively to changes in the environment, engage people in collective leadership and co-leadership based on shared values, good relationships, trust, communication, dialogue, cross-fertilization, knowledge sharing, learning and motivation of team members, collaboration, shared responsibility and development of (Rok, 2009; Krupa-Dominiczewska, 2018), as well as identifying and developing the talents and skills of employees (Grzesik, 2011). The organic leader accepts the complexity, dynamism and uncertainty of the environment and supports processes of emergence, self-organisation of systems, building an organisational culture based on empowerment of team members, delegation, meritocracy (Young, 1958) and synergy. This creates an organisational culture based on ethical principles shared by all members of the team, which new employees should also identify with (Rok, 2009).

A form of organic leadership is **distributed leadership**. The dynamic development of both these leadership concepts occurred in the early 21st century. The term "distributed leadership" has to do with dispersion and therefore the decentralisation of power, the creation of multiple decision-making centres, the empowerment of people and their increased role in the management of the organisation. A leader who applies the concept described has the authority to make final decisions on key strategic issues of the organisation, but participative, consultative or group decision-making styles predominate. The leader's main tasks are to build leadership competencies in the team, to encourage people to increase commitment, partnership and collaboration, to reduce power distance, and to exercise control over interactions (Stankiewicz-Mróz, 2019). The integral value of the partner organisation concept is **self-leadership** (Sims & Manz, 1999). The concept of self-leadership has been in the literature since the mid-1980s (Neck & Houghton, 2006) and refers to an individual's exertion of self-influence by controlling his or her behaviour and competences such as high self-awareness, high self-efficacy, high intrinsic motivation, a sense of goal achievement and satisfaction. Self-leadership is thus a process of developing self-awareness and of intentionally influencing "one's thinking, feeling and behaviour" (Miąsek & Bliźniuk, 2014). Self-leadership of team members supports the development of the whole organisation especially when "It is important (...) to achieve competition on the level of values, mutual understanding, respect, and thus build consensus between managers and

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employees", whereas the commonality of all values by team members is abandoned (Miąsek & Bliźniuk, 2014).

An authentic leader does not pretend or imitate anyone, their attitude is clear and their behaviour is consistent, coherent and credible, they act according to their value system and beliefs, they are guided by high ethical standards in their decision-making, they are honest and disciplined – all this makes them an ethical leader, they act as a moral guide and can therefore inspire respect, trust and inspiration in team members. Through his leadership, he wants to serve others. He empowers people with a sense of purpose at work, adheres to the organisation's value system and demands this of the team. Is open to others and can create a network of partnerships, lasting, respectful and trusting relationships with followers (Armstrong & Taylor, 2016; Stankiewicz-Mróz, 2019). The authority of the authentic leader thus derives from his significant personal growth and development as a leader, as well as the extensive interdisciplinary knowledge and experience of the members of the network he has built.

The sustainable leader builds a diverse organisational community that learns and grows together and is based on a culture of long-term responsibility for human, financial and environmental resources. The leader described is based on 7 principles such as: creating and sustaining sustainable learning; ensuring success over time; supporting the leadership of others; addressing social justice issues; developing rather than depleting human and material resources; developing diversity and environmental capacity; and actively engaging with the environment (Hargreaves & Fink, 2004).

According to another concept (Avery, 2005), a sustainable leader has practices in a company that are divided into three hierarchical levels. Starting from the lowest level, these are: core practices; high-level practices; and key performance drivers that improve customer experience and drive organisational growth and are, for example, brand, reputation and long-term stakeholder value. Core practice includes the continuous development of employees, their desire to work together in the long term and a wide range of responsibilities. High-level practice requires the creation of self-managing employees and the harnessing of team strengths and knowledge sharing. Key drivers of performance are innovation, high quality and emotional input (Liao, 2022). "Avery (2005) pointed out that sustainable leadership means having long-term decision-making ability, promoting systematic innovation, cultivating a loyal staff team, and providing high-quality products, services and solutions. Its purpose is to balance the relationship between people, profits and the earth, and promote the sustainability of the enterprise through corresponding management practices. These management practices cover management systems, principles, processes and values, and can form a self-reinforcing leadership system within the organisation, involving CEO role change, decentralised decision-making, ethical behaviour, high social responsibility and high environmental responsibility" (Liao, 2022). Based on the results of further research on sustainable leadership, Avery and Bergsteiner (2011a, b) emphasised the importance of practices such as self-management, trust, innovation and work engagement.

The sustainable leader can maintain a balance between economics, society and ecology, while achieving high performance, resilience and corporate sustainability. Sustainable leadership combines and develops two concepts – **green transformational leadership** and **responsible leadership**. The first concept is derived from transformational leadership and emphasises environmental development. The second concept comes from corporate social responsibility and business ethics, and advocates establishing relationships and maintaining trust in collaboration with stakeholders, as well as the democratic pursuit of a shared business vision (Maak & Pless, 2006). Sustainable leadership goes beyond self-interest and leads to development, balance and resilience in collaboration with business partners (Liao, 2022).

The determinants of leadership – now and in the future

The determinants of leadership are the factors that indicate the formation of leadership. This part of the study describes the antecedents, signs, and symptoms of leadership desired currently and in the future by companies. Based on literature studies, an attempt has been made to describe the determinants of leadership based on an analysis of different leadership systems, leadership styles and the mentality and skills of the leader, taking into account the directions of its improvement and the progressive evolution of leadership paradigms.

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Power systems, understood as ways in which leaders influence team members and achieve corporate goals, are evolving from hierarchy through heterarchy towards holarchy. Companies realise this in such a way that evolutionarily older forms (such as **hierarchy**) are not eliminated and are still used in the implementation of selected processes, but give way to evolutionarily newer forms of influence, such as **heterarchy** and **holarchy** (Fairtlough, 2007).

