

## **2.3. CHARISMATIC ASPECT OF TRANSFORMATIONAL LEADERSHIP AND ITS ROLE IN CREATING ORGANIZATIONAL CULTURE**

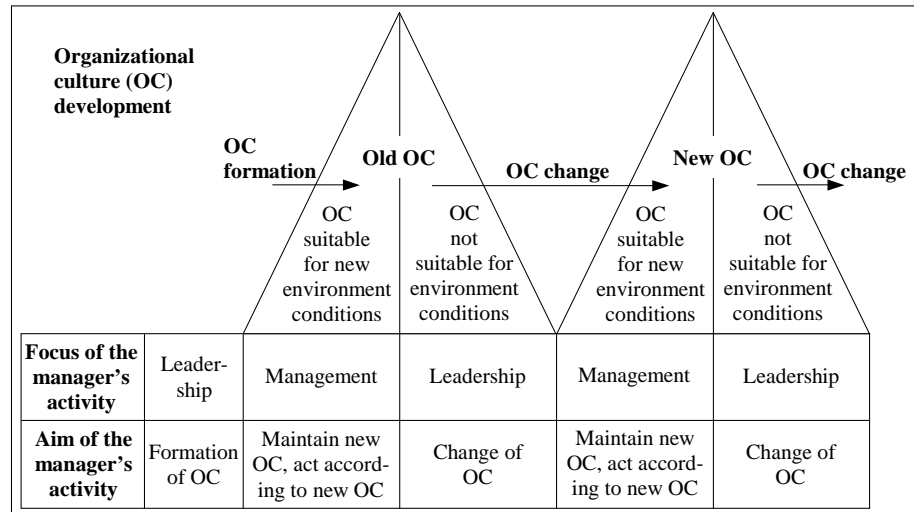
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### **Introduction**

Human resources have become the determining asset in organizational development, and thus employees' skilled deployment has become increasingly important. Contemporary organizational leadership approaches pay most attention to influencing people through ideas, examples and actions. If a manager has ideas and a vision about an organization's future, then s/he might become an acknowledged and competent leader. Charisma has an important role in a manager's power, and power has several meanings in organizational culture (henceforth referred to as OC).

At present more attention is paid to leadership than management, but many managers still regard management to be the only way to achieve the results as they are already familiar with it and have achieved success through it. In reality, managers have to start uniting their managerial position with their leader's status and vice versa. In other words, the classical pragmatic manager has to turn his/her attention to the leadership paradigms, and the charismatic leader has to deal with the strategic and tactical issues of an

organization. Managers have to develop themselves and raise the quality of management and their competence in their field of business.



**Figure 1.** The relationship between management/leadership and organizational culture.

It is impossible to regard leadership and organizational culture as separate entities. In order to achieve success, a contemporary manager has to understand that by using various leadership techniques s/he is creating organizational culture, while the already existing organizational culture is influencing his/her actions, determining the principles for becoming a leader in the organization. If an organization develops in stable conditions, then management takes place within the framework of the above OC (see Figure 1); however, changed conditions will require corresponding changes in the OC and managers have to be able to demonstrate their leadership qualities (Schein, 2004). Thus, management, leadership and OC influence one another mutually.

## Discussion

### Relationship between management/leadership and organizational culture

Management and leadership are substantially different activities: management is necessary for preserving the existing OC and functions within the latter's framework, whereas leadership is for initiating and carrying out changes in the OC. Unfortunately, one is often not differentiated from the other, which hinders defining management priorities.

