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Kereskedelmi, Vendéglátóipari
és Idegenforgalmi Kar

**Case study about the leadership development and their effect
on the performance in Schneider Electric**

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Eredetiségi nyilatkozat a szakdolgozatról/projekt munkáról

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Alulírott Imhof David Dániel nyilatkozom, hogy a csatoltan bírálatra és védésre beadott szakdolgozat/projekt munka teljes egészében a saját munkám. A felhasznált forrásokat az irodalomjegyzékben feltüntettem, a rájuk vonatkozó, szabályszerű hivatkozásokat a szövegben megtettem. A szakdolgozat/projekt munka más szakon vagy intézményben sem a saját nevemben, sem máséban nem került beadásra. Tudatában vagyok annak, hogy plágium (más munkájának sajátomként történő feltüntetése) esetén a szakdolgozat/projekt munka érvénytelen, ezért elutasításra kerül.



(aláírás)

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1. INTRODUCTION

I was working in the biggest student organization in the world. I had the chance to gain knowledge and experience about leadership development, since I worked as a leader there for 2,5 years. I have been middle manager 3 times and vice president once. I loved every moment being a leader and if I could go back in time, I would do it in the same way. I'm really interested in leadership development and organization management. My plan on the long run is to be a good example for others in terms of leadership and project or organization management, so in a few years I want to prove, that I can be a good leader. First of all this is a good opportunity for me to get more knowledge about leadership styles, values, skills etc. Second of all I'm curious about the leadership development in a certain company to understand the work of the human resource department or company decision makings about their leaders to make the company more beneficial. With this knowledge I can make my own decisions in the future, when it can happen, that I start my own enterprise. This was my first motivation, when I choose this topic, because I want to dig into it.

The second motivation of mine was, that I searched other dissertations in the library of Budapest Gazdasági Egyetem. What I noticed is that there were no similar topic from all of them. Nobody deals with research in leadership development. For me it is very important science, because it gives the basis for enterprises. In my thesis I will explain what is the definition of a leader and make it more understandable and why is it important not just bossing around, but to lead an enterprise. What is the positive effect of it and why is it worth it. In my opinion, it would be better, if the study schedule would include this topic as well, because in this case, the students would be more aware of the meaning and importance of leadership. On the long run it would affect the behavior style of enterprises too. So, the workers would be more aware of how to lead people and how to affect the performance of a team. If it would happen, then Hungary would be stronger on the international market competition, which would affect the Hungarian liquidity in a positive way. Of course, I'm talking about the big picture in many years. I believe that the fundamental solution is the leadership and put the trust in those people, who have the willingness to lead and develop.

Leadership is a basic instinct. It's about nothing else, then survival. If the situation is given, this instinct turns on and we start to think as a leader. If we think about the business leaders, they lead to earn money for the family, so they won't starve and have a well-being. If we think about the leader of the family, the purpose of the skill is to create order by the house, so everyone feel themselves in a system which provides safety from physical and mental side as well.

In the last few decades the leadership development as a tool of enterprises developed a lot. Leadership as a skill, had always have a big role in the life of fauna as well as the human beings. We can't tell the true origin of leadership development, but it started approximately in the same time as hierarchy exists. As the companies started to exist and compete each other on the market, they had to figure out what kind of strategical advantage they can have against others. What we can experience, is that not every company use the advantage of training leaders. The objective of my thesis is to find out, how can we develop the existing leaders of an enterprise and collect advices for them in order to make the enterprise more successful. Because of the endless methods of training leaders and the wide range of business sectors, the objective of this thesis is not to find the best way to generate leaders in an enterprise neither to find the best way to develop the leaders. There is no best way, because many factors can influence the leaders, as well as the methods to train them. This thesis works as a suggestion, how would I change the HR system by a company.

METHODOLOGY

My method is to find out, what kind of competence measuring exercises are existing in the literature and then, I choose those ones, what gets me closer to the truth, what is missing from the trainings of the leaders by that certain enterprise. My idea is that I have to see what are those soft skills, attributes or behavior styles what are generally strong among the leaders by the enterprise and what are the ones, what can be developed more. In my opinion if we have a clear insight on their personalities, then it is possible to affect the performance of the company, as we will see how can we train the leaders to raise their capacity, focus their attention on their advantages and give them a helping hand by the skills they lack of. In this way, I would like to help the work of the enterprise in that case, if they accept my thesis and work. My plan is to search in business psychology literature and coaching literature. I would like to use those exercises, what are created and advised by professionals, because in my opinion, those are the accurate tools to help me find out the competency leakages. So I plan to go to the enterprise and make the interviews and exercises with leaders from different levels. After I evaluated them, I write a plan, how should they develop their leaders. I will strive to find out what kind of training possibilities exist on the market, what are the costs and the most important question is if the company has the financial resources to invest in that program or not. I would like to convince the HR management about my idea, so I can prove my right.

2. WHAT DOES LEADERSHIP MEAN IN THE 21. CENTURIES BUSINESS LIFE?

2.1. WHAT IS LEADERSHIP

If we talk about the performance of an enterprise or the successful working atmosphere, everything depends on the leaders and their behavior. But it's not just about the business life. If we want to change the world or something around us, we need to possess leadership skills. Otherwise it's impossible. It can be political, religious, social or any other kind of change, if somebody plan to make changes, the leader skills are needed. The leadership skill is nothing else than some kind of an influencing power. If somebody have bigger influencing power than the others, then he or she will lead easier everybody else.

How can we define the leadership? Who is a good leader? How does leadership work at all? If we give an answer for each of these questions by heart, it won't help us to get closer to the truth. The common issue is that most of the people think, that the leaders are the ones who receive the leader position. However, everybody met bad leaders in high positions and great leaders without high position. (Maxwell, 2014)

2.2. HIERARCHY

Figure 1: Hierarchical order of organizations



© Jacob Morgan (thefutureorganization.com)

Source: (Morgan, 2015)

Since my thesis is about the business leaders, I will focus on the business sphere mainly. For the first step, let's see who are the leaders in the hierarchy from position point of view. We can see a traditional organization hierarchy above. On this picture there are different levels of the system. From bottom to top the first level is the operation level with executives. They are not leaders in this working sphere according to position. On the second level are the project leaders or so-called supervisors. They are responsible for the operation and their projects. They lead the bottom level as well, so in a small team, they work on one project. The third level is the middle-manager level. These leaders have more projects, more teams, more responsibility. According to the output of the measure of success, their job is to create the plans. On the fourth and the fifth level we can find the presidency, stands from the vice presidents, who are the final responsible for the different departments like human resource, finance and marketing department and the president, who is responsible for the whole enterprise or organization, also creates the middle-long time and long time goals and strategies, so reacts on the external effects. I can conclude, that the whole system stands from 3 main levels. Operation level, leading level and strategic level. Or we use the names as bottom-level leading, middle-level leading and top leading.

About the information flow, every leading level is a communicator middle man. They have to communicate the results and needs from the bottom to the top and also needed to communicate the plans and goals from top to bottom. By the case of the president it is a different case, because he or she communicates below as well, but the decisions reacting to the external changes, because no higher level is there.

2.3. STAKEHOLDERS

The leaders have their own stakeholders, as well as the enterprise itself. We can differentiate 4 crucial stakeholders, what are needed for the work of the leader.

- Material resources
- Human resources
- Financial resources
- Informational resources

Material resources mean, if we talk about production or services, machines, working materials and raw materials are needed. Their purpose is to fulfill the goals and create the right amount of products in the right quality.

Human resource is an internal resource of the enterprise. The success of the organization is up to them, because the final product or service depends on the labor force. This resource is a bit special, because they work for the enterprise to fulfill their needs and expect a similar environment as home. The management of the enterprise must be focusing on the satisfaction of the needs of the resource and then can happen the fulfillment of the goal of the organization.

Without the financial background, there is no operation. The enterprise cannot be liquid and cannot be successful. The management have 2 very important tasks to ensure the finance of the production. Take care of the needed financial sources and the other one is to divide these sources efficiently between the tasks of the enterprise.

The last one is the informational resources. This one is a crucial resource nowadays. On the competitive market, it is very important to store, process and transfer information.

2.4. ACTIVITIES

In the modern business life, leaders have three main activities in the life of their team. Every one of them are very important, because they all have big benefit, if the leader works on them. They also have influence on each other.

- Operation
- Motivation
- Representation

About the operation part, it is crucial to think about the results of a project and keep the accurate design of the project, like the project measuring and information flow. Also important to deal with the employees, so everybody performs in the right way and get the tasks from time to time.

The motivation part is more about the employees themselves. How do they feel? What do they miss from their work-life? Do they get everything from the organization, what they expect? If there is a coaching and mentoring system in the enterprise, this part is easier, because these systems can cover some of their social needs and give to opportunity to tell some feedbacks about the whole system. I would like to highlight, that there are two models about the motivation. These models show us what kind of needs have to be fulfilled to make somebody satisfied and keep motivated and in what order and how much the leaders need to fulfill those

needs. One is the Maslow “Need hierarchy” model. According to this model, the needs already satisfied, can’t provide motivation. So, if the leader want to motivate somebody, he or she have to understand the Maslow model, understand the employee, on which stage is he or she and try to satisfy one stage above. The newer model is from Herzberg, he says, that the lower stages of the Maslow model won’t provide motivation, because nowadays they are basic expectations from society. According to his theory, the real motivation starts by the psychic ones like the need to feel accomplished and to have a sense of achievement. If a leader is keep motivating the employees with these models, then there is a good effect on the performance of the team.

In my theory, the representation part is the 3rd one, because it is the least important one out of these three, but also a big task for the leader. If there is a good performing team, then the good representation can provide bigger influence internally by the enterprise. The presidency will notice the performance of the team in an easier way if they participate on every event of the company and create a good connection in the mind of everybody by the enterprise. Also, by showing an example for the other teams, how to behave in the business sphere, how to work like a professional and how to strive for the better good of the enterprise. In this case, the team members and leader will have bigger influence in the decision makings and can get recognitions in an easier way.