Hierarchy is characterised by leadership rigidity and team passivity, centralisation of decisions, formalisation, stable division of labour and roles and high specialisation (Sikorski, 2015), standardised and rules-based work, top-down accountability and vertical and unidirectional ties, and defined performance criteria. In the system of governance described, boundaries are clearly defined and impenetrable, and the composition of teams is homogeneous (Lichtarski, 2017).

Heterarchy represents the multiplicity and variability of centres of power. Decision-making centres are numerous, impermanent and dispersed, according to need and adaptively to the environment. Heterarchy is characterised by flexible leadership and adaptive and temporary teams, decentralised decision-making, variable and dispersed responsibilities, horizontal and reciprocal ties, dynamic and indeterminate division of roles and work based on participation and improvisation, and emergent and differentiated performance criteria. In the system of governance described, boundaries are blurred and permeable, and the composition of teams is heterogeneous (Lichtarski, 2017).

Holarchy is the opposite of hierarchy. It represents a system of governance in which decision-making powers are dispersed through a holarchy of self-organised and autonomous teams. In a holarchy, there is the possibility of centralised control and interference by leaders, mainly in crises. Holocracy represents the natural process of the development of an enterprise structure, signifying the order of growing wholes (holons, fractals, assemblies), i.e. self-similar components of a larger whole. The holarchy is characterised by the freedom to organise, regulate tasks and responsibility for the performance of teams, a significant degree of empowerment, self-leadership and employee involvement, and a highly dynamic workforce, as well as the use of agile management practices. Emerging and differentiated performance criteria are linked to the dynamic creation of a company's competitive advantage (Biłyk, 2017).

Leadership styles are repetitive, leader-specific patterns of behaviour and ways of influencing team members. A leader usually has a limited repertoire of styles and therefore does not use all possible ones, whereas the canon of management education is to describe all available tools for leading people, with the aim of leaders selecting them according to the characteristics of the leader, the characteristics of the team and the characteristics of the environment, i.e. the characteristics of the decision-making situation (Jankowska-Mihułowicz, 2021).

According to Tannenbaum and Schmidt's (1973) concept of a continuous scale of leadership behaviour, leaders can choose a leadership style from a continuum spanning between two extremes: **a task-oriented style** and **an employee-oriented style**.

Depending on the degree of control of the team by the leader, leadership styles can be identified in turn: **autocratic, prescriptive, coercive** (Lat. *coërceo* – I restrain, I hold back) based on coercion and denoting the leader's self-rule; **authoritarian, authoritative** based on the leader's authority; **directive, directive** based on the orders and recommendations of the leader; **democratic** (Lat. *demos cratos* – power of the people), **participative, integrative** (Lat. *integralis* – subordinated to the whole, aiming to subsist in the whole), **consensual** (Lat. *consensus* – consensus, unanimity, consent) of integrating people around tasks and solving problems together; **liberal** (Lat. *libera* – free) **partnership**, non-interfering, passive and laissez-faire (French *laisse-faire* – let you do) providing autonomy to employees (Jankowska-Mihułowicz, 2021). A similar concept was proposed by Vroom, Yetton and Jago, defining leadership styles in their model – depending on the extent of subordinates' participation in decision-making – such as: **autocratic I** (the leader makes the decision himself based on the information available to him), **autocratic II** (the leader makes the decision himself based on information from subordinates), **consultative I** (the leader makes the decision himself based on information, suggestions and opinions of subordinates), **consultative II** (the leader makes the decision himself based on information, suggestions and opinions of the team regarding the solution to the decision problem) and **group** (the leader and the team jointly work out a solution to the decision problem, seeking consensus) (Jankowska-Mihułowicz, 2011).

The following styles are identified in the international leadership model: **cultural dominance** (monocentrism, ethnocentrism), **cultural coexistence** and **cultural cooperation**. In the model pre-

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sented, the first style implies the imposition of a single overarching culture on international teams; the second style allows the creation of mono-cultural teams communicating through cross-cultural liaisons; and in the third style, a unique metaculture is created as a result of the intermingling of all the cultures represented by the teams that make up the company (Koźmiński, 2004).

On the basis of interviews conducted with CEOs of multinational companies, Morgan (2022) formulated the conclusions of the research, identifying the "big nine", i.e. four types of mentality and five types of skills desired in leaders of the 2020-2030 decade:

- the four types of **leadership mentality**:
  - **explorer** – the leader is curious and wants to discover the new and non-obvious, has a need to learn and is development-oriented, open to a diversity of ideas, increases freedom, responsibility and trust within the team,
  - **chef-leader** – maintains a balance, full of equilibrium, between the work of people and the use of technology. He engages people in areas of creativity, and supports and replaces their work with the operation of machines in processes requiring continuous, fast and accurate calculations in database systems,
  - **servant** – the leader is responsible for the results of his leadership. He serves his superiors, his team, the organisation's customers and himself. He is humble, sensitive, open and honest,
  - **global citizen** – the leader thinks globally, understands cultural diversity, enjoys different perspectives and accepts his discomfort arising when dealing with views different from his own,
- the five types of **leadership skills:**
  - **futurist** – the leader provides assistance to individuals and teams to reduce the surprise of future change, flexibly identifies options for action, increases the adaptability of the organisation,
  - **Yoda** – the leader is empathetic, has internal self-awareness (understands his own emotions and feelings, and can self-regulate), and has external self-awareness (developed social competence, ability to manage relationships and create bonds),
  - **translator** – the leader can listen and communicate, and takes care of the flow of information, cooperation, and trust in the team,
  - **coach** – the leader increases employee motivation and commitment and inspires the team, reduces stress, builds a sense of community and mission,
  - **technological teenager** – the leader increases understanding of the technological environment, identifies and implements useful technologies in the company, and builds teams composed of IT specialists.