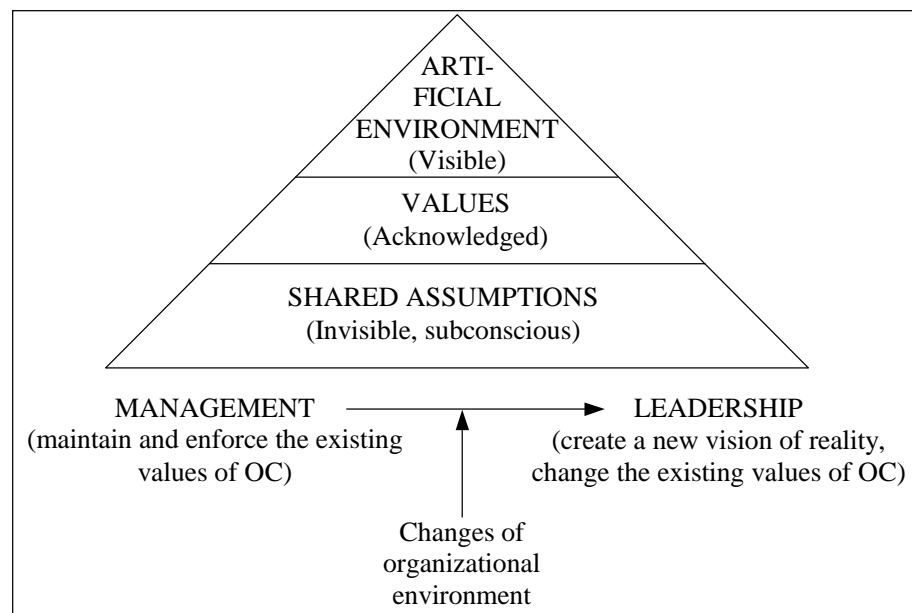
Management is about creating and developing a system, its processes and principles in order to achieve certain aims. Leadership, on the other hand, is a dynamic managerial activity that takes place in the framework of an influence relationship between a leader and his/her followers, the aim of which is a joint, efficient and work-oriented activity which relies on motivation, influence and persuasion and is carried out through communication. Leadership and management are different phenomena, but they are both important and necessary for an organization. Management focuses its main attention to technology, products and employees as a resource. The aim of leadership, however, is to make changes in order to achieve shared purposes (Rost, 1993).

OC has many different definitions. The present paper is based on the definition proposed by E. Schein (2004):

*"... A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."*

The top layer of OC is its artificial environment (see Figure 2). This is the part of OC that is visible, audible and tangible to all;

however, not everyone understands it the same way. Everyone can easily observe the artificial environment, but at the same time it is very difficult to decipher. The second layer comprises values, which are based on the convictions proposed by the leader and made suitable for the group. When the values proposed by the leader help to solve the problems of the group, then they will in time become shared values and beliefs and in the end will form the basis of shared assumptions. The latter act as a cognitive defence mechanism on the individual and group levels, both of which aim towards the stability and clarity of the meaning of symbols. (Schein, 2004)



**Figure 2.** Levels of OC and their relationship with leadership and management (authors' interpretation based on Schein 2004).

Changing OC through changing shared assumptions is complicated, time-consuming and stressful for the members of an organization, and the leaders have to take this into consideration.

From Figures 1 and 2 we can see that leaders create and change OC through reacting to the changes in the organizational environment. Managers, on the other hand, operate during the stable periods of the organization and within the framework of an existing OC that is suitable at the time.

According to Schein (2004), the values and shared assumptions of the managers/leaders who established the organization are also important and influential in the consequent stages of an organization's development, including its maturity stage, as they are present in its OC. The followers and groups desire their leaders to reduce their anxiety through their actions. When the managers/leaders have no ideas and proposals about how to resolve the problems creating anxiety in the group, then new individuals with leadership qualities will rise and start sidelining the establishers of the organization, having, as they do so, the full backing from the group.

In times of stability, OC develops naturally and no changes are either caused by the environment or artificially brought about by the leaders. Table 1 shows that the mechanisms behind the changes in OC vary, depending on the developmental level of the organization, and managers have to remember that. If the OC needs to be changed, then the main role of the leader is to reduce amongst his/her followers the anxiety, which is based on fear of learning and changes.