2.5. OPERATIVE TASKS

If we want to understand the operative work of leaders, we need to collect the exact jobs. It would be a detailed collection of their everyday tasks and it doesn’t contain only the tasks of one level, I collect all of them, so it can happen, that this list contains a task, what a middle manager doesn’t have to do, but a manager does. Previously I mentioned the main responsibilities, the operation, motivation and representation, but it is just an overview and a collection of their jobs in big bubbles. Let’s gather some information, one by one.

2.5.1. Setting goals

It is one of the most important task of leaders, because it gives the basis for their jobs in a project work. Giving a vision or mission creates a purpose for the whole team, so it could work as a motivating power. A purposeless work means nothing for anybody and it has the message, like the whole work is nonsense. This

is the reason of creating an accurate, inspirational and value creating goal. But what does it mean, value creating goal? It means that it creates a connection between the goals of the individual and the goal of the enterprise. In this case it is win-win situation for everybody. And it is a task of the leader. After they created a purposeful goal, the task is not over, because they need to be translated into shorter and smaller tasks for the different members of the team. Also, it is important to highlight, that the understanding of goals and tasks are very important for everybody in a team. It means another task of the leader to make everybody understand the goals of the project and make them engaged towards the leader, the project and the organization or enterprise. (Vogelauer, 2002)

Figure 2: The 4 stages of creating goals



Source: (Vogelauer, 2002)

2.5.2. Controlling

This task belongs to the operation responsibilities to a leader. It must be a frequent and basic task. The employees need jobs from time to time and they need to be controlled to ensure the constant quality of work. It means the evaluation of the employee efficiency (process, content, method, behavior), the constant changes in issues and goals and the relation between these and the employee, moreover to raise the awareness on the successes. (Vogelauer, 2002)

2.5.3. Problem solving and decision making

In problematic situations can we decide who is good and who is bad leader. The difference between them, is that the good leader strives to solve the problem

and suggests solutions. Sooner or later, the problem gets solved, because of his invested time and energy. A better leader decides, which problem is more important or important at all and try to be as efficient, as possible. The problem solver skill is crucial in case of these tasks. The knowledge about the source of problem is always important and to ask the accurate questions. The better the problem solver skill, the sooner the problem gets solved. So, on the long run, the project can work smoothly. I would like to highlight, that the final decisions have to be made by the leader. If the leader wants to stay efficient and wants to keep his authority, then he has to be the decision maker and problem solver. The word “Problem” means nothing else, than a question what I ask from myself. In what circumstances can I take over this task or position? How can we improve this process? Should I fire this employee or is there any other solution? We need a new strategy. How can we develop it and who should be involved? How can I participate in the solution of the conflict? When we talk about solve the issues, then we talk about answering these questions, what requires investigation. (Vogelauer, 2002) At the end it always need a decision making, this is the reason, I handle problem solving and decision making as one bubble.

2.5.4. Communication

It is needed in an enterprise to handle the information in the accurate way. The leader has to understand the information and transfer it to the accurate individual or platform.

Three skills are expected from the leader for this job. The first one is to understand others perspectives, before they even ask something. With this perspective understanding skill, the leader can decide in different situations to whom is the most effective to turn in order to ensure a good communication among the team.

The second one is to choose the appropriate time for communication. When to use the different platforms, when is it good idea to turn to somebody with a bad news, when is it needed to communicate things. If the leader chose the time wisely, uncomfortable situations can be avoided.

The third one is the observation capabilities. Basically, people in their everyday life filter the information what they get, to process the essence of it. A good leader understands the whole information, or at least strives to understand

every detail. If it happens, then the leader need to feedback. It can be verbal or non-verbal as well. The point is to make the person in front of him think, that the information transfer happened successfully.

2.5.5. Training and mentoring

A leader sometimes has to train his employees. It will have a positive effect on the performance of the individuals as well as on the relationship between leader and employee. Also, the good leader deals with the feelings of his employees. The employees like to feel, they are important parts of the organization and if the leader shows the signs of this, then it makes the employees happier. But, there has to be a balance between the personal life and work life advices from the side of the leader. If they talk too much about personal life, the positive effects turn into negative effects. There has to be guidance and help for the employees from the side of the leader, this is the reason, it's crucial to make trainings for them, so they will be supported in this way. A supportive leader is always more supported. Especially, if they reward their team members for good jobs.

2.5.6. Management of changes and conflicts

The bigger the enterprise is, the more the changes are. There are always changes, since the enterprises work in an always changing environment, called economy. The performance of people is also changing as well as the number of people. We can conclude, that there is no two same working days in life of business. The leader has to communicate these changes and deal with them or react on them with his project. It is called change management. The point of change management is to make the goals still achievable in the new environment and focus on the design of the newly formed team work. It doesn't matter where the change come from or what is the purpose of it, it will have positive or negative effects on the everyday work of leaders and their teams.

Most of the time, the changes involve some conflicts as well. It doesn't mean it is wrong for the enterprise, because sometimes the conflicts have good effect on the performance of the teams, but the leader must decide how to manage these conflicts or is it worth to manage at all. Sometimes the internal conflicts cause healthy contest, so the performance is raising, but it causes sometimes so tough conflict, which leads to fight between individuals. In this case the result is demotivation, bad working moral and lack of internal communication, so it can

have effect on other teams and departments as well. This is the situation, what must be avoided in advance by the leader or at least if it is not avoidable, then manage it to pull things back to normal.

2.5.7. Demonstrating diplomacy

The diplomacy tasks are like the negotiations, creating compromises, direct and indirect influences. The point of this task is to earn as much space as possible through verbal activities and convincing others. The leader needs to know the accurate words and sentences in the right time and right place to get advantages for himself or for the team.

2.5.8. Time management

Time is the most powerful tool for the leader and resource for a project. During the planning phase of a project, the time is the most crucial resource to plan with, because it creates borders for the project and make a guideline. Through time, everything is measurable and trackable and it organizes the tasks as well. True leaders can use time wisely. For them it is not a bottle-neck or forcing power, instead it is a tool for follow-up and a help for their job. It is also important, that they have to track the waste of time as well, because the main goal is to fulfill the tasks in time. If they see, that the waste of time is too high, it means, that the invested money, energy and human resource is not efficient enough, so the change in the system is indispensable. The consistent time usage is a good tracking strategy for leaders. It means, that the same amount of work happens from day to day or from week to week. In this case the tracking and the planning are easier. On the other hand, if we talk about time management, it is important to say no for anything sometimes. Of course, it is needed to consider, before the leader says no, but the point is, that the time is an important resource, and if it happens, that somebody take over things, than the performance will be lower and the individual won't have the ability to focus on everything on 100%.

2.5.9. Reward and recognition

People work, because they want to be rewarded. It motivates everybody, because this gesture means, that somebody or his or her work is important for the enterprise or for his or her leader. A good leader notice this need on his employees, so he deals with rewarding process. There are many ways to reward an employee. Promotion, salary raise, new responsibilities, commendation, bonuses. This task

should be a very basic one from motivation perspective. On one hand, the leader should inform the employees, if they perform badly, on the other hand, it is expected to highlight the good performance as well. The choice of time and place is important. A good timing can raise the power of recognition, so it becomes more meaningful, then usually. For example, on a gala night, where everybody attends and sees that some of them are the best. (Greenleaf, 2020)

2.6. DEFINITION OF LEADERSHIP

2.6.1. Professionals definition

I would like to collect some inputs from trustworthy sources in order to get closer to the real meaning of leadership. Then, I'd like to share my thoughts and good case practices from my previous working experiences. According to Forbes, the definition is the following:

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. Leadership has nothing to do with seniority or one’s position in the hierarchy of a company and also has nothing to do with titles. The individuals who are the leaders in an organization are regarded collectively.” (Kruse, 2013)

Table 1: What is leadership?

Leadership is not...	Leadership is...
Seniority	Followed by others
Position hierarchy	Capacity to translate vision into reality
Title	Empowering others
Personal attribute	Building a role-model
Forcing power	Stem from social influence
Dictatorship	Self-realization of the individual

Source: (Kruse, 2013)

Leadership is really a wide definition and everyone defines it from different perspectives, because there is no perfect definition for it. Let's have a look at the business dictionary, how they define the role of leadership. Leadership is really a wide definition and everyone defines it from different perspectives, because there is

no perfect definition for it. Let's have a look at the business dictionary, how they define the role of leadership. (BusinessDictionary, 2020)

As we can see the two different and important website defines leadership from a totally different perspective. Forbes writes about the social side and benefit, till business dictionary shows leadership as a vision and goal engager position.

About my experiences. As I already mentioned in the introduction part of my thesis, I had the chance to work in the biggest non-profit student organization in the world. The goal of the organization is to teach people how to be a good leader and teach the members about the meaning of leadership. I did it for three years. Once a member for half year, project leader on three different projects for one and a half year, then I was a vice president for a year.

2.6.2. My definition

My opinion about leadership is that it is a basic instinct, but it can be a learned type of influence as well and it affects the behavior of a group of people in order to achieve their common goal. I can conclude, according to many studies, the leadership appears not just in a company or organization, but it has effect on the behavior and lifestyle of the leaders. It can be a father or a mother who leads the family members on the right path, it can be a friend who gives always the accurate advices in order to turn everybody into a better person around him or her or it can be a shop assistant who help the customers every day, a medic, a police officer or everybody who acquire the attributes what was written above.