References to the content of Morgan's "big nine" can be found in numerous scientific works. For example, in the context of the ongoing digital revolution, the opportunities resulting from the construction and application of enterprise management simulators in the system dynamics method convention are highlighted (Baran, 2023), and the great importance of algorithmization of processes implemented by enterprises is emphasised (Walsh, 2020). These concepts fit with the "chef-leader" mentality and technological teenager skills in a leader. Numerous scientific studies correspond to the servant mentality of the leader and the skills attributed to the leader "Yoda". References to these concepts by Morgan are presented below.

The following are identified as leadership qualities desirable in a globalised environment, 2010-2050: "to be socially conscious, as well as direct, transparent and empowering for teams" (Wilenius, 2014).

Under the dynamic development of the new era of quality management, which is referred to as Emergency Quality Management, the great importance of leadership that promotes an environment of cooperation and participation is emphasised (Silva, et al., 2021).

Under the concept globally CSR: "With global interdependence accelerating and hence, management and leadership complexity expanding, there is a need for a new leadership model, bringing »common wisdom« more pronounced to the forefront, arising from a renewed focus and strengthening of an aligned set of values between family, society, and corporate life" (Buyaert, 2011).

The need to create, support and develop trauma-informed **biocratic organisations** is also advocated today: "A paradigm shift is underway in the human services because of breakthrough knowledge and research in understanding the underlying etiology of physical, emotional, and social prob-

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lems at the micro-level of the individual, at the meso-level of the family and institutions, and at the macro-level of the entire society. The three levels of human existence – micro, mezzo, and macroconstitute interactive, interdependent, complex adaptive living systems" (Bloom, 2023). The leader of a biocratic enterprise will be required to understand the relationship between the physical body and the social body, to have a democratic leadership style, to be able to diagnose problems correctly, to apply universal values that protect life and to radically and consciously eliminate destructive behaviour in the enterprise, and to campaign for trauma-informed policy and practice (Bloom, 2023).

Sustainable leadership of the future requires business leaders to be predisposed in the following three areas (Satterwhite et al., 2020):

- **cognitive** – awareness of the linear and non-linear changes brought about by globalisation and the growth of diversity, understanding of global issues, crises and the effects of the expanding digital economy. Leadership requires adaptability and flexibility, which are expressed in: cognitive complexity, openness to learning and different systems of thought, growth of social intelligence, possession of critical self-awareness, wisdom from natural systems, ability to create knowledge using communication and systems, knowledge of ethical theory, social justice and design theory, and complexity of the value system,
- **affective** – a proactive approach to ethical and social responsibility (eliminating marginalisation, discrimination and human suffering), practising empowerment, solving complex problems, responding to injustice with environmental, social and economic factors, building resilience, and empathetic and holistic responses to problems,
- **behavioral** – engaging organisations and communities in collaborative decision-making, accountability for teams, systems, and gaining proficiency in balancing technology-driven change with the ethical and environmental aspects of complex, global change.

In 2015. Daft (quoted from: Kołodziej, 2021) identified the following directions in the ways of thinking about leadership: from stabilising to managing change, from controlling to moderating, from competing to collaborating, from avoiding diversity to managing it, from a heroic attitude to humility.

Leadership and shared value in practice

N. C. Smith, an expert in responsible business (CSR), argues that the mere creation of economic value in business today does not create the possibility for a company to generate income to sustain itself in the market (FOB, 2010). Hence, the need to look for solutions based on additional values that reduce the company's risk, including reputational risk. It is about choosing a responsible business approach because of the need to anticipate and minimise supply chain risks and take advantage of the opportunities that arise from a responsible business approach (FOB, 2010).

New business opportunities are largely linked to global social and environmental issues, as well as the challenges posed by legal, economic and social transformations emerging in response to these issues. The challenges in question are the ability to read the current and future opportunities in the environment, to responsibly and authentically create value in the business for the company itself as well as its key stakeholders.

According to R. Kozielski, different methods of building a business from the traditional ones are in force today. Standardly understood functions in an organisation (e.g. plan, structure) are no longer prioritised. A new paradigm has emerged, which the author calls the four-leaf clover architecture. It is based on four essential elements (Kozielski, 2017a): business capabilities; business concept and model; operational agility; organisational culture and strong leadership.

Business opportunities – the market gap created by progressive market changes – can lead to more or less innovative product transformations, building new markets, and even changing the way business is done. Identifying opportunities (the ability to identify them) and taking the risk of exploiting them are the starting point of a company's success and require the ability to build innovative concepts and business models, and the ability to effectively implement the adopted plan. According to R. Kozielski, the basis for such efficiency is: cooperation, responsibility and commitment. The foundation in business, on the other hand, is a leader who builds an extraordinary organisational culture that is difficult to copy, the climate and values shared by the members of the organisation, including ethical values. What distinguishes a successful organisation is a culture based on trust. This highest

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level of organisational culture mobilises the commitment of employees and business partners and reduces the risk of imitation by competitors (Kozielski, 2017a).

According to R. Kozielski, opportunities for growth in the long term are provided by accurate identification of opportunities in business and innovation in the broadest sense (Kozielski, 2017a).

Innovation today is often a new, more efficient way of doing things (FOB, 2013). It does not necessarily have to mean a complete novelty – it can, for example, represent a new application of existing products or services. Innovation is not only about products, it is also about new ways of doing business, new ecosystems of products and services, and new types of interactions between companies and their stakeholders (Deloitte, 2018).

Responsible business management is linked to a new view of the issue of innovation. Innovation should have a broader scope of impact; it should also translate positively into the social and environmental sphere, which adds value to these innovations and makes it possible in practice to build shared value for the company and its stakeholders.