The changing process starts when the need for a change is acknowledged. This creates anxiety and is followed by uncomfortable feelings linked to studying. This in turn is due to the fear of potential changes to competencies, roles, power and regimentation of groups, and causes opposition and denial of the need for a change. The only way to reduce the level of opposition to change is by reducing the uncomfortable feelings towards studying and by increasing the learner's psychological feeling of security (Schein, 2004). This has to be the main point of focus for the

leader when managing changes to OC and directing the changing processes.

**Table 1.** Change mechanisms of OC during different developmental stages of an organization

<b>Organization's stage of development</b>	<b>OC change mechanism</b>
Establishment of an organization	1. Changes resulting from general and specific development and growth
	2. OC insight
	3. Promotion of employees with suitable new values
Growth stage	4. Systematic promotion of employees from amongst suitable subcultures
	5. Utilization of new technologies
	6. Hiring of new managers
Maturity and decline stage	7. Conflicts between the manifested and actual values, which will create scandals and change myths
	8. OC turnaround
	9. Consolidations and takeovers
	10. Reorganization and rebirth

*Source:* Schein, 2004, authors' presentation

The authors believe that through leadership it is possible to accelerate changes in OC, its core values, the artificial environment, as well as to the organization's shared assumptions. In the core of leadership is the vision of a better future and the leader will show through his/her example and through practical activities the new suitable values for the current environment. A leader's values will be put into practice by the use of examples in everyday working processes, through which, for instance, the work environment is made safer. A manager's behavior is based on his/her values, for example, valuing employees highly, and other members of the organization in turn will take his/her values as a basis of behavior.

Values will change the shared assumptions and this in turn will help bring about changes in the artificial environment, which makes the organization safer for its employees.

In conclusion, we can differentiate between three main points of contact between management, leadership and OC. Firstly, the establishers of an organization will create OC through leadership. Secondly, during the stable stages of organizational development, the existing OC will influence management. Thirdly, due to changes in the environment, or if the existing OC does not develop fast enough and in the right direction, the leaders have to change it.

### **Relationship between management, leadership and charisma**

Theoretical approaches distinguish between transformational leadership and pragmatic management. Pragmatic managers explain to subordinates their roles, and show consideration towards their subordinates, rewarding and punishing them if necessary. They concentrate on the task and try to satisfy the social needs of their subordinates. Transformational leadership is about understanding the wishes and interests of the followers, considering and meeting them according to the followers' achievements. A transformational leader treats followers as complete individuals, raising their enthusiasm and knowledge in the key areas of the group or organization, and finds ways to make his/her followers show interest in the development and profitability of an organization. (Bass, 1985; Shackleton, 1995)

Some researchers consider charismatic and transformational leaderships to be virtually interchangeable (Hooijberg, Choi, 2000). For example, Bryman (1992) and Conger and Kanungo (1987) are convinced that charismatic leadership has drawn traits from all the transformational leadership styles (Bass, Avolio, 1999). Idealized influence, which is one of the transformational leadership styles by Bass, is in essence very similar to charisma. This style is based

on the leader's example: the leader exhibits perseverance and persistence in achieving goals, taking responsibility for his/her actions and expressing his/her utmost belief in the vision. The leader sacrifices his/her own interests for the sake of others and shares his/her success with others. The followers like and trust such a leader and try to be more like him/her. (Shackleton, 1995)

The main criticism of Bass' theory is directed towards his approach to defining the phenomenon of charisma. According to Bass, transformational leadership and charisma have important differences. He is convinced that charisma is a necessary, but not the only sufficient component of transformational leadership. As an example, Bass refers to film stars that are charismatic but lack the components of a transformational leader. The followers of a star like this might try to dress like their idol, imitate his/her behaviour, but most probably the followers will not forget about their self-interests and will not follow some overarching mission. Transformational leaders, on the other hand, influence their followers by evoking strong emotions, doing it for important reasons. They try to find ways to empower their followers through developing their independence and self-confidence. In addition to this, they try to find ways to improve individuals, organizations and society as a whole. (Boehnke *et al.*, 2003)

However, some charismatic leaders also try to find ways to keep their followers in "slavery" by maintaining their weaknesses and dependence. They are interested in their followers' personal loyalty rather than that they follow the values and ideals. Whereas Martin Luther King and Mahatma Gandhi used their charisma to improve people and societies, Jim Jones, as the leader of a cult, convinced 900 people to commit suicide.

