

NOOLEADERSHIP OR VIRTUOUS LEADERSHIP AND ITS IMPACT ON ORGANIZATIONAL CULTURE

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Abstract

The study sought to evaluate the impact of **nooleadership** or virtuous leadership on the organizational culture. In order to evaluate the virtuous leadership index, a closed instrument of Likert type has been developed and applied in each researched organization involving 400 executives. In order to measure the cultural profile of the researched organizations a Likert type instrument was developed and applied to the same executives of the sample leading to the cultural adequacy index of each one of the investigated organizations. To verify the relationship between virtuous leadership index and the cultural adequacy index, it has been used the linear regression method computing the linear correlation coefficient between the before mentioned variables. The study has shown that the organizations have a virtuous leadership profile unbalanced regarding the dimensions considered in the instrument, presenting low scores as far as hope/faith, altruistic love and meaning/calling dimensions are concerned, as well as, an inadequate average organization cultural index, both results negative as far as creating learning organizations is concerned. On the other hand the study showed a moderate to high positive relation between virtuous leadership index and the organization cultural adequacy index.

Key-words: **nooleadership** or virtuous leadership, virtuous leadership index, organizational culture, and cultural adequacy index.

INTRODUCTION

Nooleadership or virtuous leadership

Values

Many personal aspects will interact to determine the actions of a person in a leadership role. Perceptions, attitudes, motivations, personality, skills, knowledge, experience, confidence, and commitment are a few of the variables which are important for understanding the behavior of people. They are no less important for understanding the behavior of people at work, whether they are leaders or not. However, this study will highlight what may well be the crucial and underlying determinant of leaders' behavior - values.

According to Spranger (1928), an early and influential writer, values are defined as the constellation of likes, dislikes, viewpoints, shoulds, inner inclinations, rational and irrational judgments, prejudices, and association patterns that determine a person's view of the world. The importance of a value system is that once internalized it becomes, consciously or subconsciously, a standard or criterion for guiding one's action. Thus the study of leaders' values is extremely important to the study of leadership.

A number of studies have been done to uncover the values leaders and managers actually have. The most influential theory is based upon the thinking of Spranger (1928) who defined several types of value orientation as shown in Table 1, and has been developed by Guth and Tagiuri (1965). They studied the expressed values of 653 American executives, using a closed instrument, of rank order type, detecting that the executives in the sample in terms of group averages presented a predominance of economic, political and practical values. Additional support to these findings is available in the studies of England (1967) involving a survey of 1,072 American managers. A follow-up study of England's results some seven years later found that managers' values had not shifted (LUCK, 1974). The idea that managers as a group tend to emphasize the importance of economic, or practical, ends is intuitively appealing; after all, the theory and research of the managerial process suggests that persons with such values would be compatible with it. Other important facts hindering any change in the value system orientation are: a) managers are selected by others having similar values, b) the job of managing reinforces the pragmatic orientation, and c) values are in the axiomatic core of the individuals, therefore they tend to be stable over time.

Table 1
Five Types of Value Orientation

1. The *economic man* is primarily oriented toward what is useful. He is interested in the practical aspects of the business world; in the manufacture, marketing, distribution and consumption of goods; in the use of economic resources; and in the accumulation of tangible wealth (protestant ethics). He is thoroughly “practical” and fits well the stereotype of the businessman.
2. The *theoretical man* is primarily interested in the discovery of truth, in the systematic ordering of his knowledge. In pursuing this goal he typically takes a “cognitive” approach, looking for identities and differences, with relative disregard for the beauty or utility of objects, seeking only to observe and to reason. His interests are empirical, critical, and rational.
3. The *political man* is oriented toward power, not necessarily in politics, but in whatever area he works. Most leaders have a high power orientation. Competition play a large role during all his life. For some men, this value is uppermost, driving them to seek personal power, influence, and recognition in a continuous basis.
4. The *aesthetic man* finds his main interest in the artistic aspects of life, although he need not be a creative artist. He values form and harmony. He views experience in terms of grace, symmetry, or harmony. Lives the here and now with enthusiasm.
5. The *social man* is primarily oriented toward the well-being of the people. His essential value is love of people – the altruistic or philanthropic aspect of love. The social man values people as ends, and tends to be kind, sympathetic, and unselfish.

Source: Adapted from Guth and Tagiuri (1965).