3. VALUES OF LEADERS

3.1. RESPECT

This value is not just about the team-work. Of course, it is needed and expected to have patience and respect towards the team, but it is important to have high respect internally in the enterprise as well. It has an important role to create the accurate and comfortable working sphere and to show the way of behavior to the team. If a leader earned the respect from the team, it can be a good start for the future work. In my opinion, it is very important to know the definition, otherwise we cannot accept any speculation about the object, so here is the definition according Wikipedia, below:

“Respect is a positive feeling or action shown towards someone or something considered important, or held in high esteem or regard; it conveys a sense of admiration for good or valuable qualities; and it is also the process of honoring someone by exhibiting care, concern, or consideration for their needs or feelings.” (Wikipedia, 2007)

3.2. DEMONSTRATING INTEGRITY

In terms of cohesion. It can be one of the biggest barrier to form a team, because the leader has to figure out what kind of strengths and weaknesses the individuals have one by one and for the next step, they need to figure out the best way, they can work together. The point is to build on each other strengths and develop each other weaknesses, without confront each other. The leader is the one who has to fill the gaps. For example, if no one has good presentation skills in the team, he or she is the one who has to present the results of the team. In this case, the leader has a special role in the team, because he or she has to form his or her personality in the way, what is the best for the team and in this case the leader has to be the first who demonstrates the integrity.

3.3. COURAGE

Sometimes if the team want to achieve more in terms of results, it has to take risks. But risk taking can have negative effects as well. For example if I have a team and our result is not as high as I want to be, but deadlines are coming, then I have to consider whether it's worth to invest in overtime. But this decision doesn't ensure the higher performance but needs more money invested into the project. In

this case I risk the money of the enterprise for two possible result. On one hand the return on investment is high on the project, because the team could reach higher goals before the deadline, on the other hand the project generates high loss in terms of results and invested money as well. This is the main reason a leader has to be brave. There are other reasons, of course. They have to solve internal conflicts, otherwise it has negative effect on the performance of the team. It's not the task of the leader, because it is everybody's interest and responsibility, but the leader has to take the first step and realize the core of the problem and show the conflict participants a way to solve it. It needs courage, so as the situation to query anybody's opinion like the superior or the member of the team for the better good.

3.4. HUMILITY

If a leader possesses the value of respect and courage, he or she has to behave in a humble way. They have to handle others opinion in the right way. Since every human being is different, then everybody has different opinion about the same thing and it doesn't mean, that it is a bad opinion, just because it is different. It means, the given person has different experiences in life, has been raised in a different location as a child, learned in a different way in a different school, so he or she has a different background. The leader has to accept it and handle the mess of information and opinion provided by his team in order to find the right ultimate decision.

3.5. POSSESSING KNOWLEDGE

It is a more complicated value, than the others. It is not about the way they behave, it is more about their background and the way they achieved credibility. If somebody make decisions in a position, then it is essential to have experience and knowledge about the decision. Otherwise it is just hasty risk taking. In the most ideal case, the leader has different kind of working experience. Internally and externally as well. Externally means, he or she worked by many enterprise and gained knowledge about the way they work. How the different departments co-operation and connecting each other, how the information flow and work flow works, what are the values and vision of the enterprise. Internally means obviously, that the leader understands and accepts the culture and the design of the enterprise, so it is expected from him or her to react on the different situations in the accurate way.

3.6. POSITIVE IMPACT AND REPRESENTATION

As a leader, it is important to have a positive first impression in the life of people, because a good start can cause benefits in work, but a bad start can cause disadvantages. Also important to keep this positivity on the long run. Not just in the appearance, but in the way the leaders work. Let's imagine a middle manager on a meeting. He is smart, so he has opinion about everything, but he just criticizing the decisions. Would anybody follow this kind of leader? It is a very bad behavior and irritating in the same time. It will cause negative impact and even if he is right, nobody will follow, because of the negative impact what he creates. Let's see another situation. The leader is the same, the meeting is the same, but this man decides to come up with new ideas and convince people how would he develop different things in order to make the enterprise more successful. In this case, the people around him understand this leaders motivation, see the way he thinks and creates positive impact by leading people around him.

3.7. TRUST

Leaders have interest on the development of the enterprise as well as their project and team. It means, innovations are needed all the time. But how can leaders generate, develop and execute new ideas or innovations? The answer is simple. It comes from anybody in the team, most of the time, not from the leader. The leader should trust his employees, that they worth the money and have smart ideas and thoughts. If it happens, the employees will feel their ideas important and they will share them. Even if an idea seems bad or infeasible, it's worth to give a shot for working on an innovation, to figure out, whether it's a good idea or not. This demands a lot of trust from the side of leader towards the employees.

4. LEADERSHIP STYLES

The way, how a leader approaches the task and the employee is called the leadership style. It is a way, how the leader express himself in the business sphere. The leadership behavior is somehow a part of their attributes. We can differentiate many types of leaders, but I would like to mention only the eight most important ones, because we need to understand that leaders can have different behaviors in their role, but I wouldn't like to deviate from the main topic of the dissertation. So I've decided to choose the most different ones, so I can show what kind of extremities can exist.

4.1. AUTOCRATIC

This is the leadership style of the dictators. This person make the decisions by his own most of the time and doesn't let others to share their ideas for the sake of common decisions. There is a big distance between him and his employees, but he still demands their attention. His main fear is to lose control over anything.

4.2. DEMOCRATIC

He is the one who shares his thoughts and ideas with others, but still shares the power and the responsibility. He has a strong faith in the employees and trust them. In case of arguments, he strives to understand every opinion and try to understand the thoughts and values behind. The suggestions and acceptance of ideas are important for him and strives to be objective as well as the case of recognitions and critics.

4.3. LAISSEZ FAIRE

This one is a bit special case, because the leader is not a true leader, he possesses a position, which makes him leader in the hierarchy of the enterprise. This is nothing else, then the Laissez faire, or so called "let it go" type of leaders. He makes decisions very slow and unwillingly. He never wants to take responsibility, so he strives to devolve it to the employees. Although it is a task of a leader to create performance report, he tries to avoid it, but if he does, it is not the expected job, what is accepted. Also, it happens too many times, that he gives the task to others, what he should, in order to make his job easier. In this case it is easier to blame others for the work, if it is not fine. It is an added attribute, but he is lack of self-confidence.

4.4. STRATEGIC

This type of leader highly supports the growth opportunities and ideas, coming from the bottom. However, he strives to keep the current working conditions also. The main benefit of this leadership style is that it can support many different types of employees, but the downside of possessing this style is the fact, that a leader can never give the way for everybody in the team, so the prioritization of ideas and opportunities is important. This type of leader has to work on the balance between the main operation of the company and the growth opportunities, innovations.

4.5. TRANSFORMATIONAL

This type of leader easily adapts to the different kind of working environments and corporate circumstances, because he can change or “transform” his leadership style, based on the requirements of the company. However, the other advantage of this leader is that he pushes the team out of their comfort zone and expects the employees to take an extra mile out of their daily, weekly and monthly tasks. This is an easy and good way to train the team members and lead a way for them to the path of becoming a leader. He never stops challenging his team and tries to push the boundaries by setting a bit higher goals from time to time, to keep the challenging environment, but he strives to set these goals still on a reachable target. This form of leadership has a high motivational power, because the employees can see what they are really capable of. Furthermore, this leader has advantage on the labor market, because he is a fast learner and always willing to improve on many areas, based on his interest. On the other hand, this one has also a disadvantage. The transformational leaders can lose the sight of his employees individual learning curves and it can rick the chance to give somebody the right coaching and guidance.

4.6. TRANSACTIONAL

Transactional leaders are the most common ones in the business sphere. These are the type of leaders who fairly reward their employees, by measuring precisely their performance. If a team has higher efficiency and productivity, they might receive a bonus from their leader, if he is the transactional type. It is important for him to see extraordinary results, only in that case can he reward the team. Like this, he teaches the team, how to be productive and hard-working. Also, the

employees become more aware of their responsibilities and roles. On the downside of this leadership style is that the employees will become more aware of the effect of their work and how they are rewarded, so they can figure out how to provide the minimum work that is still rewarded.

4.7. COACH-STYLE

This type of leaders are the ones who can easily recognize and nurture the individual strengths and weaknesses of the members. Coach-style leader is very similar to strategic and democratic ones, the only difference is that he focuses more on the individual growth and successes of the employees. As I already mentioned, the strategic leader can hardly focus on the individuals, because he focuses on the team performance as one. The coach-style leader doesn't force the employees to be measured and trained on the same scale, he rather tries to figure out what kind of skills and attributes the team member has and what is the specific area what this member differs from the others, so the leader can see, how the team can be build up, how the tasks should be divided and in which cases on whom should he rely. The biggest advantage is that this leadership style creates a team where the communication is professional among the team members and the team coherence is extraordinary. The reason behind this improvement is the fact, that the tasks in the team must build on each other and every team member does different ones. Like this, they have to rely on each others job in order to get the full work done.

4.8. BUREAUCRATIC

The bureaucratic leader always tries to listen to the feedback of the employees, but he considers them only in that case if the input is not against the company policies or any past experiences. This leader always tries to avoid the new ways of work and innovation and tries to keep the traditional ways. It might happen, that even though the member propose a well functioning and more efficient process for a task, he rejects the idea, because he afraid of the unknown upcoming issues to solve, that might come due to the changes of any process. The advantage of this leadership style is that this type of leader will never allow to waste the time, money and effort in an innovation, what might never be implemented. On the other hand, the downside of this style is that the company can never chase ambitious goals and disruptive growth.

These leadership styles have negative and positive effects as well. Let's compare the autocratic, the democratic and the laissez-faire. Like this, we can see, what could be the affect on the company in case of these leadership styles. If we talk about autocratic leaders, there is no responsibility in the performance of the operations, because the employees do whatever the leader says. If the leader is present, the productivity works well, but the problem starts, when he is not present, because there can be problems unsolved. The situation is different in the case of a democratic leader, because the responsibility is shared. The new ideas and changes are accepted by the employees and these make them happy. The responsibility is developed in the employees, so they feel, that the work of the company is a part of their works as well, which feeling leads to motivation and loyalty toward the enterprise. This is the reason, that the quality and productivity of the operations are relatively high in most cases. In the case of laissez faire, the things go bad, because there are no advantages of this situation. The leader has no authority, so the decision is made by a team member, who feels himself the true leader of the group. The productivity is relatively low most of the time, because the employees don't care about their work and it's quality. They just want to finish it as soon as possible. They have no loyalty towards the enterprise. I would suggest to avoid this leadership style as much as possible, because it has never have a good effect.