Among the many classifications of innovation, it is worth citing the one proposed by Deloitte, which lists ten types of innovation grouped into three main categories.

In the category of configuration, Deloitte includes those innovations that concern the deepest mechanisms of a company and its organisation from the business side (the way revenue is generated, value-adding partnerships, use of company assets, uniqueness and efficiency of processes) (Deloitte, 2018). On the other hand, innovations included in the offer category concern the company's core offering (product performance and product ecosystem). The last category concerns the customer experience (service, distribution, brand, customer engagement) (Deloitte, 2018). This group of innovations is related to those structures of the company with which customers have direct contact (Deloitte, 2018). The latter two innovations deserve special attention here.

As part of brand-related innovation, companies can use circular trends to build their brands, thus shaping the awareness and environmental sensitivity of their audiences. On the other hand, an entity's brand can be created in such a way as to reach and attract socially and environmentally conscious customers (Deloitte, 2018). In this context, R. Kozielski highlights the social and ethical role that brands have today and will have in the future (Kozielski, 2017a). Fundamental to this, in his view, is authenticity and the idea of consistency of business practices, for the survival and growth of companies in the market (Kozielski, 2017a).

In today's market reality, for companies to survive and grow, to create innovation, they need to take into account several factors that span the entire supply chain. These factors are largely related to the expectations of different stakeholder groups, including the values for which customers are or will be willing to use a company's offering.

The market conditions and expectations of today's consumer and other stakeholders are dynamically changing and translating into opportunities for generating turnover and shaping beneficial business relationships. Customers' expectations of a business's offering are growing. The customer increasingly perceives the value of an offer not only in terms of its usefulness, but also its wider impact on various aspects of their lives. It is much easier for counterparties to switch, which requires efforts to strengthen the sustainability of relationships in the business.

Effective management of environmental (including social) issues is increasingly a ticket to doing business. In many foreign markets, it determines the ability to participate in tenders and win contracts and influences investor evaluations. The literature emphasises that the key factors in this are:

- adaptability and the ability to anticipate the future, including the ability to mitigate traditional business risks (related to e.g. delivery times, product quality) and reputational risks,
- market empathy and the ability to build relationships between the leader and his or her associates; an interdisciplinary and coherent view of the market; communication, primarily the ability to create content and knowledge of technology, mainly algorithms and processes used by technology (Kozielski, 2017b),
- the will and ability of the leader to implement a contractual approach to build sustainable relationships, focused on mutual development (Klimas & Czakon, 2010).

The most effective form of relationship is one based on a culture of trust. Organisational culture "is a set of shared assumptions by the members of an organisation that the group has developed and treats as a way to solve problems of adaptation to external operating conditions and internal integration" (Kozielski, 2017a). Its components are the artefacts (e.g. language, customs), recognised values

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and beliefs held by the organisation and its members (Kozielski, 2017a). Trust, on the other hand, "is a mechanism based on the assumption that other members of a community exhibit honest and cooperative behaviour based on commonly set norms" (Fukuyama, 1997,).

In business, there is a term – the VUCA world – to describe a business environment that has become extremely volatile, uncertain, complex and ambiguous in recent years (Siwińska, 2021). Under conditions of this volatility and uncertainty, it is the values that give direction and provide a sense of security that remain constant. They directly influence employees' level of trust in the company and are a symbol of a shared organisational culture (Siwińska, 2021). It should be noted, however, that inconsistency of messages on the part of leaders (discrepancy of declarations and actions) demolishes any cultural action and is the basis for the formation of a culture of mistrust (Mycielska, 2022). Cultural management, therefore, requires sincerity and authenticity, as well as a higher level of awareness on the part of leaders (Mycielska, 2022).

The potential of a culture of trust depends to a large extent on the way a company and its relations with other actors are managed, including strategy, organisational structure, human resource management model, motivation and organisational culture (Aluchna, 2017). At all these levels, the trust factor plays a fundamental role as it unlocks potential and minimises barriers to effective action (Aluchna, 2017).

The starting point in the trust-building process in network relationships (prevalent in today's business realities) is the creation of trust within the respective company. Building trust with regard to employees is a basic condition for consolidating positive attitudes within the organisation and externally, towards other stakeholders. These attitudes emanate from the company's existing organisational culture. They are manifested, among other things, in attitudes towards innovation, towards customers, risk propensity, values, norms and behaviours (e.g. in commitment and activity or lack thereof) (Stankiewicz, 2002). Relationships with external stakeholders are also important, especially those whose cooperation significantly affects the quality and modernity of the company's offer. Because of the extended supply chains, the focus on firm, stable business relationships based on the trust factor is fundamental to the operational efficiency of an organisation.

The basis of trust is long-term, close cooperation based on continuous dialogue, oriented towards common goals, norms and values (Kwiatkowski, 2000). Under such conditions, network connections enable relational advantage, foster innovation, flexibility and speed of action. A high level of trust among actors in the network system eliminates opportunism, activates creative thinking, reduces the risk of action, thus improving the exchange of knowledge and experience (Kowalska, 2021).

Building this kind of relationship requires being a forerunner, a specific mental approach for today's and tomorrow's needs. Leaders are people who can understand the state, the mood, the attitude of others, who can understand their limitations and find ways to overcome these limitations. They are not people who overly control and absorb people, but people whom people follow, whom they believe, with whom they want to cooperate (Kozielski, 2012). According to Kozielski (2012), the role of a leader is to stimulate energy, to manage the energy of the team. The leader has to be strong, but on the other hand, he should be endowed with humility. According to him (Kozielski, 2012), humility gives the possibility to see things that others do not see. This attitude is the basis for triggering commitment and determination in people. In this context, it is worth quoting the words of a well-known business practitioner, Robert Kozak, who emphasises that no strategy in business will work if the so-called critical success factor in an organisation – the attitude and commitment of its members – is missing. He believes that it is not important whether a company's strategy for market reasons is good, better or poor; what is more important is whether the people in the company believe it is the right strategy. If they believe that it is the right strategy, they will do everything to make it effective, and if they do not believe in it, they will act ineffectively (Kozak, 2012).