The Importance of Values

Values will affect not only the perceptions of appropriate ends, but also the perceptions of the appropriate means to those ends. From the concept and development of organization strategies, structures and processes, to the use of particular leadership styles and the evaluation of subordinate performance, value systems will be persuasive. Fiedler (1967) came up with a leadership theory based upon the argument that managers cannot be expected to adopt a particular leadership style if it is contrary to their value orientations.

An influential theory of leadership (COVEY, 1990) is based upon four dimensions: personal, interpersonal, managerial, and organizational. Not by accident the personal dimension is considered the core dimension. Incidentally it encompasses the value profile of the individual.

Tannenbaum and Schmidt suggested that there are at least four internal forces that influence a manager’s leadership style: value system, confidence in employees, personal inclinations, and feelings of security in an uncertain situation. Again value system plays an important role. In short, people decide according to the value system they spouse, in other words values and attitudes are important because they may shape behavior, and behavior will influence people.

Values and the Leaders of Tomorrow

Employees will be the essential resources of twenty-first century organizations. These employees can be categorized into several generations, each with special motivation needs. Kuzins (1999) suggests that managers and leaders need to understand people, whatever their age. They need to find out their skills, strengths, and whatever motivates them. In short they have to recognize that everyone is different and deal with each employee as an individual.

On the other hand there are some important considerations that the leader of tomorrow will be confronted with: a) the phenomenon of unemployment, as a consequence of the extraordinary fast development of mechanization and automation, and the economic apparatus centered in the idea of currency stability, which instead of absorbing all the units of human energy creates a growing number of idle hands, and, even worse, brains; b) the phenomenon of research – who can say whither our combined knowledge of the atom, of hormones, of the cell and the laws of heredity will take us?; and c) the need for true union, that is to say full associations of human beings organically ordered, which will lead us to differentiation in terms of society; it should not be confounded with agglomeration which tends to stifle and neutralize the elements which compose it.

Therefore, responsible influence, leadership centered in collective objectives, coherence and fecundity, are the four criteria to be pursued in developing the leaders of tomorrow. Summarizing we need to put into practice the ideas presented by Nanus (1995) in his book *Visionary Leadership*, that is to say, an organization's senior leaders need to set directions and create a customer focus, clear and visible values, and high expectations, which should balance the needs of all stakeholders; ensuring the creation of strategies, systems, and methods for achieving excellence, innovation, and building knowledge and capabilities, including the development of leadership.

Finally, the democratization of the concept of leadership, and at the same time, as an activity, primarily focused on people and their needs, as proposed by Safty (2003), is a must.

Leadership

The objective of this topic is not to review all the literature on leadership. On the contrary, it will be explained why a particular leadership model, namely Situational Leadership, has been chosen. Situational Leadership was developed by Paul Hersey and Kenneth H. Blanchard (1969) at the Center for Leadership Studies. Apart of trait and attitudinal approaches to leadership, Hersey-Blanchard tridimensional leader effectiveness model was selected as more appropriate due the fact it was designed to measure three aspects of leader behavior which were suitable to answer the research questions of the study. These three aspects of leader behavior are: a) style, b) style range or flexibility, and c) style adaptability or leadership effectiveness.

A person's leadership style involves some combination of task behavior and relationship behavior. The two types of behavior, which are central to the idea of leadership style, are defined as follows: a) task behavior – the extent to which leaders are likely to organize and

define the roles of the members of their group, and b) relationship behavior – the extent to which leaders are likely to maintain personal relationships between themselves and members of their group.

The effectiveness of the leaders, on the other hand, depends on how appropriate their leadership style is to the situation in which they operate. This appropriateness comes from the matching of leader style and follower task relevant maturity, or task readiness. Readiness in Situational Leadership is defined as the extent to which a follower demonstrates the ability (knowledge, experience, and skill) and willingness (confidence, commitment, and motivation) to accomplish a specific task (HERSEY, Blanchard and JOHNSON, 2001).

A proposed framework for rating organizational differentiation

In order to perform this, *the Organizational Differentiation Model* (ODM) is suggested (BRUNO, 2006).

The ODM is a comprehensive approach based on two sets of organizational variables – intervening variables called “commitments” and a set of end-results variables called “results”, aiming at assuring a strategic and articulated logic across the company businesses, designed to increase its market value, achieved through the interaction of the two sets of variables.