It is important to highlight, that it cannot happen to be only one of these types. All leader possess all of these leadership styles, but in different scale. (Becker, 2020)

5. ROLE OF LEADERS IN THE ENTREPRENEURIAL CULTURE

In this part, I would like to talk about how a culture can be shaped by leaders and what does it mean culture. First of all it is needed to define the meaning of culture and enterprise culture. Being in an enterprise involves being prepared to take risks and to think out of the box for solutions to problems. The term culture refers to the typical way of behaving within an organization or in society. An organization therefore with an enterprise culture is one where people are imaginative and creative, rather than being reluctant to take risks. In big companies there is sometimes a danger that the organization develops a structure that discourages enterprise. However, one way of getting around this has been to organize people into teams where they are encouraged to make decisions for themselves, providing they keep in line with the overall objectives and targets of the organization. It's what motivates, inspires and drives your organization. It is a sum of each employee's values, knowledge and interactions with one another. (Fabian, 2017)

Before I define the relation between leaders and the culture of the enterprise, the other important definition needs to be clarified, which is nothing else, than the way of thinking out of the box. Society within the enterprise can develop an enterprise culture. This involves moving away from the dependency culture where people continually expect others (often the superiors) to sort out tasks for them. An enterprise culture is made up of developing people who are prepared to challenge existing ways of doing things and to come up with new ideas and solutions to the benefit of enterprise. The term thinking out of the box refers to being able to think beyond the existing ways of tackling problems or arranging activities. It requires some form of original thinking.

The first step for any leader looking to improve the workplace culture is to determine the values that reflect the company. All of the companies, what are truly successful are led by people who embrace that which makes them different and use it as a competitive advantage. Once the leader has determined the core values that define your organization, he needs to determine what concrete behaviors reflect those values. These too vary by organization. Internally, of course, the leader can't go wrong with the core values of treating everyone with respect, trust and dignity. However, one company might give management the freedom to give time off for

excellent behavior, others might have a group social to celebrate an occasion. It's up to the leaders to model them, from the CEO to the direct manager. When management models the defined values and behaviors, employees start to follow. The clearly defined behaviors are key, as they make it easy for managers to point out when someone is not following the company values. Culture is not something you can delegate to the human resource department. You need to model the behaviors yourself, because managers are looking to you. An improved culture leads to improved productivity and that often leads to promotions. The problem is that if the leader who ruled the culture moves up, the new leader may change the culture and undo all the cultural elements what worked before. This is the reason, that the behaviors have to become ingrained, so that it survives the change of leadership and the organization can evolve with its mission straight forward. (Studies, 2013)

6. CHOOSING THE RIGHT METHOD

As I was thinking about the best way to improve the leaders by Schneider Electric Kft., I could find 3 different ways to reach my goal. I would like to introduce all of them and explain my opinion about the reason, why are they the proper tool for my dissertation to prove my thesis. However, I want to make it clear, that all of them would be useful, but I wanted to choose the one I can confidently execute and can affect in a short period of time.

6.1. THE 5 STAGES OF LEADERSHIP

I already mentioned this theory several times during my dissertation, because it has good ideas and easily executable short tests. I learned them from the book of John C. Maxwell. (Maxwell, 2014)

This theory is developed by him, based on the idea of John Wooden. This theory is about the 5 level of leadership and it's goal is to understand our leadership style in a deeper way and get the knowledge about how to develop ourselves in order to be a better leader. This theory includes the advantages and disadvantages of all stages of leadership. It tells us the accurate behavior style and the action steps to get to the next stage. It also contains a guide for all the action steps to satisfy the stage of yours in the theory, because if you possess the leadership style of the next stage, but didn't fulfill the steps on the previous level, then you are at the previous level. So, the point is to fulfill the stages one by one after each other.

All the stages in the book has a test, what gives you the result if you reached that stage or not. Even though I think the whole idea is genius and it is easy to use, I had a doubt if it works, because this book is written for those, who want to develop themselves. This is for self-development and you should practice the exercises on a daily basis to see a significant result in your leading style. I didn't think if I can propose something valuable if I evaluate the leaders based on these stages. This is the reason for not to choose that method, but I used it as a reference only.

6.2. LACK OF COACHING PROGRAM

As I'm working by the company since more than a year, I can have a deeper insight on it's way of working. When I was thinking on how can I find the best way to support the development of the leaders, I tried to find out what is missing from the side of the company to maximize for it's leaders, but it was a hard challenge for

me, because Schneider Electric is a very supportive and employee friendly company. There are trainings and educations quite frequently, there is also the face to face meeting on a weekly basis, which is basically a mentoring program and I'd like to highlight that they organize family days and team buildings to keep the strong team coherence and individual motivation. As we can see, it was challenging for me to find the gap, what is missing, but after a discussion with the HR manager, I found out, that there is no coaching program and it's not even planned to be organized. There is an issue with this discovery however. I can't write a dissertation about a coaching program, if I'm not able to measure if it's even needed or not. To measure this, I should be trained to be an entrepreneurial coach, which I'm obviously not and I don't even have any experience on that field. The other option would be to hire a couch and ask his opinion, but it wouldn't be my result and I wouldn't feel that I did something which is a true value either for the company or for my dissertation. Therefore, I had to stop my further investigations on this path, because I wanted to write about something what is closer to my experiences and knowledge.

6.3. LEADERSHIP SKILL ASSESSMENT TOOL

My third option was to measure the soft skills of the leaders by the company. I had the opportunity to have a tool, which measures them based on the leaders answer in the questionnaire part and it has the feature to measure their opinion about the culture of the company also. Like this, the graphs can have two results. One shows the personality of the persona, the other shows the identity of the company, so we can see and evaluate the gap between them. With this tool, we can have a visual insight about the average opinion about the identity of the company and we can see if there is any lack of knowledge or if there is any common gap in the skills of the leaders, because if I put all the results on one radar diagram, then I hope we can have a conclusion about what proposal should I give to the human resource manager and the executive manager about a training program, in order to improve the efficiency from the leader levels.

I have chosen this option for proving my thesis, because the tool is easy to use, it can give me reliable results on a short period of time and I can create an added value also, what I wished for. My idea is to share it with 5 people from different leader levels. It can be either from the middle management or from the top

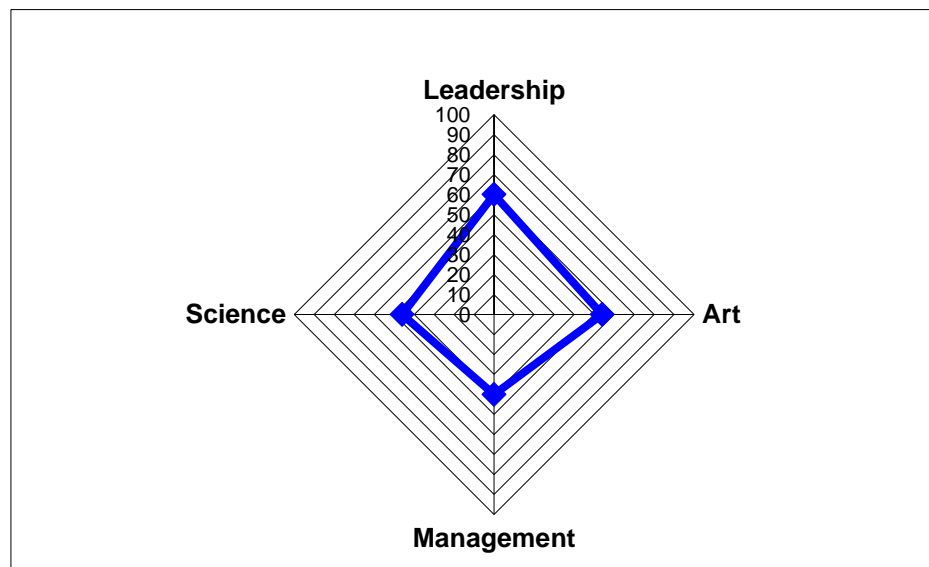
management. This amount of test must be a proper ground for my dissertation and must provide the opportunity for further analyses, if I want to continue my work on this field, after the university.

7. THE RESULTS OF THE PERSONA TEST

7.1. LEADERSHIP & MANAGEMENT TEAM COMPOSITE STYLE

I managed to collect the result of the test from 5 leaders. Two from the managerial area, two from the middle management and the last one is from a supervisor. In this section I would like to present the sum up of the style of the leaders. I would like to highlight, that all of the following tables and figures are from the test analysis and some of them shows us the average result, while some of them show the personal result. It will be highlighted in the name of the diagrams.

Figure 3: Leadership & Management Team Composite Style



Source: Own edition

As we can see it on this table, the highest result is on the leadership field by 60/100 points, the second one is the art by 54/100 points, the third one is the science by 46/100 points and the last one is the management by 40/100 points. We can take it as a conclusion, that it means, that the leaders think, that leadership is stronger by the company, then the management, based on this radar-diagram. On the other hand, they think, that the common leadership style is rather artistic, then scientific. I would like to explain the difference between these leadership styles, so the result can be more understandable and easier to measure. Let us take the scientific leader as the first example. He is the one who works rather alone, believes in the measurable results and possesses an analytical mindset. If we compare the artistic

leader, he is rather a democratic one, who relies on others opinion and tries to find a common agreement. He believes more in the team work and the team works. It is visible on the diagram, that the leaders in Schneider Electric are more artistic, then scientific, however, the result is balanced and almost the same. On the other hand, let us see the difference between the leadership and management. In this sense, we talk about if the leader is rather leading, or managing. The manager type believes more in the rules and the systems. However, the leader type is more flexible by decision-making and prefers to put the trust in the employees, then in the system. The results of these four main areas can be derived to different soft skills, what can be developed. Let's see them in numbers in the following figure.