Conger has defined charismatic leadership as an ability *to make ordinary people do exceptional things* (Shackleton, 1995). Or, as De Vries claims (2002), *the charismatic component knocks people off their feet*. Many authors have discussed the essence of charisma. Is it based on certain personal characteristics, or is depend-

ent on specific situations, or relies on a relationship between the leader and his followers? The majority of authors consider it to be a specific relationship between the leader and his followers. Charisma expresses itself through the influence on one's followers in specific situations, whereas the influence is drawn from the leader's personal characteristics and activities.

House (1977) emphasizes that the relationship between a leader and his followers is very singular and also interactive. The followers believe that the leader's ideas are correct, they concur fully with the leader, are supportive of him, feel emotionally connected to the mission and take it seriously, aim high and believe that they are able to contribute towards fulfilling the mission. This in turn sets certain prerequisites for being a leader (the need for power, self-confidence, conviction of views), behavior (creating an impression, setting an example, setting high expectations, motivation) and suitability of the situation (crisis and stress situations). The above claims have not yet been thoroughly empirically researched, however, they are supported by the majority of existing research (Shackleton, 1995).

Similarly to House, Conger and Kanungo (1998) also emphasise the importance of a suitable situation and good timing. (Shackleton, 1995) The leader has to make his/her vision fit in with the followers' needs and wishes as well as the demands of the organizational environment. Although a crisis situation might well help to bring charisma to the forefront, a crisis is not regarded as an important factor. The leader has to be able to create an illusion of a crisis or to exemplify why the present situation is unsuitable and then be able to create a vision of a desired future towards which his/her followers can aim.

According to Conger and Kanungo (1998), the presence of charisma is dependent on the leader's behavior and how s/he is perceived. Contrary to Weber (1947), they do not regard charisma as something mystical or exceptional that is present only in some singular people. Conger and Kanungo (1998) claim that there is a

set of ordinary behavioral patterns that can be learnt and used by many people. The most important of them are: extremity of the vision, high personal risk, use of unconventional strategies, assessment of the situation, follower disenchantment, communication of self-confidence, and use of personal power.

Trice and Beyer (1991) suggest that charisma and transformational leadership should be differentiated between through activity: charismatic leaders create organizations, while transformational leaders change the existing organizations (Shackleton, 1995). There is a connection between this idea and Schein's approach to OC levels and leadership (see Figure 3).

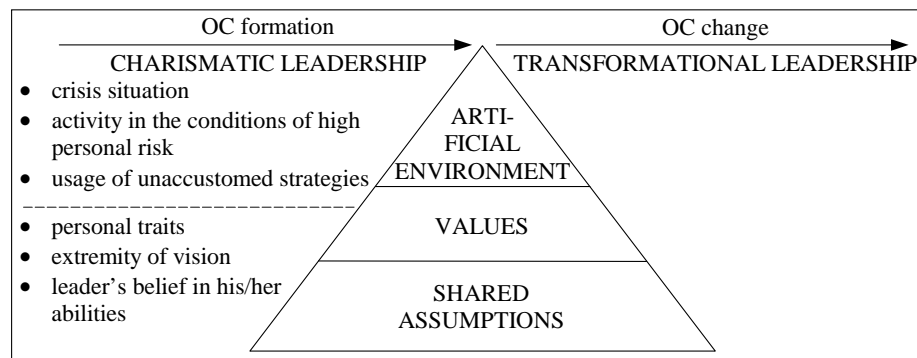
Several authors have attempted to divide charismatic leadership into parts. Charismatic leadership has the following characteristics:

- extremity of the leader's vision (Weber, 1947; Conger, Kanungo, 1998),
- special personal traits of the leader (Weber, 1947),
- crisis situation (Weber, 1947) and its accurate evaluation (Conger, Kanungo, 1998),
- leader's belief in his exceptional abilities (Weber, 1947; Conger, Kanungo, 1998),
- proved functionality of the vision (Friedland, 1964; Trice, Beyer, 1986),
- leader's high personal risk (Conger, Kanungo 1998),
- usage of unconventional strategies (House, 1977; Conger, Kanungo, 1998),
- liberation of the followers from false conceptions (Conger, Kanungo, 1998),
- authority (Conger, Kanungo 1998).

There are various conflicting opinions about charismatic leadership; however, different authors also have similar components in their approaches. These similarities are to a great extent about the similarities between transformational leadership and charismatic leadership.

## Relationship between charismatic leadership and organizational culture

If we were to examine charismatic leadership as an important influence only during the establishment stage of an organization, as proposed by Trice and Beyer (1991), and took the above components of charismatic leadership as the basis, we could conditionally claim that there is a relationship between three components and the artificial environment of OC and that the remaining three components have direct links with the value level (see Figure 3).



**Figure 3.** The relationship between OC layers and charismatic and transformational leadership styles.

In crisis situations the leaders create an environment that would harm the members of the organization as little as possible (e.g., increasing work safety of the employees). A leader's high personal risk is closely intertwined with his/her belief in his/her abilities. For example, when an entrepreneur establishes an organization, s/he invests big sums of money, believes in his/her success and tries to convince others to take part in the enterprise. Quite often there is not much money in the beginning for investing in the artificial environment (for example, in the internal design of the office), and thus the artificial environment mirrors that

cost savings are valued highly. At the same time, there might be unusual strategies, for example, in the form of innovative technology, which would be mirrored by the artificial environment through the usage of technology.

As the different OC levels are very closely connected, bringing out the specific effects of charismatic leadership components on different levels is very conditional. The authors believe that the leaders have most influence on the value level of OC and through this the artificial environment is designed and changed, and in the long run, through values, shared assumptions are also changed.

It would be possible to examine the relationship of the different components of transformational leadership with the different OC levels; however, if the three main points by Bass about the essence of transformational leadership were taken as the basis of such research, the authors believe it would yield an overly restricted approach. It would be more justified to analyze the suitability of charismatic leadership for Schein's three different organizational life cycles, where the management has different roles to play in influencing OC.

People establishing new companies have to be both good entrepreneurs and charismatic leaders in order to be able to involve others in their business plans. The most important role is played by their ability to create a vision and convey it to others. We have to agree with Trice and Beyer's (1991) point of view that charismatic leadership is very important in the establishing stage of a company as that is when OC is created. After the initial stage, people expect solutions to the problems, and then the leader is also accepted as a manager and a suitable OC is created. In reverse situations, a crisis of trust would occur and the organization might fall apart in its formation stage.

When creating particular OC, the group expects its leader to reduce anxiety and create a homogenous OC (Schein, 2004). In order to be able to reduce the anxiety and fear in the followers and

increase their self-confidence, the leader has to have a clear vision and take personal risks. The followers themselves usually grant homogeneity to the OC, as they would not follow their leader's example when his/her solutions to the problems do not work or contradict to the already accepted values.

Table 1 deals with different mechanisms of natural development in OC. If the managers do not like the direction or speed of the development of OC, then they can consciously change it. On the other hand, if the managers find that the OC does not need to be changed, and the environmental conditions do not require a change, then they will operate in the framework of the existing OC. (Schein, 2004)

Out of all the natural development mechanisms, charismatic leadership has the most connection points with the OC insight and it enforces the former mechanism in the formation stage of an organization (see Appendix 1). The analysis mechanism is in essence a development from the OC as a defense mechanism. Analysis enables the leaders to show the strong and the weak points of the OC in order to develop it in the right direction. As a result of the analysis, unsuitable behavioral patterns are discovered, the changing of which is in turn conditioned by uncertainty about the future, and the charismatic leaders are able to and must reduce the uncertainty.