The clothing company Reden and its leader, Radosław Wiśniewski, can serve as an example of the special role of a leader and the culture he creates in an organisation. The company was able to emerge "unscathed" from the difficult situation of the so-called Lodz customs scandal, which also affected Reden. In the most difficult situation for the company, the employees showed great commitment, support, distinction in documenting the regularity of the company's operations, as well as great "self-strength" in the fight for the company's survival on the market. It was a moment that demonstrated what an organisational culture created by a company leader is. With his emphasis on family values, trust and commitment, R. Wiśniewski unleashed an incredible positive energy in the team (Kozielski,

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2017a), which resulted in the company's leading out of a difficult situation, the active professional support of the leader by the employees in a difficult situation, as well as the going beyond the standard professional duties and timeframes by the co-workers (by the will of the employees themselves).

Another example of an organisation based on values, organisational culture and business ethics, shaped by the attitudes of its employees, is ASTOR, one of the leaders among providers of automation, robotics and production process digitisation solutions. Stefan Życzkowski, the organisation's founder, emphasises that from the very beginning, he has promoted a humanistic way of thinking about business based on universally accepted values, and this way of thinking and acting has been consistently developed by ASTOR's management and employees. The source of the company's success in the market is undoubtedly its unique organisational culture and consistently developed corporate competencies, which translate into operational efficiency (speed of response to the changing environment) and ease of mobilising stakeholders (internal and external) to build shared values and projects (Kowalska, 2021).

The focus of ASTOR's leadership and management on business ethics and collaboration, in practice, is evident in an approach geared towards actually delivering the value stakeholders expect (not the lowest price), is evident in the high ratings and choices of customers and collaborators for ASTOR, and ultimately translates into the company's image and promising growth prospects (Kowalska, 2021).

In practice, leaders take different forms of collaboration, concerning employees as well as external stakeholders (in the supply chain). From a boundary perspective, numerous examples of forceful (transactional) approaches in business are known, as well as what is referred to as relational. The former approach is often related to the contractual advantage (asymmetry of bargaining power) vis-à-vis the business partner, as known in the literature. The OECD Committee of Experts on Restrictive Business Practices has stated that a trader has power in a business relationship "if, for at least one supplier, he can use threatening power to impose long-term costs or benefits that are in gross disproportion to those of his counterparty" (OECD, 1998)It is therefore a power that allows the firm a degree of freedom of action vis-à-vis its market partners, and is evidenced by the entity's ability to achieve significantly greater benefits (including cost avoidance) in transactions with its partners. A special feature of the power described is the so-called freedom of action of the firm in the market. An entity must possess a certain amount of power that is sufficient to maintain the independence of its action vis-à-vis other actors in the form of, among other things, setting prices for goods or imposing contract terms (Baldwin, 1987).

An example of a company's forceful approach that ended in failure and negative publicity is the Apple experience. In 2014, the release of an indestructible phone was announced. The new iPhone 6 device was to be covered with sapphire glass. In practice, the need for the material was drastically reduced, with the decision to manage sapphire glass to shield only the camera lens and Touch ID sensor. As a result of these changes, the sapphire glass supplier, GT Advanced Technologies (obliged to commit much of its production and investment capacity to Apple), suffered losses and filed for bankruptcy, accusing Apple of not fulfilling the terms of the contract (Polak, 2016). The five-year agreement asymmetrically defined the terms of the parties' cooperation. It did not oblige Apple to use only GT's sapphire glass in new devices, but was instead onerous and oppressive for GT, obliging it to strict confidentiality and limiting its activity in negotiating contract terms during the term of the agreement (Polak, 2016). As a result of Apple's forceful approach and business practices, its GT supplier incurred $900 million in Apple project costs, $439 of which was funded by Apple (Polak, 2016).

Another example of a short-sighted view of relationships in business concerns General Motors (GM). The apogee of forceful actions at this company came in the 1990s and the leadership of Ignacio Lopez, a proponent of a radical, forceful approach towards suppliers. Although such a strategy brought significant savings to the company in the first two years (in 1991-1992, a total of nearly USD 3.4 billion), in the long term, it meant mistrust in the automotive giant, opportunism and various forms of non-cooperation with it (Polak, 2016). This was corroborated by research involving two Japanese companies (Nissan and Toyota) and three American companies (Ford, General Motors and Chrysler), as well as numerous groups of their suppliers. The transaction costs of the US companies were found to be more than two times higher relative to the Japanese companies, but in the case of GM, the costs were as much as six times higher (Polak, 2016). Many economic indicators pointed to

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much higher profitability for Toyota and its suppliers than for GM and the US conglomerate's supply chain entities (Polak, 2016).

GM followed the practices of a win-lose approach, which are recognised in the literature and business as some of the typical disadvantages of a transactional approach in the supply chain, namely (Polak, 2016):

- excessive focus on details – the company focused most of its efforts on stimulating and controlling suppliers, resulting in a situation where partners with higher service standards were forced to abandon the cooperation, giving way to cheaper and less professional players. The GM, when choosing a company specialising in a particular field, set it a detailed plan for the delivery of the contracted services, disregarding its experience and the reality of its operations,
- short cooperation deadlines, price pressure and a large rotating group of suppliers caused an effect of artificial activity of business partners, meaning that the conditions of cooperation did not motivate the co-operators to eliminate unnecessary activities. In addition, distrust resulting from a lack of definition and focus on common goals and excessive strictness and control resulted in unsatisfactory cooperation and reluctance to continue.