The model is based on the evaluation of eleven major dimensions divided in two groups:

- commitments – encompassing “human capital”, “innovation capital”, “process capital”, “relationship capital”, “environment” and “society”; and
- results – involving end-results as “operational margin”, “net profit”, “capital turns”, “earnings before interest, taxes, depreciation and amortization” (EBITDA), and “economic value added” (EVA) or “cash value added” (CVA).

Commitments

Human Capital does not belong to the firm, as it is a direct consequence of the sum of its employees expertise and skills.

Process capital means the internal and external processes that exist within the organization and between it and the other players; namely the *relationship capital* that is concerned with the customers, suppliers, subcontractors and other major player involved – as global business is today a reality, it being difficult to determine a company’s boundary (JOIA, 2000); and *innovation capital*, a direct consequence of the organization’s culture and its capacity of creating new knowledge from the existing supply. These last three capital sources constitute what is called structural capital that belongs to the company, and can be traded, being the actual environment built by the organization to manage and generate its knowledge adequately. Ending up *environment* and *society* means the way the organization deals with the protection of natural resources and the development of society as a whole.

In order to create an overall picture regarding the **commitments** a set of closed instruments was developed involving the six before mentioned dimensions.

This set of instruments will lead us to an average score for the commitments, ranging from “0” to “1”, considering that the relative score involving each instrument has been taken into account.

Results

The second group of dimensions is related with hard data, in other words, organization’s results. In order to analyze the operational management performance the *operational margin* has been selected. To make sure that the stockholder is being satisfied both, the *net margin* and the *net capital turns*, have been chosen.

As far as cash generation is concerned the *EBITDA* (earnings before interests, taxes, depreciation and amortization) was selected as indicator. Finally, to check the effectiveness of the capital investments management, one of the two indicators has been chosen, namely *cash value added* (CVA) or *economic value added* (EVA).

In order to create an overall picture regarding **results**, their relative value, taken as reference the ideal scores for the business, should be considered and a simple average should be computed. Negative results received “0” as score, as well as performance indicators not computed. In the case of CVA and EVA it is necessary to consider at least one of them.

The advantage of the model is that it will lead us to compute what is called the *organizational differentiation index* (ODI) by multiplying the final scores for commitments (C) and results (R). This index shows the extent to which the organization besides presenting positive economic and financial results, are investing in intangible assets, as well as on their relations with the environmental aspects and with society.

This index varies from “0” to “1”. The maximum value means that the organization (imaginary company) reached perfection, as far as organizational differentiation is concerned, it covers the total area of the bi-dimensional model. Figure 1 presents the conceptual framework of the model.