If OC requires conscious changing, then the leaders are able to promote employees who have suitable characteristics. When former colleagues carry out changes to the OC, then, as a rule, it creates less opposition by the employees. Employees might not like changes in their habitual conditions, but they will find solace in the fact that the changes were brought about by at least one of them. Also, a charismatic person is more able to carry out these changes in a more steadfast and speedy manner.

These three natural OC developmental mechanisms function very slowly (see Table 1). In case there are no major changes in the

environment of an organization, there is usually no need for radical changes in the OC and the managers would operate within the framework of the existing OC. This in turn determines which managers will be selected and promoted. More often than not, the representatives of such subcultures who are promoted seem to be most necessary for the organization's sustained development.

Charismatic leaders will be promoted in this developmental stage if they are able to speed up developmental dynamics. Charismatic leaders and personal traits connected to them might also prove to be favoured by the OC in which the establishing entrepreneur himself is mainly the charismatic manager. The influence of the establishers is evident not only during the establishing stage, but also in the long run.

The maturity and decline stages (see Appendix 1) are by their very nature critically important to a company, as companies need changes in order to continue competition. A charismatic leader is suitable for enforcing all the natural OC developmental mechanisms that are described in Table 1, but is primarily needed in order to turn around the OC during consolidations, takeovers and reorganizations. In order to carry out a turnaround, there is a need for managers who have a clear vision of what the changed organization looks like. Charismatic leaders are most successful in creating such a picture.

During consolidations and takeovers, clashes between different OCs are inevitable and in these times there is a real need for a charismatic leader with special personal traits, extreme vision and unfamiliar strategies, in order to join together the values and employees of the contradicting OCs. Authority is in these situations an important component of charismatic leadership. In addition to the above, charismatic leaders have in their nature a desire to engage employees and unite their efforts, thus surmounting the natural persistence to changes.

Charismatic leadership is above all necessary and suitable when a company and its OC need radical changes and intensive influence from the leader. Charismatic leadership is mainly important when changing the OC in an organization's establishment or decline stages. During the stable growth stage and at the time before the maturity stage, charismatic leadership is not as important and is most likely favored by the OC only if the establishers of the company were charismatic individuals themselves.

### **Conclusions: results and their manifestation in business practices**

There are three main points of contact between OC and different styles of management and leadership:

- during the establishing stage of an organization, leadership influences the creation process of OC through the establishers,
- in times of stability, OC influences management and ordinary leaders/managers are most suitable,
- due to changes in the environment, or when the OC does not develop naturally or fast enough in the right direction, leaders will start to subconsciously influence it.

There are conflicting opinions regarding the essence of charismatic leadership and its components. Some of the authors believe it to be a management style, while others consider it to be a set of management styles; some regard it as an ability that one is born with, others believe it to be something that one can learn. Despite the differences, by combining the opinions it is possible to bring forth certain components of charisma. Analyzing charismatic leadership within the framework of different OC layers and comparing it to the different OC development mechanisms applying during the developmental stages of an organization, the authors came to the following conclusions:

- charismatic leadership is most suitable and effective during the establishment and the decline stages of a company, influencing the changes to OC and regeneration;
- charismatic leadership is less important in the growth stage, but does help to create OC;
- the time before the maturity stage and the maturity stage itself do not call for charismatic leaders;
- charismatic leaders are capable of speeding up the OC development and change its direction.

A manager also has to become a leader who is able to generate achievable goals and is the first to achieve them. The executive manager Gunnar Okk of Eesti Energia suggests the following in an Estonian newspaper, *Postimees* (01.02.2002), “...*successful executive management in today’s big companies is impossible without managers also becoming actual leaders.*” This viewpoint mirrors the need for changes in the existing OCs and for leaders who would be able to carry out these changes for their employees.