Table 2: Leadership & Management Team Composite Scores

Process of Leadership	Leadership and Management Team Process	Leadership and Management Team Process Potential Scores	Difference
Communication Improvement	75	100	-25
Strategic Planning	65	100	-35
Decision - Making Alignment	85	100	-15
Employee Enhancement	80	100	-20
Knowledge Management & Learning	70	100	-30
Leadership Alignment	55	100	-45

Source: Own edition

As the next step, I create my proposal for the company about which soft skills should be developed and which ones are on the proper level from the organization point of view. On the field of communication, decision-making, employee enhancement and knowledge management & learning, we can see that the leaders are on a quite good tendency, so I would not focus on these areas in the near future. However, on the long run, after position and system changes, this test would be strongly advised to be repeated, because these skills can have huge differences and the test can show us a different tendency.

On the other hand, we can see significant weakness on the field of strategic-planning and leadership alignment. On these areas, I would strongly advise to find a way to train the leaders, because the lack of knowledge and experience can affect

on the efficiency and productivity in the company. In the following two sections, I will explain the reason, why these fields are important to work on.

7.1.1. Lack of strategic planning

To understand the goals of the organization and to understand the processes are never enough, especially by Schneider Electric, where a lot of employee work and need to be controlled and monitored by the leaders. Strategic planning is crucial and has to be executed. It doesn't matter how prepared you are, there are challenges what you will face during the projects. This is another reason, that the strategic plan must be created on the base of the given resources, business advantages and opportunities, not to mention that it has to create the path to the goals of the company. Having a strategic plan just to have a plan is never enough and won't exist for the benefit of the company. The unrealistic goals must be also avoided, because the leaders and the employees must be motivated through reachable goals. (Forbes, 2011)

On the other hand, if you don't even have a strategic plan for your business, it can very easily, that your business will stall. Even though, it has success on a longer time period. It can also happen that the business is very successful on the long run also, but it doesn't mean that it wouldn't be more successful and it would produce higher profit if it has a strategic plan. It means luck or huge environmental advantage, but the business is not maximized. However, the leader's obvious goal is to maximize the productivity and efficiency on the given circumstances. The other threat can be if the teams are not motivated enough, because they can't see the result of their work and they might think that they work for nothing or their work is valueless. In this case, the result is lower productivity for sure. (Olsen, 2020)

7.1.2. Lack of leadership alignment

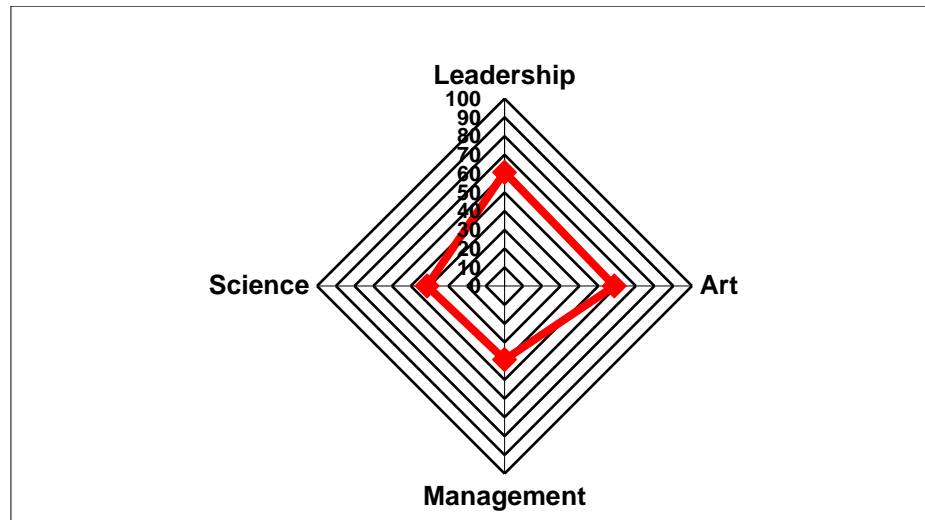
In case if we talk about business, the alignment among the hierarchical levels must be a base pillar. The goal is to lead a synchronized and collaborative working environment in order to create a well-organized system for your company. If your company lacks the alignment, we can talk about business risk. A direction for the departments must be planned and the efficiency and productivity of the employees must be controlled and monitored according to them. The goal is to make the people and the processes be aligned to the goals of the company and create

a path for them for the same direction. Even though your company has a clear strategic plan and everybody in the organization knows what to do to reach the common goals, the question of how to do it and what are the tools, can cause negative effects. Lack of alignment can be caused also, if any of the leaders was not involved in the decision making, but the final decision affects his department or team. It can lead to confusion and disappointment on the results. Another business risk can be if there is a gap in the information flow among the teams, so it can lead to the risk of working two teams on the same project. The main issue in this case is the wasted energy and time, not to mention the demotivation of the involved employees, when you inform them about the abortion of the project. Speaking of information flow, misalignment can happen in the scenario, if there is a common agreement among the leaders, but they are not written anywhere. In this case, we can experience the information distortion or misunderstanding. This can lead to business risks also. (Radziwill , 2019)

7.2. LEADERSHIP & MANAGEMENT TEAM'S COMPOSITE OF ACTUAL ORGANIZATION OPERATION STYLE

In this section we will take a look on the organization operation style. The difference between the diagram of leadership & management team composite style and this diagram is the approach. While the previous section is about the mindset of the leaders and what do they think is more important and in which situation what would they react, this diagram is more about the organization itself and how the leaders experience the way of working of the company. The concept is the same about the 4 angles and the measurement also. Let us see the results in numbers.

Figure 4: Leadership & Management Team's Composite of Actual Organization Operation Style



Source: Own edition

As we can see it on this table, the highest result is on the leadership field by 61/100 points, the second one is the art by 59/100 points, the third one is the science by 41/100 points and the last one is the management by 39/100 points. As the diagram shows us, the artistic leadership is the dominant style by the company, so we can conclude, that the operation style and the leader team composite style are the same. We can't see a lot of difference between the two styles. The results of these four main areas can be derived to different soft skills, just as it was possible in the case of the previous section. Let us see them in numbers in the following figure.

Table 3: Organization Actual Operation Composite Scores

Process of Leadership	Organization Actual Scores	Organization Potential Scores	Difference
Communication Improvement	75	100	-25
Strategic Planning	75	100	-25
Decision - Making Alignment	75	100	-25
Employee Enhancement	75	100	-25
Knowledge Management & Learning	80	100	-20

Source: Own edition

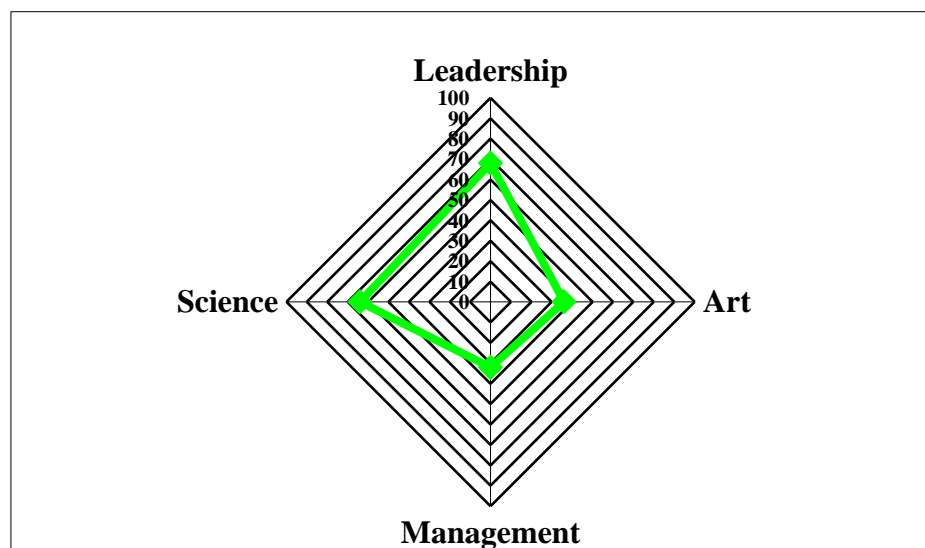
In my opinion, the results show us, that the current situation is quite stable and strong in case of the operation. We can't see any areas what should be focused

on in order to develop. However, moderate changes can be done, if the company would like to invest money, time and effort in them, but my advice is to not to focus on them in the moment. The point of 75/100 is a good tendency and it counts rather as a strength, then a weakness. As we can't find any weakness in this section, I would like to continue to the next section, because I can't propose any areas to be developed. But I would like to highlight here as well, that the test must be repeated on the long run if we would like to monitor this area, because the softs skills are just on the limit by 75 and if they show any decreasing tendency, that means that we should make changes or we should organize trainings in order to keep the good tendency of the whole organization.

7.3. LEADERSHIP & MANAGEMENT TEAM'S COMPOSITE OF ORGANIZATION'S OPERATING ENVIRONMENT

The third area where I did the research, is the operating area. It means the given conditions, what are provided by the company for the employees, leaders and managers. The base idea of this section is similar to the previous two, so we have the four angles, but the meaning is different, as it is not about leading styles, but given by the market and the competitors, if they exist.