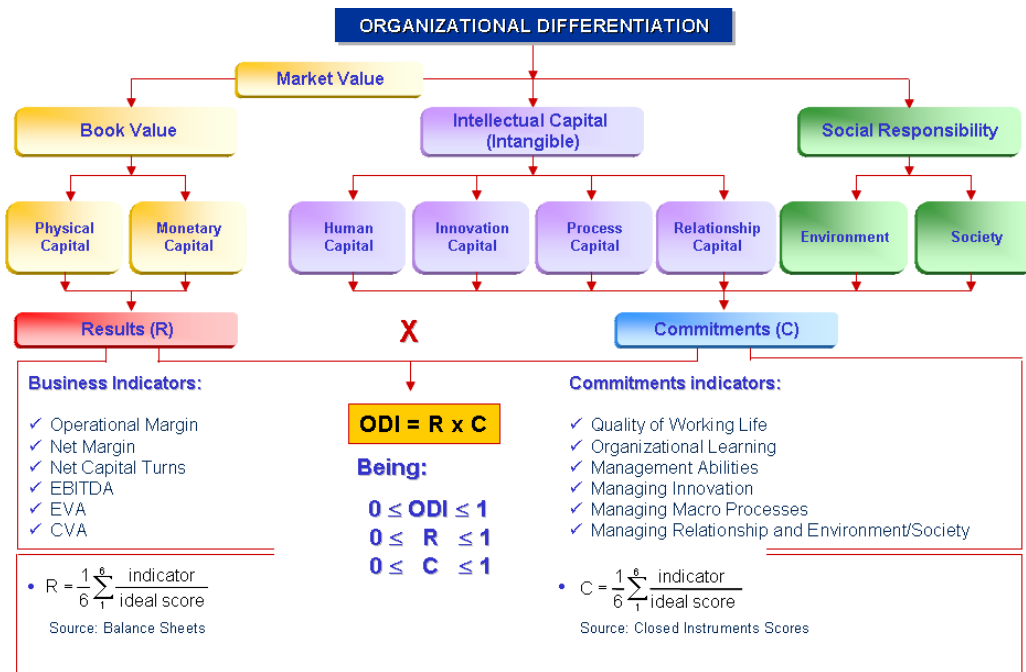


Figure 1 – Organizational Differentiation Diagnosis Model
Source: Bruno (2006).

The differentiated organizations score high in the organization differentiation index by pushing the value they offer stakeholders to new frontiers. They are “winners” in their industries.

At the other extreme are the “beginners”, businesses with differentiation indexes that conform to the basic behaviour of the industry.

The other alternatives are “sponsored” organizations meaning organizations scoring high in the commitments and low in results, and the “economic-financial” organizations, being those scoring low in commitments and high in results.

Figure 2 shows the graphic interpretation of the model, where the scores of six imaginary organizations (A to F) were plotted.

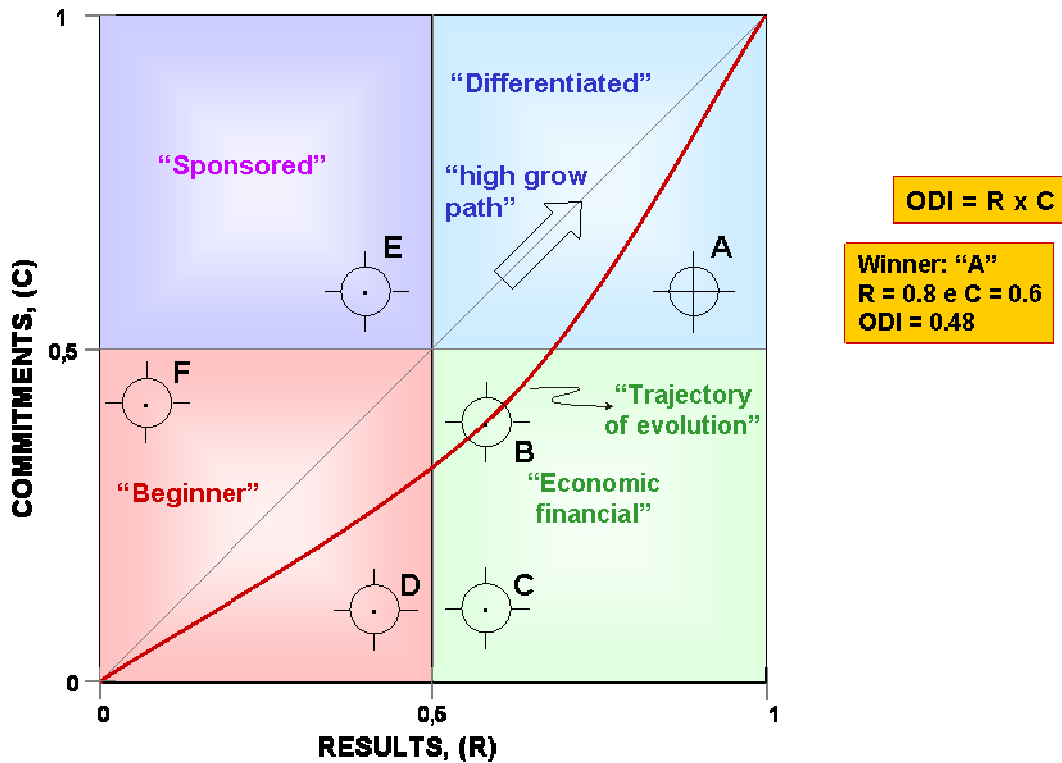


Figure 2 – Organizational Differentiation Model
Source: Bruno (2006).

"A" is a winner organization, scoring high in both variables, typically a differentiated organization. Another advantage of using such a model is the fact that the scores in the closed instruments' specific dimensions and on the results performance indicators may reveal significant room for improvements in both variables, commitments and results, as depicted in Figure 3, which shows a gap per considered dimension, leading to an action plan for putting the organization in a trajectory of evolution over the course of time.