Toyota has adopted a different approach in its relationship with suppliers, a "win-win" approach, pursuing recurring and long-term transactions with a smaller number of suppliers, based on a high level of information exchange and mutual trust (Polak, 2016). It should also be noted that Toyota attaches great importance to leadership and the issue of succession in its organisation. The company's internal policy is to nurture leaders who understand and practice the company's overarching principles and values (Kozielski, 2017a).

According to R. Kozielski, the ability to "create successive leaders" creates a unique situation for the organisation – it gains the ability to recognise and adapt to change, and often to stay ahead of it (Kozielski, 2017a). This becomes the basis of a learning organisation in which values and ethical standards, and ultimately an organisational culture created by leaders for subsequent leaders, are the distinguishing features (Kozielski, 2017a).

Leadership in practice is therefore crucial for shaping approaches and practices in business, and determines the possibility of building a constructive organisational culture of an entity and its above-average competitive position in the market. To transform organisational culture (towards a culture of value sharing), it is the leaders who are crucial, according to M. Mycielska (2022). In this regard, she points to the need for systematic individual research (leadership impact studies) to be aware of how leaders interact with people, which behaviours they promote on the part of others and which they would like to develop (research shows that in practice there are significant discrepancies between the expected state and the actual state). Therefore, development programmes that not only target the desired states of affairs but also shape the valuable skills and competences of organisational leaders are also crucial (Mycielska, 2022).

The aforementioned development programmes are intended to raise awareness of the importance of trust in business, to showcase solutions that enable the successful pursuit and development of a trust-based culture. This is to be the basis for implementing innovative solutions within products, internal and external processes, organisational methods and marketing. It is about going beyond the classic economic paradigm and adopting a new approach, adapted to new challenges and market opportunities. It is about acting based on the CSV (Creating Shared Value) concept. According to this concept, the solution to societal problems in the broadest sense of the term has the potential to provide the company with sustainable growth prospects. Creating shared value is seen as the search for economic value in the process of adaptation to social and environmental conditions through the implementation of various types of innovation (Porter & Kramer, 2011).

The creators of the CSV concept, M. Porter and M. Kramer, defined it as "the strategy and operational practices that enhance the competitiveness of an enterprise while improving the livelihoods of the local communities around which it operates" (Porter & Kramer, 2011).

A practical example of innovation creating shared value can be seen in the use of ECONYL nylon to produce Tchibo items. The conglomerate developed the concept of recycling waste and creating collections of materials from it. To this end, it used valuable resources such as ECONYL nylon, which consisted of 100% nylon waste. Thus, for example, around 13 PET bottles were used by the concern to produce sports shoes containing recycled material, and 14 bottles were used to produce sports trousers. The PET bottles were processed into polyester fibres in a modern recycling process. This

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reused valuable materials and used fewer new raw materials. The company declared that it saved in 2018. 183 tonnes of greenhouse gases through clothing made from recycled PET bottles and textile waste. A clear benefit for the company was also the savings in sourcing low-cost raw materials for making things (Tchibo).

The second innovation worth citing is VELUX's eco-friendly, pallet-free window packaging and transportation system. It is based on the simple concept of changing the way windows are packed. Instead of stacking them on wooden pallets, the windows are glued together 7 or 14 at a time using a special water-based agent. Such a set is then covered with a reusable film. The structure takes on the shape of a stable cube, which is where its name CUBE comes from. The main measure of the benefits of the CUBE eco-friendly window packaging system is the reduction in CO_2 emissions resulting from the reduction in the number of vehicles transporting the windows. Also measured is the storage space gained at VELUX production facilities. The savings in wood needed for pallet production and resources needed for pallet management should also be kept in mind (FOB, 2013).

The above examples show solutions aimed at integrating benefits for the company itself (financial savings, image and reputational benefits) with benefits for stakeholders (environmental protection and less exploitation of natural resources). Thinking about business in this way is particularly important in an era in which customer expectations of business offerings are definitely growing and changing. Effective management of social and environmental issues is increasingly the ticket to doing business. In many foreign markets, this determines the ability to participate in tenders, win contracts and influence investor evaluations.

Changing attitudes and expectations of stakeholders determine transformations in business, for which the very concept of responsibility in business, oriented towards the creation of shared values (CSV concept), can be helpful. This is because it directs business to the path of innovation, growth of competitiveness, and points to practical solutions for the development of the organisation and the economy in which it operates.

The creation of shared value is a way of thinking about business, which is a certain state of consciousness and mentality and a form of emanation of intellectual entrepreneurship that transcends the traditional approach of only capturing business gaps. The indispensable elements for implementing the concept of shared value are ethical, responsible leadership, the ability and effectiveness of creating a win-win atmosphere and conditions for cooperation, the result of which can and should be a proper reading and response to business opportunities, but also the generation (creation) of opportunities in the environment.

Discussion and conclusions

The results of an in-depth literature review conducted by K. Piwowar-Sulej and Q. Iqbal (2023) led to the conclusion that contemporary research identifies links between sustainable corporate performance and leadership styles, individual leader characteristics (values, beliefs, attitudes, etc.), policies, processes, and broadly defined outcomes of corporate social responsibility (CSR) and sustainable development. This suggests similar approaches by authors of contemporary publications to the research logic employed in this article.