Bill Gates presupposes that managers will incorporate their management abilities with their competencies (Dearlove, 2000). He admits he does not understand what difference is there between a professional and an unprofessional manager: “We are not working in an organization to say ... *I am a professional manager, give me something to manage.* We are here in order to do the job, thus it is impossible to differentiate between professional and unprofessional managers.”

There are serious doubts about the practicality of professional and charismatic managers. Recent studies carried out in the USA indicate that in addition to charisma, today’s executive managers are also presupposed to have a high level of knowledge in the field that they are managing, a high work capacity and they must pay more attention to personnel evaluations and development. The research results published in *The Harvard Business Review* indicate that charismatic managers have not proved themselves and companies run by them have not achieved success. The research

was based on 59 big US companies, and no link was discovered between the charisma of a top manager and the success of a company. Also, changing the managers after short intervals has not proved successful. In the recent years, three times more managers were hired from outside the organization. However, new managers have not proved to be any more successful in managing the companies. (The curse ..., 2002)

Regardless of the high expectations of charismatic managers and their high salaries, which should have granted their high motivation levels, management by such people has failed in the USA. Therefore, there is a tendency in the USA to replace charismatic and glamorous managers by the so-called classical managers, even in the entertainment sector. Also, certain new leadership paradigms have been disregarded, including emphasizing the importance of charismatic power and vision. (How to manage ..., 2003)

The gap between expectations and reality has lost many leaders their jobs. Research carried out in the summer of 2002 showed that only one fourth of Americans trusted the managers of big corporations. Also Jack Welch emphasizes the crisis of trust in management, the main examples of which are the scandals of *Enron*, *WorldCom*, and *Tyco*. Management is more complicated during difficult times, as there are fewer options and it is more difficult to hide the errors. The era of the manager as a hero is over, humility is regarded as a virtue, whereas arrogance is condemned. (Tough at ..., 2003)

The above examples support the authors' theoretical generalizations that in the growth and the maturity stages of a company there is a need for something other than charismatic leaders. When charismatic leaders are still hired, for example, due to the influence from the establishers of an organization, and by doing this they conflict with the interests to stabilize the OC, then the end result will be inefficient managers who are unable to live up to the expectations. Charismatic managers are more suitable in

situations that require radical changes, for example, during the establishment stage of a company and in bringing a company out of its decline stage.

Theoretical approaches also indicate the need to select and promote more internally than externally, mainly because changes introduced by former colleagues will meet with less opposition. In addition to that, people who have worked in the organization for a long time understand the finer nuances of their OC better in order to carry out changes.

Even though the practical examples of the USA from the end of the 20<sup>th</sup> century indicated that charismatic leaders were not at all successful, they still have a role to play as the creators and changers of OC. Hence it is important to observe the developmental and life cycles of a company and to analyze OC to establish the right types of managers who will meet the organization's needs at the time and who are able to develop OC in a way that would grant sustainable growth of the company.

Transformational and charismatic leadership in Estonian companies has still been little researched. According to one of the research projects carried out by the authors, the followers of transformational managers are more satisfied with the overall work than those managed by pragmatic managers (Türk, Mihhailova, 2004). It was possible to establish a certain management orientation in the majority of the evaluated managers. Comparing the pragmatic and transformational leadership styles, the majority of the managers were, according to two years of research, mainly pragmatic managers; three of them, however, had turned into transformational managers/leaders. The authors believe that changes like this indicate a manager's increased readiness to introduce changes into work practices. The research showed that idealized influence and inspirational motivation were the biggest contributors to work satisfaction.

We believe it to be wrong to set management and leadership against each other and think that a manager's and leader's roles are both necessary prerequisites for organizational success. Successful managers have to keep a balance between their use of different management styles, they have to set an example and use their power skillfully. They have to use their charisma for common goals, and be at the same time pragmatic and transformational managers.