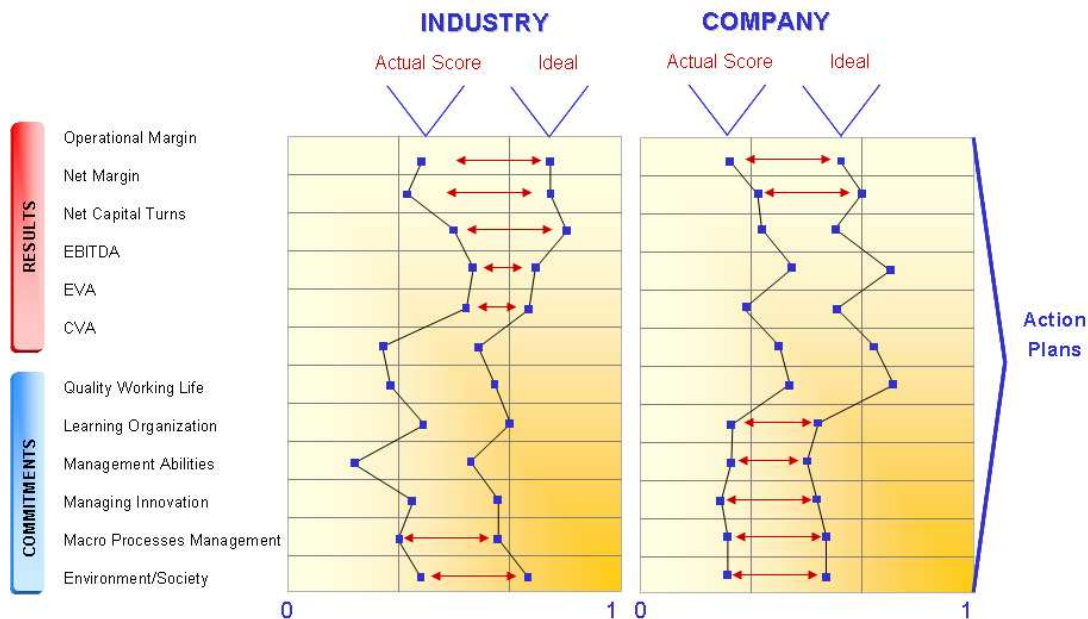


Figure 3 – Gaps per considered dimensions
Source: Bruno (2006).

Research Questions

The study sought to answer the following research questions:

1. What is the personal values profile of the executives involved in the research?
2. What is the predominant leadership style of the executives involved in the research?
3. What is the leadership effectiveness of these executives?
4. Is there a relation between the executives' personal values balance and their leadership effectiveness?
5. Is there a relation between executives' personal values balance and organizational differentiation?
6. Is there a relation between leadership effectiveness and organizational differentiation?
7. Is there a relation between virtuous leadership index, and organizational differentiation?

METHODOLOGY

Sampling

It has been randomly selected 400 executives involving 48 organizations operating in Brazil and South America, encompassing medium and large size ones. Most of them were organizations in the fields of consumer electronics, vehicles, health care, paper and packing, mechanical and electrical components, transportation and logistic, virgin media, telecommunications, white goods, service, energy, IT, super markets, clothes, shoes,

graphics, departmental stores, office material, individual protection equipment, and cell phones. The majority of the executives were Brazilians (366) and some foreigners (34), being 142 females and 258 males with ages varying from 28 up to 48.

Data Gathering

In order to uncover the **personal values** a questionnaire, which measured the relative importance of each value, was developed and applied covering the five value orientations as depicted in Table 1.

The 10 item validities for each of the five values ranged from 0.30 to 0.81, and the reliabilities results for each of the five values ranged from 0.80 to 0.89. All the coefficients were significant beyond 0.01 level.

To measure the leader behavior the Situational Leadership Model has been taken into account and the LEAD (Leader Effectiveness and Adaptability Description) instrument, developed at the Center for Leadership Studies (Hersey and Blanchard, 1965), has been used. The three aspects covered by the model are: a) style, b) style range, or flexibility, and c) style adaptability, or leader effectiveness. The LEAD self has been used, and it yields four ipsative **style** scores and one normative **adaptability (leader effectiveness)** score. This kind of instrument needs to be statistically validated in terms of items and reliability only once. According to the Center for Leadership Studies (Hersey and Blanchard, 1965), the 12 item validities for adaptability score ranged from 0.11 to 0.52, and 10 of the 12 coefficients (83%) were 0.25 or higher. Eleven coefficients were significant beyond the 0.01 level and one was significant at the 0.05 level.