Figure 5: Leadership & Management Team's Composite of Organization's Operating Environment



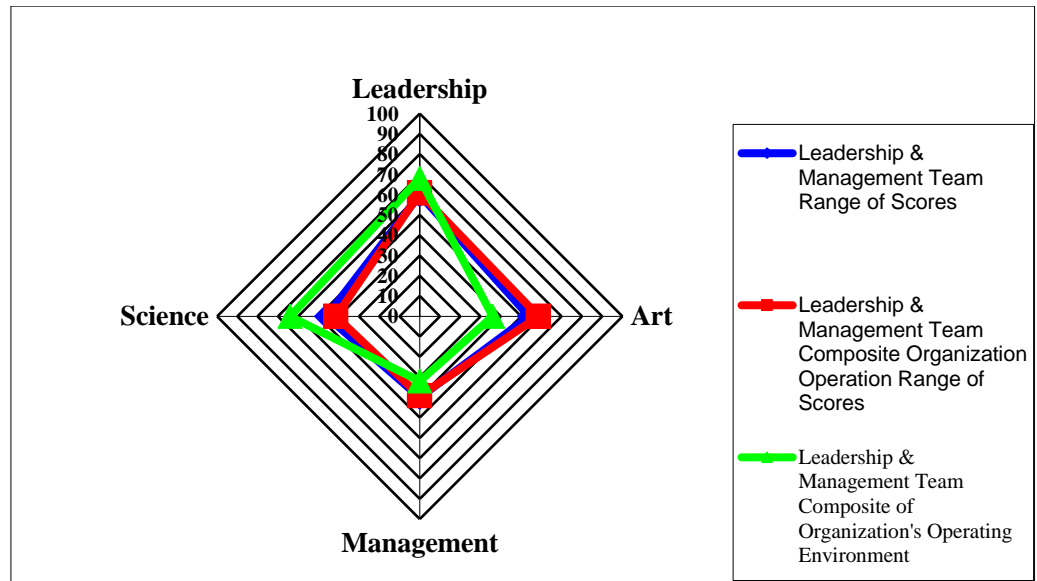
Source: Own edition

Let us see the results in numbers. As we can see it on this table, the highest result is on the leadership field again by 68/100 points, the second one is the science by 64/100 points, the third one is the art by 36/100 points and the last one is the management by 32/100 points. In case of the scientific environment, we can experience a lot of strong competitors. This is the reason, that the company is influenced by the market and has to provide the highest level of equipment, has to follow the trends and has to create analyses frequently. This environment is compared to the artistic one, where there are less competitors, sometimes they don't even exist if we talk about a startup what is created for a market niche. In this case, the company has more possibilities for creative solutions and has less boundaries if they want to influence the market. Also, the results can be managed easier and less investment is needed. The difference between the leadership and management environment is harder to be differentiated. The management style strongly follows the efficiency and take it as the most important measurement. It demands the strict rules and high cost control, but because of the traceability, this style can't allow much changes in the product and service portfolio. On the other hand, the leadership style believes more in the changes, innovation and risk taking. Also this style makes people to possess diverse mindset and knowledge internally. As we can see on this radar-diagram, the environment of the company is strongly a scientific leadership. The artistic management side of the diagram is very weak. We can conclude, that Schneider Electric has a strong competition on the market. This is the reason, that the leaders invest most of their energy into analyzes and efficiency follow-ups, but try to find the best ways for the solutions.

7.4. COMPARISON OF TEAM STYLE, ACTUAL ORGANIZATION OPERATION STYLE, AND REQUIRED ENVIRONMENT STYLE

In this section we can have a look at the results from a comparative perspective. I created a diagram, where we can see all the results, so we can find the gaps, if there is any.

Figure 6: Comparison of Team Style, Actual Organization Operation Style, and Required Environment Style



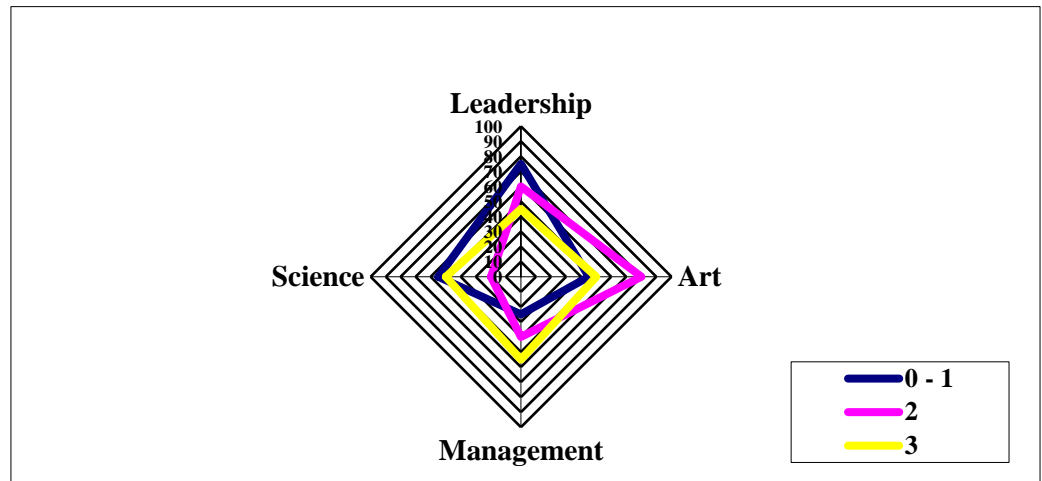
Source: Own edition

If we compare the angles of leadership and management, we can conclude, that the results are almost the same. But if we take a look on the axis-x, we can see that the operating environment shows a totally different tendency, as the organization operation and the leadership and management team. As I explained it in the previous sections, the scientific leadership is the needed one in the given circumstances and on the market. However, the tendency of the organization is less suitable for the environment. I can take the conclusion, that the mentioned issues about the lack of strategic planning and leadership alignment are correct and the further development is strongly needed. If the company keeps working on the gap, organizes the proper trainings and I repeat the test on the leaders in half year, we will see that the three results will be on the similar values and the 4 angles will cover each other.

7.5. LEADERSHIP COMPOSITE BY LEVEL

In the section I create the results by level, because it might happen, that the skills and attributes are differently trained on the different hierarchy levels. My idea is to check them one by one, so we will see if the trainings are needed on all levels, or they must be specified. As I mentioned it already, I managed to collect the results from three different levels. The first one is the results from the managerial level, which includes the director and a manager. The second one is from a supervisor, while the third one is from two team leaders.

Figure 7: Leadership Composite By Level



Source: Own edition

We can see on this diagram, that the leadership alignment is clearly incoherence. The second level is rather artistic, then scientific. This must be the reason, that on the comparative diagram we can experience a huge gap between the operating environment, the operation organization and the leadership and management team values. The second level represents clearly a different mindset, then the other levels. On the other hand, the leadership-management axis shows incoherence on every level. As we can see it, the third level is rather on the management side, while the managerial level is on the leadership side. The second level is also on the leadership side, but it's almost balanced, because the two angles have almost the same value. My conclusion on this field, is that there is a healthy difference between the different hierarchical levels, because the leadership or management approach needs to be different when the scope is different. The goals and strategies can be different if the leaders are responsible for lower amount of people and responsibility. If we check the average of the Y-axis, we can see that the company as one, follows the right tendency, so I suggest no changes on the short run. Maybe the values should be closer to each other, but the conclusion would be the same as before, the leadership alignment must be improved.

7.6. ISSUES FACED BY THE LEADERS

Before I make a business plan for the trainings what should be done in my opinion, I would like to raise the awareness about the blocking points. In the questionnaire what I sent to the leaders, there was a field what asked them about

the following: “What is the most significant problem in your organization today?”. You can find it in the appendix, as the 109. Question. I asked them, because I wanted to know, if it’s possible to implement anything on the short run in the life of the company. If yes, then I have to organize a meeting, right after the evaluation of the results, because my plan is to take a lead on this project of mine and do a real change for the company, so they can see, that I took it seriously and I’m a valuable labor force. If the changes are not possible in the given circumstances, then I have to hold the project and advice the plan for the long run.

Let us see the results for this question in this section, without checking the leader levels and let us see what conclusion can I take out of them.

Table 4: Most significant problem in your organization today?

First Person's Answers	Second Person's Answers	Third Person's Answers	Fourth Person's Answers	Fifth Person's Answers
extreme macro/micro management	Covid-19	interdependance of departments	Corona Virus	Lack of staff

Source: Own edition

This part of the questionnaire was an open question, so the participants could answer whatever they wanted. We can see two answers about the current world disease, Covid-19 or corona virus, which is clearly the biggest business issue for all of the enterprises from all over the world. There is an answer about complaint of lacking the number of staff, which can be due to Covid-19 or simply a restriction of the company, because of financial limits. I would like to highlight here, that we could see on the previous radar-diagrams, that the leaders style and the environment is partially on the management style and this issue can be affected by that, due to the reason, that the management style has to analyze and strongly follow the financial performance of the company. However, this issue can’t be a blocking point of trainings of the leaders, so I won’t focus on this fact furthermore. There is an answer about the interdependence of departments. This answer highlights exactly one of the issues, I mentioned already. In a huge company, as Schneider Electric, the collaboration among departments, must be the base of the success, so I think, the leader thought about the longer process lead times, due to miscommunication, different priorities among the tasks and difference in the way

of work and leading styles. These three factors can belong to the leadership alignment issue, so I already have many proofs, that I have to investigate on this field, for sure, because if we don't act on it, then it might become a bigger issue on the long run. The last answer is about extreme macro and micro management. This part was not clear for me, because it can be a huge topic with many sub-topics, so I decided to ask the participant about what he or she thinks. The answer was that there is a huge gap between the managers from the different departments in terms of efficient communication. Furthermore, the participant claimed, that even the managers are not every time well informed about their own departments, because the scope of the measurement is frequently changing and it's not constant. The change, when they measure their department from macro or micro perspective is very extreme. The participant even mentioned the issues of human resource cases and operative cases. To go more in the details is not my task and doesn't belong to my work on the leadership development, so I would like to focus more on the issue behind, which is both sided. Here we can see the issue of leadership alignment again, due to the poor communication, on the other hand, maybe the strategic planning can be connected also.

If I think about all these blocking points and consider if they block in my plan or not, then I can conclude, that only the case of Covid-19 can block me to reach my goal on the short run. The reason is because the company cut all the possible expenses in order to keep high amount of financial reserve. Even the director declared, that he want's to keep all the employees and he strives to keep the salaries on the usual level, because it's his one of the biggest goal. Like this, my project can be implemented only on the long run. In the current situation it might be even a year later.

8. MY PROPOSAL FOR THE COMPANY

In this section my plan is to find any possible training program on the internet, what kind of company deals with these programs, so they could improve the general strategic planning and leadership alignment skills. If I find anything useful, then I ask for a proposal from the given company, so I can make a financial plan also and as a last step I will propose the whole package to the HR manager and the director.