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## KOKKUVÕTE

### Ümberkujundava juhtimise karismaatiline aspekt ja selle roll organisatsiooni kultuuri kujundamisel

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Eestvedamise (juhtimise) suhestamisel organisatsioonikultuuriga (OK) võib eristada kolme kokkupuutepunkti:

- organisatsiooni loomisel mõjutavad selle asutajad olulisel määral OK kujunemist,
- stabiilsetel aegadel mõjutab OK eestvedamist ning klassikalised juhid on antud kontekstis sobivamad,
- keskkonnamuutuste tingimustes või kui OK ei arene piisavalt kiiresti ja õiges suunas, siis suudavad liidri tüüpi juhid kõige enam OK-d mõjutada.

Karismaatilise eestvedamise ning selle komponentide osas on erinevaid arvamusi. Osade teadlaste arvates on karismaatiline eestvedamine juhtimisstiil, teiste jaoks juhtimisstiilide komplekt, kolmandate jaoks kaasasündinud võime, neljandate arvates aga õpitud oskus. Karismaatilise eestvedamise seostamisel OK erinevate kihtide ja arengumehhanismidega organisatsiooni erinevates elutsüklites, jõudsid autorid järgmistele tulemustele:

- karismaatiline eestvedamine on sobiv ja tõhus ettevõtte rajamisel ja selle langusfaasis, võimaldades oluliselt mõjutada OK muutmist ja uuendamist;
- karismaatiline eestvedamine on vähem oluline ettevõtte kasvufaasis, kuid aitab kaasa OK kujundamisele;
- ettevõtte tegevuse stabiliseerumisel ja küpsusfaasis on karismaatilised juhid vähem tõhusad ning ei leia ettevõttes piisavalt rakendust;
- karismaatilised liidrid on võimelised kiirendama OK arengut ja muutma OK arengusuunda.

Ettevõtte kasvu- ja küpsusfaasis vajatakse enam nn klassikalisi juhte, kes pööravad enam tähelepanu ka OK stabiliseerimisele. Karismaatilised juhid võivad osutada neis tingimustes ebatõhusateks ning nad ei õigusta neile pandud lootusi. Karismaatilised juhid sobivad pigem radikaalseid muutusi nõudvatesse situatsioonidesse, nagu näiteks ettevõtte rajamine ja selle langusfaasist välja toomine.

Kuigi USA praktilised näited möödunud sajandi lõpus näitasid, et karismaatilised juhid ei õigustanud end, on neil oma kindel roll OK loojate ja muutjatena. Vaja on arvestada ettevõtte arengu ja elutsükliga ning OK-ga, selgitamaks välja sobivat tüüpi juhid, kes vastavad organisatsiooni hetkevajadustele ning kes suudavad arendada OK-d selliselt, et see tagab ettevõtte jätkusuutliku arengu.

Autorite arvates ei tohi vastandada klassikalist juhtimist eestvedamisele ning juhi ja liidri rollid on mõlemad olulised. Edukas juht peab kasutama tasakaalustatult erinevaid juhtimisstiile, olema oma isikuga eeskujuks ja kasutama oskuslikult oma mõjuvõimu. Ta peab rakendama oma karisma ühiste eesmärkide teenistusse ning olema ühelt poolt pragmaatiline ja teiselt poolt ümberkujundav juht.

**Appendix 1.** The relationship between charismatic leadership and OC layers during life cycle

		<b>Organization's life cycle phase</b>		
		<b>Establishment of organization</b>	<b>Growth phase</b>	<b>Maturity stage</b>
<b>Essence of the influence relationship between OC, management and leadership</b>		Leadership influences OC	OC influences management	Leadership
<b>Relationship between charismatic leadership and OC</b>	<b>Charisma's influence on OC</b>	Vision, self-confidence, personal risk	Authority and personal characteristics	Personal char unfamiliar
	<b>Feedback from OC</b>	Functionality of vision	Success of leaders and promotional opportunities	Change in dire OC de
<b>Bass' management style</b>		Idealized influence and inspirational motivation	Remuneration and individual approach	Transformation s