The reliability of the LEAD self was moderately strong. In two administrations across a six-week interval, 75% of the managers maintained their dominant style and 71% maintained their alternative style. The contingency coefficients were both 0.71 and each was significant at the level 0.01. The correlation for the adaptability scores was 0.69 at the 0.01 level. In order to compute the personal values balance a criterion has been used as follows: taking the average of the scoring (12) as basis, an interval has been arbitrarily selected, from 11 to 13, including the extremes, to define the zone of balance; therefore for each respondent one may calculate the balance level computing in percentage the number of value scores falling within the balance interval.

To check if a relation existed between the **personal values balance** and **leadership effectiveness**, the linear correlation coefficient has been computed taking into consideration the set of paired data, involving the before mentioned variables, per respondent.

To analyze a possible relation between the average executives' **personal values balance**, per organization, and **organization differentiation**, the Organizational Differentiation Model (Bruno, 2005) has been considered and the ODI – Organizational Differentiation Index has been computed per organization, and, then the linear correlation coefficient was computed taken into consideration the set of paired data involving the before mentioned variables per organization, therefore the computation involved 48 pairs.

The same procedure has been followed to verify a possible relation between the average executives' **leadership effectiveness** per organization and **organization differentiation**.

FINDINGS AND ANALYSES

In order to answer the first research question the average scores of the respondents were computed taking into consideration each one of the five value orientations considered in the measuring instrument, as shown in Table 2.

Table 2
Value Orientations of a Sample (400) of Executives

Value	Score
Theoretical	13.3
Economic	13.2
Social	12.0
Aesthetic	11.5
Political	10.0

Source: Research Data.

Table 2 depicts that this sample of executives obviously values more highly theoretical and economic ends than social, aesthetic and political. It should be kept in mind that the scores in Table 2 reflect the relative importance of each value; that is, one can increase one value only at the expense of another. On the other hand, the results are in terms of group averages; individual executives may have responded differently from the group. In any way Table 2 shows a lack of balance in terms of executives' personal values profile, and, as a consequence, in their decision process they will value more highly the predominant ones. **The results, additionally, showed only 20% of the involved executives having three or more values within the central scoring interval (in between 11 and 13, including the extremes), that is to say, only 20% presented a leader profile (balanced).** Comparing with former studies of the same nature (LUCK, 1974) one can notice one major shift involving the social and political values. Luck (1974) has uncovered political value ranked in second place, and social in the last position. This can be explained by the fact that in the last decades this kind of value orientation (political) is seen by people as somewhat "dirty" due to the bad example shown by the majority of the politicians, and on top of that 72% of the sample belongs to Generation X (ZEMKE et al., 2000), ages from 23 to 34. This group has a demonstrated concern for survival, both economic and psychological, and have a casual approach to authority.

To answer the two research questions regarding leadership the data were summarized in two groups: leadership style range or flexibility, and leadership style adaptability or leadership effectiveness.

Table 3 shows the profile of the Brazilian executive sample regarding leadership styles.

Table 3
Profile of Leadership Styles of a Sample (400) of Executives

Style	Frequency Distribution (%)
S1 – Telling	16.2
S2 – Selling	48.2
S3 – Participating	28.6
S4 – Delegating	7.0

Source: Research Data.

As depicted in Table 3 this sample of executives is perceived as using predominantly styles S2 - Selling and S3 - Participating. So they tend to do well working with people of average levels of readiness.

However, they face difficulties to handle discipline problems and work with groups at low level of task maturity or readiness. This finding matches with the researches conducted by Hersey (2003) all over the world.

The results of leadership style adaptability, or leadership effectiveness are shown in Table 4. They have been grouped in quartiles covering a response interval from 0 to 36.

Table 4
Summary of Leadership Effectiveness of a Sample (400) of Executives

Score Interval (scale end points 0 and 36)			Leadership Effectiveness Level	Frequency	
Absolute	Relative (%)				
27	To	36	High	23	5.8
18	To	26	Moderate	370	92.4
9	To	17	Low	7	1.8
0	To	8	Very low	0	0

$$X^2 = 874.78 > X^2_{crit.} = 11.3; df = 3; p \leq 0.01$$

Source: Research Data.