After I investigated about the companies and their proposal, I could find only one, which was really relevant for Schneider Electric. Fortunately, they could send me even a proposal about a leadership development plan by the company, so I would like to introduce it in the following few sentences. I don't want to mention the training company by name, so I will refer it as the coach company.

8.1. THE INTRODUCTION OF THE COACH COMPANY

It is an experience-oriented enterprise, which develops business trainings and games since 2014. Their goal is to raise the employee performance and loyalty by the target company. They believe that the gamification is a significantly efficient way of the individual and social experience creation, while it has a positive effect on the motivation and acceptance. Their solutions doesn't base on the technology, because they truly believe that there is a demand for the interpersonal interactions. However, they provide remote trainings also, due to the current situation because of Covid-19. The solutions of this coach company are totally unique and developed by them. The biggest advantage of these solutions are the full customization based on the needs of every one of their partners.

I would like to mention some of the features of the training proposal what the coach company sent me by mail.

- Gamified soft-skill trainings
- Enterprise development guidance
- Leader competency developing trainings
- Team buildings
- Workshops
- Business conferences

8.2. PROPOSED TRAINING MODULES

In this section, I will introduce the training modules, what the coach company sent me by mail. They proposed three modules, because I informed them about the skills, what should be developed in the leadership level and the management. As I already mentioned, the company has two weaknesses. One is the strategic planning, the other one is the leadership alignment. I tried to be as specific in my mail to them, as it was possible, so they could understand the issue and proposed a solution. Let me explain these solutions.

8.2.1. Development of communication among departments

The proposed training period is 2*6 hours, but it can be reduced if it's requested. The proposed maximal number of participants are 8-10 people. Furthermore, the training is led by 2 trainers, one is the leader, the other one is the assistant. The goal of this training module is to find a way to develop one of the biggest issues in the modern society, the communication. They want to create harmony among departments and their leaders. The aim is to train the skill of inform others in the shortest possible time period for the most accurate information. The training also develops the persuasion, the creative problem solving and competent leadership skills.

The first part of the day would be theory-based. It would be about the introduction of the performance evaluation, its methods and the needed competencies. The second part would be exercise-based. It would be about situation-games and roleplay simulations by introducing the efficient strategies.

The topics are the following:

- One-sided and two sided communication
- Thinking by the others mind
- Assertive attitude creation (striving for consensus)
- Efficient partner communication
- Mirror-technique
- Body-language
- Question-techniques

8.2.2. Leader coaching

The coach company offered a coach program for the leaders and managers in Schneider Electric, which would be 60-80 minutes at every third weeks. They

informed me that they would like to plan the coaching process together with the human resource manager. It would be from 6 to 10 occasions.

The topics of the coaching program are the following:

- Leadership competency development
- Creating leadership styles
- Efficient way of working and responsibilities
- Creating strategies and decision-making processes
- Persuasion, assertive communication and excuse management
- Conflict and stress management
- Self-awareness, self-marketing
- Time management
- Change management

8.2.3. Skill development trainings for project leaders

In the next session I will introduce the third module, which is an exercise-oriented, intensive, complex workshop and training program. It takes from 3 to 6 hours by topic and the proposed number of participants are maximum 12.

The topics of the skill development program are the following:

- Improvement in collaboration
- Conflict management methods and stress management
- Delegation and time management
- Complaint management
- Team building

9. SUMMARY

After half year of research on this topic, I can conclude that it was a very interesting experience for me, because I can have a better insight on the leadership now. As a first step I could find a lot of books, articles and webpages, so I could gather the information on the role of the leaders. In the second step, I had the chance of talking with an experienced manager, so I could find out, how much the reality and the literature meet on the topic of leadership development. In the last step I made a test with the leaders, so I could measure the average skills by Schneider Electric. After evaluation, my conclusion is that I have found two skills, what should be improved on leadership level in the company. After sending several e-mails and investigating on the internet, I could find one coach company which deals with trainings what can be the proper solution for the issue, I have found. Even though the proposal is very interesting, relevant and engaging, I can conclude that nowadays, it's not the proper time for an expensive investment, like these training and coaching programs. The company cut all the expenses, what was possible to be cut, in order to keep financial safety stock to keep the level of salaries and bonuses for the employees. This decision is understandable. In terms of my project, the biggest issue is that due to the current economical crisis, I'm sure, that this project can't be executed. Let's say that the company decides to restart the expenses in 2021. In this case, the leader staff on all levels will be different, for sure. It means, that new people are involved and other kind of skills are possessed. Like this, the whole process of sample collection must be executed again and new solutions must be researched. This is the reason, I can't include the part of execution and result in my dissertation. However, my long-term plan is to continue my research, because I feel high level of support from the side of management, so I would be disappointed if I can't show them how much my research worths.

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11. APPENDIX

Appendix 1: Questionare

1	What is most important: 1) The Plan or 2) the Planning Process?	Type the number 1 for Plan or 2 for the Planning Process
2	What is most important: 1) Central Decision-making or 2) Decentralized Decision-making?	Type the number 1 for Central Decision-making or 2 for Decentralized Decision-making
3	What do you prefer to do most: 1) Analyzing a Problem by Yourself or 2) Discussing a Problem with a Group?	Type the number 1 for Analyzing a Problem by Yourself or a 2 for Discussing a Problem with a Group
4	What do you prefer to do most: 1) Strategy Evaluation or 2) Strategy Discussion?	Type the number 1 for Strategy Evaluation or 2 for Strategy Discussion
5	What do you prefer to do most: 1) Working on plans, budgets or analyses, or 2) communicating with people such as in group discussions?	Type in the number 1 for Working on plans, budgets or analyses, or 2 for communicating with people such as in group discussions
6	Do you prefer to have: 1) an Efficient Organization or 2) Fulfilling Staff Relationships in your Organization?	Type in the number 1 for an Efficient Organization or 2 for Fulfilling Staff Relationships in your Organization
7	Do you prefer to have: 1) Facts or 2) Opinions?	Type in the number 1 for Facts or 2 for Opinions
8	Do you prefer to use: 1) Statistics or 2) Assumptions?	Type in the number 1 for Statistics or 2 for Assumptions
9	What is more important: 1) Effective Planning and Budgeting or 2) Networking and Relationship Building?	Type in the number 1 for Effective Planning and Budgeting or 2 for Networking and Relationship Building
10	What do you value more to make Decisions about your Organization's Operations: 1) Numbers, Facts, and Research or 2) Experience, Intuition, or Feelings?	Type in the number 1 for Numbers, Facts, and Research or 2 for Experience, Intuition, or Feelings
11	What is more Important: 1) Future Plans or 2) Current Plans?	Type in the number 1 for Future Plans or 2 for Current Plans
12	What is more important: 1) Tomorrow brings opportunity or 2) Today brings opportunity?	Type in the number 1 for Tomorrow brings opportunity or 2 for Today brings opportunity
13	What is more important: 1) Long-term concerns or 2) Short-term concerns?	Type in the number 1 for Long-term concerns or 2 for Short-term concerns
14	What is more important: 1) Direction of the Organization or 2) Regulations and Policies that Drive the Organization?	Type in the number 1 for Direction of the Organization or 2 for Regulations and Policies that Drive the Organization
15	What is more important: 1) Flexibility in Decisions or 2) Adherence to Policies?	Type in the number 1 for Flexibility in Decisions or 2 for Adherence to Policies
16	What is more important: 1) Managing constructive conflict in the organization or 2) Smooth operations within the organization?	Type in the number 1 for Managing constructive conflict in the organization or 2 for Smooth operations within the organization
17	What is more important: 1) Preparing employees/staff for future roles and needs of the organization or 2) Employee/staff performance and getting the job done today?	Type in the number 1 for Preparing employees/staff for future roles and needs of the organization or 2 for Employee/staff performance and getting the job done today

18	What is more important: 1) Letting employees/staff take responsibility for day-to-day work or 2) Managing employees/staff to ensure the job is done well?	Type in the number 1 for Letting employees/staff take responsibility for day-to-day work or 2 for Managing employees/staff to ensure the job is done well
19	What is more realistic: 1) Learning is done over time or 2) Learning is done as it is needed?	Type in the number 1 for Learning is done over time or 2 for Learning is done as it is needed
20	What is more critical: 1) Managing organizational knowledge for Future competitive advantage or 2) Managing organizational knowledge for Current operations?	Type in the number 1 for Managing organizational knowledge for Future competitive advantage or 2 for Managing organizational knowledge for Current operations
	In the Next Section, Answer the Questions on a Scale from 1 to 10 where 1 is Never and 10 is Always for how YOUR ORGANIZATION ACTUALLY OPERATES; only use the numbers 1 through 10 as other answers will distort the analysis.	
21	The big picture is considered in business situations and decisions.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
22	Informing all employees and staff of organizational issues is routinely done.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
23	Employees/staff are given opportunities to work in diverse areas.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
24	Senior staff and executives ensure that everything works together well in the organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
25	Decisions are made based upon each situation that surrounds the issue.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
26	How people do their jobs are documented and shared across the organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
27	Everyone directly involved with the problem is invited to be a part of the solution in this organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
28	Large scale planning is conducted with several groups and levels across the organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
29	Important information is communicated to the entire organization quickly and by multiple channels (such as meetings, email, memos, group discussions, and individual one-on-one meetings).	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
30	Authority to solve problems and/or work with customers is delegated to the lowest levels of the organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
31	Understanding and learning other people's jobs are usual activities in this organization.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
32	Everyone is free to get their job done well.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
33	Rules are followed to make sure the organization runs smoothly.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
34	Strategic planning is structured and involves ongoing effort.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always