Similar conclusions to those presented in this article can also be found in a research paper authored by Suriyankietkaew (2013). Decentralisation and consensus-building in decision-making are essential in managing sustainable businesses. Leadership styles involve interpersonal interactions and promote a participatory decision-making process. Decentralising decisions and authority engages employees at all levels, thereby increasing the resilience of the entire enterprise and its capacity for sustainable development. Decision-making is therefore strongly linked to good financial and operational performance, such as profits and the rapid implementation of actions. Other proposed determinants of sustainable leadership were shared vision and values, self-leadership (self-management) and organisational team orientation (Suriyankietkaew, 2013).

In the literature, one can also find critical assessments of the considerations – conclusions reached by Zgrzywa-Ziemak et al. (2025) showed that: "the theoretical foundations of the relationship between leadership and sustainable business development are limited and have not been empirically confirmed. However, empirical research has shown a positive, statistically significant impact of

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distributed leadership on both organisational learning and sustainable business development, as well as the mediating role of organisational learning in the relationship between distributed leadership and sustainable business development (partial and complementary mediation)" (Zgrzywa-Ziemak et al., 2025).

Based on the literature review, the following directions for shaping leadership in companies oriented towards the creation of shared and responsible values – currently and in the future – have been identified:

- the new leadership paradigm includes and transcends the previous one (Laloux, 2015), so the following paradigms developed by civilisation so far and arranged chronologically are available for modern leaders (Armstrong et al., 2016; Kołodziej, 2021; Greenleaf, 1970; Stankiewicz-Mróz, 2019; Sims & Mans, 1999; Hargreaves & Fink, 2004; Avery, 2005):
  - from antiquity, **classical leadership** and **charismatic leadership** (type A leader),
  - since 1970, **transactional leadership**, **transformational leadership** and **servant leadership** has been based on **ethical leadership**,
  - since 1985, **visionary leadership**,
  - since 2000, **organic leadership**, **distributed leadership** based on **self-leadership** (self-management, leading oneself),
  - since 2003, **authentic leadership**,
  - since 2004, **sustainable leadership** combining and developing the concepts of **green transformational leadership** (since 2004) and **responsible leadership** (since 2006).

  Sustainable leaders are reducing the use of the oldest paradigms in favour of incorporating the newest ones. This is the answer to the first research question: *How have leadership paradigms evolved throughout human history?*
- the leadership's systems of exercising power are evolving from hierarchy through heterarchy toward holarchy (Fairtlough, 2007). Sustainable leaders reduce the use of old systems of governance (such as hierarchy) in favour of incorporating the newest ones, such as heterarchy and holarchy. This is the answer to part of the second research question: *What has emerged from the evolution of leadership paradigms in terms of perceptions of leadership, power and values?*
- leaders should know and be able to apply the various leadership styles available in the literature and select them, taking into account their characteristics, the characteristics of their teams and the characteristics of their environment, that is, the characteristics of the decision-making situations. The first continuum of leadership styles described in the paper is bounded by extremely different styles – task-oriented and employee-oriented (Tannenbaum & Schmidt, 1973). The second continuum described in the paper includes leadership styles: autocratic, prescriptive, coercive; authoritarian, authoritative based on the leader's authority; directive, directive; democratic, participative, participatory, integrative, consensual; liberal, partnership, non-interfering, passive and laissez-faire (Jankowska-Mihułowicz, 2021). The third continuum described in the paper takes into account leadership styles: autocratic I, autocratic II, consultative I, consultative II and group leadership (Jankowska-Mihułowicz, 2011). The fourth continuum described in the paper includes the following styles of international leadership: cultural dominance (monocentrism, ethnocentrism), cultural coexistence and cultural cooperation (Koźmiński, 2004). In a highly complex and dynamic environment, sustainable leaders form capable interdisciplinary teams and reduce the styles listed at the beginning of each continuum in favour of developing the styles listed at the end of the continuum. This is the answer to part of the second research question: *What has emerged from the evolution of leadership paradigms in terms of perceptions of leadership styles?*
- leaders of the 2020-2030 decade should master Morgan's "big nine", that is, represent and perfect four types of mentality, such as futurist, Yoda, interpreter, coach and technological teenager, as well as five types of skills, such as explorer, chef, servant and world citizen. Current scientific research is in line with Morgan's comprehensive concept of the "big nine". **Particular attention is paid to the abilities of leaders in the areas of building IT teams and algorithmizing enterprise processes, and promoting values such as creating a holistic biocratic environment at work, nurturing health, reducing stress and work-life balance, trust, responsibility, commitment, cooperation, and participation.** It is also important to build social awareness in teams, direct and transparent relationships, as well as a sense of intra-stewardship and auton-

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omy (Morgan, 2022). The aforementioned skills and mental attributes are part of the concept of sustainable leadership. This is the answer to part of the second research question: *What has emerged from the evolution of leadership paradigms in terms of perceptions of mindsets and skills of leaders?*

- contemporary ways of thinking about leadership have been identified: from stabilising to managing change, from controlling to moderating, from competing to collaborating, from avoiding diversity to managing it, from a heroic attitude to humility (Daft, 2015, after Kolodziej, 2021). This concept is appropriate for sustainable leaders. This is the answer to part of the second research question: *What has emerged from the evolution of leadership paradigms in terms of perceptions of directions for leadership improvement*?
- sustainable leaders can maintain a balance between the economy, society and ecology, while achieving high performance, resilience and sustainable development for the company (Hargreaves & Fink, 2004). One of the proposed directions for the development of a sustainable leadership paradigm is biocratic leadership, based on democracy, effective diagnosis of problems, the application of universal values that protect life, and the radical and conscious elimination of destructive behaviour in the enterprise, as well as campaigning for policies and practices that take trauma into account (Bloom, 2023). Sustainable leadership in the future will require business leaders to have cognitive and emotional aptitudes and to take active measures (Satterwhite et al., 2020). The paradigm of sustainable leadership, focused on creating shared value, is currently developing and is considered to be of significant importance for the future development of enterprises. This is the answer to the third research question: *How do sustainable leaders work, and what is the future of leadership in enterprises?*

Answers were obtained to the research questions concerning the directions of the evolution of leadership paradigms and its consequences in the areas of: perceptions of leadership, power and values, as well as leadership styles, mentality and skills of leaders and directions for their improvement.