As depicted in Table 4 the null hypothesis was rejected since the computed one-way chi-square of 874.78 was larger than the tabled (critical) value of 11.3 with three degrees of freedom at the 0.01 level.

As shown in Table 4 this sample of executives has predominantly a moderate level of leadership effectiveness. **Only 5.8% of the involved executives showed leadership effectiveness within the adequate scoring interval, in between 27 and 36.** This result was expected in any way because, according to previous researches (HERSEY, 2003), people in work settings usually fall into moderate readiness level.

In order to verify if there was a relation between executives personal values' balance and leadership effectiveness the personal values balance score was computed for each one of the respondents. After doing this, a linear correlation coefficient has been computed taking into account the set of paired data, involving all the respondents, being personal values balance score one variable, and leadership effectiveness score the other; therefore the computation involved 400 pairs. The result was a linear correlation coefficient of +0.89, which suggests, according to Schmidt (1975), a high degree of positive relation between the two considered variables.

Finally, to verify if there was a relation between executives' personal values balance – PVB and organizational differentiation, as well as executives' leadership effectiveness – LE and organizational differentiation, the ODI – Organizational Differentiation Index, the average executives' personal values balance and the average executives' leadership effectiveness were computed and linear correlation coefficient involving the ODI and PVE, as well as ODI and LE were computed. Table 5 presents the computations involving the 48 organizations involved in the research.

Table 5
Organizational Differentiation Index, Personal Values Balance and Leadership Effectiveness Results

Nbr.	SECTOR		C	R	ODI	PVB	LE
1	Health Care	O 1	0.45	0.08	0.04	0	15
		O 2	0.55	0.26	0.14	20	18
		O 3	0.65	0.24	0.16	20	19
		O 4	0.62	0.40	0.25	40	23
2	Paper & Packing	O 5	0.63	0.45	0.28	80	27
3	Mechanical Parts	O 6	0.30	0.05	0.02	0	16
4	Electrical Parts	O 7	0.45	0.65	0.29	40	20
		O 8	0.71	0.40	0.28	60	26
5	Transport/Logistic	O 9	0.30	0.50	0.15	20	16
		O 10	0.56	0.66	0.37	60	23

		O 11	0.54	0.50	0.27	40	21
6	Consumer Electronics	O 12	0.35	0.25	0.09	0	15
		O 13	0.65	0.55	0.36	60	24
		O 14	0.60	0.65	0.39	40	25
		O 15	0.65	0.65	0.42	60	27
7	Vehicles	O 16	0.48	0.70	0.34	40	18
8	Virgin Media	O 17	0.49	0.22	0.11	40	15
9	Info Technology	O 18	0.63	0.62	0.39	60	28
		O 19	0.60	0.69	0.41	60	29
		O 20	0.63	0.77	0.49	80	23
		O 21	0.62	0.37	0.23	60	15
10	Service	O 22	0.62	0.58	0.36	60	24
		O 23	0.58	0.50	0.29	40	23
		O 24	0.58	0.76	0.44	60	27
11	Physical Distribution	O 25	0.54	0.62	0.33	40	25
12	Car dealer	O 26	0.59	0.37	0.22	40	19
13	Language School	O 27	0.63	0.40	0.25	40	20
14	Banking	O 28	0.61	0.52	0.32	60	23
		O 29	0.64	0.71	0.45	60	26
11	Supermarket	O 30	0.56	0.40	0.22	40	15
		O 31	0.79	0.57	0.45	60	25
12	Telecom	O 32	0.57	0.40	0.23	40	21
		O 33	0.57	0.54	0.31	40	23
		O 34	0.61	0.40	0.24	40	22
13	Clothes	O 35	0.64	0.56	0.36	40	24
		O 36	0.76	0.62	0.47	40	25
14	Shoes	O 37	0.73	0.40	0.29	60	23
		O 38	0.69	0.77	0.53	80	25
15	Graphics	O 39	0.63	0.40	0.25	40	23
		O 40	0.57	0.40	0.23	40	23
16	White Goods	O 41	0.65	0.45	0.29	40	18

17	Software House	O 42	0.58	0.59	0.34	40	24
18	Construction Material	O 43	0.54	0.50	0.27	20	19
19	Hotel Chain	O 44	0.58	0.76	0.44	60	27
20	Office Material	O 45	0.71	0.80	0.57	80	28
21	Protection Equipment	O 46	0.70	0.26	0.18	20	15
22	Frabics	O 47	0.57	0.40	0.23	20	17
23	Departmental Store	O 48	0.66	0.23	0.15	40	19

O = Organization, C = Commitments, R = Results, PVB = Personal Values Balance, LE = Leadership Effectiveness, and ODI = Organizational Differentiation Index
Source: Research Data.