35	Informal communication conducted by employees/staff is ongoing during the course of daily business.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
36	People in this organization learn and prosper by making mistakes.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
37	Routine decisions are made by employees/staff at the point the decision and action should occur.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
38	Employees/staff are required to get approval to make any changes to their work processes before the changes are made.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
39	Planning efforts direct what and how employees will perform their jobs.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
40	Information comes from direct supervisors to those who need to know the information.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
41	Knowledge about section or division operations is kept within the section or division only.	Scale: 1 = Never; 2, 3, 4, 5, 6, 7, 8, 9, 10 = Always
	Answer the Following Questions about the Industry and Environment YOUR Organization Operates in to the best of your knowledge using a 1 to 10 point scale (1 = Always True; 10 = Never True).	
42	The amount of Sales of Products and/or Services are very much the same every year.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
43	The Products and/or Services our organization develops look and perform similarly each year.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
44	Our organization depends on technology such as computers to be competitive.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
45	New skills and training are constantly required by employees/staff for the organization to compete in the marketplace.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
46	There are only a few and the same competitors in the marketplace trying to take our customers away from our organization.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
47	Following strict rules to ensure cost control and productivity are necessary for our organization to compete in the marketplace.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
48	Everyone knows and does their job so there is no need for learning each others' jobs.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
49	Analysis and 'number crunching' direct all of our organization's decisions.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
50	Efficiency is more important than innovation and risk taking.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True
51	Our Organization rarely needs new employees to replace those that have left for other organizations.	Scale: 1 = Always True, 2, 3, 4, 5, 6, 7, 8, 9, 10 = Never True

	Answer the Following Questions that represent how your organization actually performs/operates right now by answering with a '1' or a '2'; How DOES YOUR ORGANIZATION PERFORM, VALUE, USE Currently:	
52	What is most important: 1) The Plan or 2) the Planning Process?	Type the number 1 for Plan or 2 for the Planning Process
53	What is most important: 1) Central Decision-making or 2) Decentralized Decision-making?	Type the number 1 for Central Decision-making or 2 for Decentralized Decision-making
54	What is preferred most: 1) Analyzing a Problem or 2) Discussing a Problem?	Type the number 1 for Analyzing a Problem or a 2 for Discussing a Problem
55	What is preferred to do most: 1) Strategy Evaluation or 2) Strategy Discussion?	Type the number 1 for Strategy Evaluation or 2 for Strategy Discussion
56	What is preferred most: 1) Working on plans, budgets or analyses, or 2) communicating with people such as in group discussions?	Type in the number 1 for Working on plans, budgets or analyses, or 2 for communicating with people such as in group discussions
57	What is preferred: 1) an Efficient Organization or 2) Fulfilling Staff Relationships in your Organization?	Type in the number 1 for an Efficient Organization or 2 for Fulfilling Staff Relationships in your Organization
58	What is preferred: 1) Facts or 2) Opinions?	Type in the number 1 for Facts or 2 for Opinions
59	What is preferred: 1) Statistics or 2) Assumptions?	Type in the number 1 for Statistics or 2 for Assumptions
60	What is more important: 1) Effective Planning and Budgeting or 2) Networking and Relationship Building?	Type in the number 1 for Effective Planning and Budgeting or 2 for Networking and Relationship Building
61	What is valued more to make Decisions about Operations: 1) Numbers, Facts, and Research or 2) Experience, Intuition, or Feelings?	Type in the number 1 for Numbers, Facts, and Research or 2 for Experience, Intuition, or Feelings
62	What is more Important: 1) Future Plans or 2) Current Plans?	Type in the number 1 for Future Plans or 2 for Current Plans
63	What is more important: 1) Tomorrow brings opportunity or 2) Today brings opportunity?	Type in the number 1 for Tomorrow brings opportunity or 2 for Today brings opportunity
64	What is more important: 1) Long-term concerns or 2) Short-term concerns?	Type in the number 1 for Long-term concerns or 2 for Short-term concerns
65	What is more important: 1) Direction of the Organization or 2) Regulations and Policies that Drive the Organization?	Type in the number 1 for Direction of the Organization or 2 for Regulations and Policies that Drive the Organization
66	What is more important: 1) Flexibility in Decisions or 2) Adherence to Policies?	Type in the number 1 for Flexibility in Decisions or 2 for Adherence to Policies
67	What is more important: 1) Managing constructive conflict in the organization or 2) Smooth operations within the organization?	Type in the number 1 for Managing constructive conflict in the organization or 2 for Smooth operations within the organization
68	What is more important: 1) Preparing employees/staff for future roles and needs of the organization or 2) Employee/staff performance and getting the job done today?	Type in the number 1 for Preparing employees/staff for future roles and needs of the organization or 2 for Employee/staff performance and getting the job done today

69	What is more important: 1) Letting employees/staff take responsibility for day-to-day work or 2) Managing employees/staff to ensure the job is done well?	Type in the number 1 for Letting employees/staff take responsibility for day-to-day work or 2 for Managing employees/staff to ensure the job is done well
70	What is more realistic: 1) Learning is done over time or 2) Learning is done as it is needed?	Type in the number 1 for Learning is done over time or 2 for Learning is done as it is needed
71	What is more critical: 1) Managing organizational knowledge for Future competitive advantage or 2) Managing organizational knowledge for Current operations?	Type in the number 1 for Managing organizational knowledge for Future competitive advantage or 2 for Managing organizational knowledge for Current operations
	Answer Yes (1 = Yes) or No (0 = No) for the following concerning your Current Organization; only use 1 for Yes and 0 for No or the analysis will be distorted.	
72	Communication is effective and efficient in the organization.	Yes = 1 and No = 0
73	Conflict leads to constructive and innovative ways to handle problems.	Yes = 1 and No = 0
74	There is a strategic plan where everyone understands how to achieve goals and objectives to improve the organization.	Yes = 1 and No = 0
75	The organization has a mission and vision statement that employees and customers understand.	Yes = 1 and No = 0
76	Employees know what decisions they can make without supervisor approval.	Yes = 1 and No = 0
77	Leaders of the organization make fast decisions about important issues.	Yes = 1 and No = 0
78	Experienced employees are given authority to make changes in their work as long as expectations of them are met.	Yes = 1 and No = 0
79	Employees are empowered to do a good job.	Yes = 1 and No = 0
80	Knowledge is managed actively in this organization.	Yes = 1 and No = 0
81	Learning is valued by senior leaders in this organization.	Yes = 1 and No = 0
	Answer the following questions as they relate to YOUR STYLE and CHARACTERISTICS of how YOU WORK using Yes = 1 and No = 0; Only use 1 for Yes or 0 for No or the analysis will be distorted.	
82	Does everyone understand what you MEAN when you Communicate?	Yes = 1 and No = 0
83	Do you use appropriate communication channels when you send messages considering uncertainty, urgency and media channel (like email, memos, etc...)?	Yes = 1 and No = 0

84	Do you use goals, objectives and action plans that are measurable to lead and manage?	Yes = 1 and No = 0
85	Do you report (and expect reports from subordinates) routinely on achievement of goals and objectives of the strategic plan?	Yes = 1 and No = 0
86	Do you push down decisions that are routine to lower level employees/staff?	Yes = 1 and No = 0
87	Do you give experienced employees authority to make changes to their work patterns without your approval?	Yes = 1 and No = 0
88	Do you conduct routine performance reviews with employees/staff?	Yes = 1 and No = 0
89	Do you use performance reports (measurable progress reports) with employees so they can improve their performance and/or behavior?	Yes = 1 and No = 0
90	Do you actively manage unique organizational knowledge (document work processes, etc...)?	Yes = 1 and No = 0
91	Do you encourage employee/staff learning by allowing job rotation, process improvement discussions among employees, or cross-training?	Yes = 1 and No = 0
92	Is your leadership style well aligned with your organizational issues and the environment where your organization operates?	Yes = 1 and No = 0
93	Do you have time to do all the things you need to do at work?	Yes = 1 and No = 0
94	Do you have time to comfortably make important decisions concerning your organization?	Yes = 1 and No = 0
95	You have everything in place to run an effective, innovative and flexible organization?	Yes = 1 and No = 0
96	How many levels are you from the senior decision-maker at your organization? For example: CEO = level 0; COO = level 1; Senior Vice President = level 2. Asked another way, on your organizational chart, how many levels are you from the top position?	Levels: 0, 1, 2, 3, 4, 5, 6, or 7 (if higher than 7, use 7)
97	How many positions/people report to you in your organization?	Positions reporting to you: 0, 1, 2, 3, 4, 5, 6, 7, 8, 9, or 10 (if higher than 10, use 10)
98	How many positions/people report to YOUR Supervisor in your organization?	Positions reporting to your supervisor: 1, 2, 3, 4, 5, 6, 7, 8, 9, or 10 (if higher than 10, use 10)
99	How many months have you been with your current organization?	Months at current organization: 1 - 999
100	What is your gender?	Female = 0, Male = 1
101	What is your age?	Your age in Years
102	What Industry is your Organization in (example: Financial; Healthcare; Education; Manufacturing, etc...)?	Industry: Use Alpha-characters

103	What specific purpose or mission does your organization provide (example: Credit Union; Hospital; Junior College; Farm Tools; etc...)?	Purpose: Use Alpha-characters
104	Approximately how many full time equivalent employees or affiliates does your organization employ or contract with for purposes of fulfilling the mission of your organization (how many full time, or full time equivalents based on adding part time employees together, workers)?	Number of FTEs
105	Approximately what was your organization's total Revenue last fiscal year?	Total Revenue in Dollars
106	Approximately what was your organization's total Expenses last fiscal year?	Total Expenses in Dollars
107	What is your highest educational degree? (High School Graduate, Associate's, Bachelor's, Master's, Doctorate, or Post-Doctorate)	None = 0, High School Diploma = 1, Associate's Degree = 2, Bachelor's Degree = 3, Master's Degree = 4, Doctoral Degree = 5, and Post-Doctoral = 6.
108	Were your educational degrees analytical (quantitative; using numbers)?	Analytical = 1 and Non-analytical = 0
109	What is the most significant problem in your organization today?	Alpha characters up to 5 words
110	Was this questionnaire easy to understand?	Yes = 1 and No = 0
111	Have you taken this questionnaire before?	Yes = 1 and No = 0