The part of the paper, based on the presented examples of companies, indicates that:

leader (quality of leadership), behind which stands a specific thought process, systemic solutions and concrete actions, largely determines the organisation's ability to cooperate oriented to the process of sharing results and co-creating values that bring tangible and adequate benefits to both sides of the transaction. Responsible leadership creates trust in relationships that pays off with commitment, loyalty, activates the innovative potential of employees and partners, and the willingness to work towards jointly defined goals. Creating such a situation provides an opportunity to build an above-average competitive advantage for the company and creates a specific trust-based culture that is difficult to copy. Trust in an organisation is built on many levels – from fair treatment of employees and business partners, clear internal communication, attention to work standards, relationships and management model. It should be noted that standards and monitoring (while important) are not sufficient to build long-term relationships with stakeholders based on trust and partnership. Building this kind of relationship requires a specific mental approach of leaders (far from a simple "win-lose" calculation), effective implementation of a relational approach based on the pursuit of a common win, a continuous focus on self-development, as well as openness to systematic evaluations of actions taken by employees and business partners. So, leadership is crucial for companies to create shared and responsible value (example of ASTOR, Reden, Toyota),

- good sustainable leadership practices in companies focused on creating shared and responsible value refer to activities that seek innovation, understood broadly – as a new way of investing that meets the needs of an organization's stakeholders, which in practice translates into tangible image and savings benefits for a given company, as well as sustainable and effective relational capital with stakeholders (internal and external). This is, in practice, an activity based on responsibility, trust and relationality (example of ASTOR, Reden, Toyota, Tchibo, Velux),
- companies that have neglected to create shared and responsible value in the long term face the costs of a diminished reputation and image, difficulties in attracting desirable cooperators and employees, rising transaction costs in stakeholder relations, and ultimately fewer opportunities to create innovation and build competitive advantage (examples of US automotive companies).

Leadership in companies focused on creating shared and responsible value is key to the organisation's success in the marketplace. On the leader himself depends the operational agility of the

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organisation to create innovation, and thus value, which allows to achieve loyal and lasting relationships with customers and other stakeholders. Understanding the realities of today's and tomorrow's market, market empathy and relational skills based on authenticity will determine and shape a company's performance and growth prospects in the market.

The contribution of the authors

Conceptualisation, M.J.M. and K.K.; literature review, M.J.M. and K.K.; methodology, M.J.M. and K.K.; formal analysis, M.J.M. and K.K.; writing, M.J.M. and K.K.; conclusions and discussion, K.K. and M.J.M.

The authors have read and agreed to the published version of the manuscript.

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Marzena JANKOWSKA-MIHUŁOWICZ • Katarzyna KOWALSKA

PRZYWÓDZTWO W PRZEDSIĘBIORSTWACH ZORIENTOWANYCH NA KREOWANIE WSPÓLNEJ I ODPOWIEDZIALNEJ WARTOŚCI

STRESZCZENIE: Cel: określenie kierunków ewolucji paradygmatów przywództwa oraz zdefiniowanie cech i warunków zrównoważonego przywództwa obecnie i w przyszłości, w przedsiębiorstwach skupiających się na tworzeniu wspólnej i odpowiedzialnej wartości. Metodyka, zastosowane podejście: przegląd systematyczny, analiza i synteza. Przykłady praktyk przywódczych znanych przedsiębiorstw, które mogą stanowić benchmark sukcesu. Wnioski: zidentyfikowano kierunki ewolucji paradygmatów przywództwa oraz zdefiniowano cechy i uwarunkowania zrównoważonego przywództwa na teraźniejszość i przyszłość. Przywództwo w przedsiębiorstwach zorientowanych na kreowanie wspólnej i odpowiedzialnej wartości wymaga głównie zastosowania paradygmatu przywództwa zrównoważonego, dążenia do heterarchii i holarchii, partnerstwa, grupowego podejmowania decyzji i współpracy kulturowej. Od przywództwa zależy zdolność organizacji do kreowania wartości dla firmy i jej interesariuszy, budowania kultury organizacyjnej opartej na zaufaniu; kultury najtrudniejszej do kopiowania przez konkurentów. Kreowanie wspólnej wartości w organizacji daje możliwości zrównoważonego rozwoju przedsiębiorstwa w długim okresie. Ograniczenia: potencjalna możliwość rozszerzenia przeglądu systematycznego na bazy danych inne niż Web of Science i polskie biblioteki oraz rozszerzenia kryteriów doboru i analizy przykładów praktyk biznesowych. Zastosowania praktyczne i społeczne: promowanie korzystnych wartości i praktyk zrównoważonego przywództwa w przedsiębiorstwach. Oryginalność, wartość dodana: kompleksowa analiza przywództwa oraz wyjaśnienie jego znaczenia w kreowaniu wspólnej i odpowiedzialnej wartości przez przedsiębiorstwa, z uwzględnieniem przykładów ich dobrych i złych praktyk. Artykuł ten wnosi wkład w wiedzę na temat cech i warunków zrównoważonego przywództwa oraz wypełnia lukę badawczą, skupiając się na powiązaniach między przywództwem w przedsiębiorstwie a jego zrównoważonym funkcjonowaniem. Artykuł ma również wiele implikacji zarówno dla naukowców jak i praktyków w dziedzinie zarządzania.

SŁOWA KLUCZOWE: zrównoważone przywództwo, lider, paradygmaty przywództwa, decyzja, wspólna i odpowiedzialna wartość