As mentioned the linear correlation coefficient was computed taking into account the set of paired data involving all the 48 organizations, being **personal values balance** one variable, and **organization differentiation index** the other. The result was a linear correlation coefficient of +0.80 which suggests, according to Schmidt (1975), a high degree of positive relation between the two considered variables, and furthermore, this finding is confirming previous research results (SIKULA, 1971).

Finally, the linear correlation coefficient was computed taking into account the set of paired data involving the 48 organizations, being **leadership effectiveness** one variable, and **organizational differentiation index** the other. Again the result was a linear correlation coefficient of +0.80 which suggests a high degree of positive relation between the two considered variables, and furthermore, this finding confirms previous research results (BRUNO, 2005). **It must be noticed that only 6.25% of the researched organizations reached full differentiation (ODI \geq 0.49).**

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The following conclusions were reached based on the research:

1. The study has shown that the executives involved in the research have an unbalance in their personal values profile; and, even worse, is the fact that the political orientation, which has partially to do with the process of influencing people, that is to say leadership, received the lowest average score (10.0). This finding can be partially explained, as said before, due to the fact that the great majority of the executives of the sample (72%) belongs to the Generation X (ZEMKE et al., 2000), the survival generation with a casual approach to authority, and, on the other hand, the political value is associated with politics, which is somewhat “dirty” for the majority of the citizens. In any way this is the moment to face this problem. If we really want to have leaders with traits such as: responsible influence, people centered, showing coherence between attitudes and actions, and fecundity, that is to say, leading the process of assuring progress, than we need to work hard in order to develop knowledge for better understand and influence leaders’ personal values.
2. The results of leadership style flexibility and leadership effectiveness lead us to the conclusion that this group of executives needs to receive training in terms of leadership skills, once they need to have more flexibility of styles and to be able to use the appropriate style depending on the situation. Previous studies (HERSEY, BLANCHARD and JOHNSON, 2001) suggest that by having this new profile this group of executives will be able to lead their organizations towards better results.
3. Once the study uncovered the high positive relation between executives’ personal values balance and leadership effectiveness, as well as, executives’ personal values balance and organization effectiveness, would be highly recommended in leadership development efforts to take into consideration a critical analysis on personal values’ balance, once all the value orientations used in the study are important, so all them needed to be valued. As a consequence, society will have leaders with a more comprehensive view of the world, assuring, therefore, more appropriate decisions.

Recommendations

General

A certain number of initiatives should be taken to improve the development of leaders aiming at the establishment of a new society:

- a) to address issues such as leadership in society's educational efforts as from the early childhood in order to prepare the new generations for the responsible practice of a leadership primarily focused on people and their professional and personal needs;
- b) the hour of choice is now; in order to assure that 2/3 of mankind, with poor quality of living, will receive a fast and effective attention from the leaders of today and tomorrow, we need to speed up the process of the democratization of the concept of leadership, that is to say, we need to make leadership accessible to people from all disciplines, all ages and everywhere; and
- c) let all of us stimulate and support such organizations as the United Nations (UNESCO) and all the educational system worldwide in continuing to multiply and flourish in terms of projects and decisions towards the human society development, assuring convergence of the business world, the political institutions, and the civil society; however, we must realize that this will only be possible if all the parts involved are agreed on the basic values and purposes underlying their projects and decisions (actions) – true union (heart to heart) will be a must.

Specific

The samples used in the study were rather small, therefore any extrapolation from the results of the research must be done with caution.

In future studies of the same nature a 360-degree appraisal, as far as leadership style, style flexibility and leadership effectiveness are concerned, would be highly recommended.

Additional researches of the same nature involving bigger sample sizes and conducted in other cultures are highly recommended.

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