

Analiza življenjskih zgodb razvoja vodij: oblikovanje dolgoročne perspektive

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Povzetek

Raziskovalno vprašanje (RV): V čem vidijo vodje smisel svojega vodenja in kako dojemajo svojo vlogo v procesu vodenja in organizacije dela tekom časa?

Namen: Namen prispevka je razširiti znanje na področju časovno občutljive teorije vodenja in proučiti induktivni razvoj časovno občutljive teorije vodenja na podlagi izbranih primerov. Cilj prispevka je pokazati pomen časovno občutljive teorije vodenja na podlagi izbranih primerov vodij. Na podlagi kvalitativne analize se je ugotavljal razvoj in potek reprezentativnih vodij. Pomožni cilji prispevka so: (1) S pomočjo aktualne domače in tuje literature proučiti časovno občutljivo teorijo vodenja; (2) S pomočjo izbranih primarnih podatkov oblikovati konceptualni model časovno občutljive teorije vodenja na podlagi agregacije zbranih primerov vodij; (3) Podati organizacijska priporočila za celovit razvoj vodij na podlagi multi-kontingenčnega organizacijskega dizajna.

Metoda: V prispevku je uporabljen kvalitativni raziskovalni pristop, in sicer biografska analiza zgodb, ki se izvaja s kvalitativnimi intervjuji. Le ti so deloma polstrukturirani intervju, deloma pa globinski intervju z vodji in njihovimi sledilci in so temeljili na metodologiji pozitivnega povpraševanja.

Rezultati: Raziskava je uravnotežena, triangulirana je perspektiva vodij s perspektivo njihovih sledilcev. Rezultati so bili pridobljeni na podlagi 20 intervjujev, izvedeni so bili intervjuji z 9 sledilci. Na podlagi odgovora na raziskovalno vprašanje je bil izdelan model, ki prikazuje povzete navedbe, ki odgovarjajo na raziskovalno vprašanje in še dodatno povezuje tudi druge vplive (vrednote, osebnostna naravnost, vplivi okolja, sledilec), poleg vpliva časa.

Organizacija: Ugotovitve raziskave predstavljajo koristna vedenja za organizacije, vodje in kadrovice, saj izpostavljajo lasten pogled vodij na smisel vodenja in kako dojemajo svojo vlogo tekom časa. Predstavljajo vpliv lastnih vrednot vodje, njegove osebnostne naravnosti, vplivov okolja, prav tako izkazujejo pomemben vpliv sledilcev na vodjo.

Družba: Koncepti vodenja so odraz splošnih družbenih in gospodarskih sprememb oz. dinamike v družbenem okolju, ki se jim mora organizacija prilagajati. Vodenje organizacije ima neposreden vpliv na vodenje vključene deležnike in posreden vpliv na širše družbeno okolje. Vse navedeno se odraža v vodenju in v vlogi vodje, kar vpliva na osebno zorenje, mejnike na karierni poti, učenje, nova spoznanja, osebne izkušnje, samoanalizo, kritičen samo-vpogled in odzive sledilcev in se odraža v širšem družbenem okolju.

Originalnost: Raziskava se osredotoča na dimenzijo časa v razvoju vodij, ki je v teoriji zanemarjena. Hkrati združujemo organizacijski dizajn trajnostno naravnane vodenja s konkretnimi ilustracijami primerov razvoja vodenja.

Omejitve/nadaljnje raziskovanje: Pri izvedeni raziskavi so prisotne omejitve: (1) prevladujejo vodje iz velikih gospodarskih družb; (2) vse družbe delujejo v slovenskem okolju; pogosto vsaj delno lastništvo države; (3) prisotna je precej enovita starostna skupina vodij; (4) obstajajo le lastne izjave vodij in sledilcev o vplivu časa (za nazaj). Mejniki ali sprožilci bi bili lahko ločena tema raziskave, ki je zelo zanimivo izhodišče za raziskovanje razvoja vodstvenega vodenja, je pa področje, glede na izkušnje v obstoječi raziskavi izvedenih intervjujev, lahko delno čustveno občutljivo.

Ključne besede: vodja, sledilec, vodenje, življenjske zgodbe vodij, razvoj vodij, mejniki, biografska analiza, pristop pozitivnih sprememb, vodstveno vodenje, avtentičnost vodij

Analysis of leaders' life stories: long-term perspective design

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Abstract

Research Question (RQ): How do leaders see their purpose during the organization and process of leading through time dimension?

Purpose: The purpose of this paper is to expand knowledge in the field of time-sensitive inductive theory of leadership theory on the basis of selected examples of leaders. The aim of this paper is to show the importance of time-sensitive leadership theory on the basis of selected examples of leaders. Based on qualitative analysis we wish to identify the development and progress of representative leaders and provide organizational design of strategical leadership development context. Goals are: (1) Examine time-sensitive leadership theory; (2) Create a conceptual model of time-sensitive leadership theory based on the aggregation of the collected cases of leaders; (3) Provide organizational recommendations for the comprehensive development of leaders on the basis of multi-contingency organizational design model.

Method: We used a qualitative research approach, namely biographical stories analysis of the conducted qualitative interviews. These were partly semi-structured interviews, partly in-depth interviews with the leaders and their followers and were based on the methodology of appreciative inquiry.

Results: The study is well balanced, triangulation was implemented by incorporating the perspective of leaders and followers. The results were obtained on the basis of 20 interviews and 9 interviews with followers. Based on the answers to the research question a model was designed that shows the summarized statements which answer the research question and further connect other influences (values, personality orientation, environmental impact, follower) in addition to the effect of time.

Organization: The findings provide useful recommendations for organizations, managers and human resources managers as we emphasize leaders' own perspectives on the meaning of leadership and how they perceive their role over time. We present the impact of leaders' own values, their personal attitudes, environmental influences, also a significant influence on the followers on the leader.

Society: Leadership is a reflection of the general social and economic changes or dynamics in the social environment to which organization adjusts. Leading the organization has a direct impact on the stakeholders and wider social environment. All this is reflected in the leadership and the role of leaders, which is reflected in the personal maturation of leaders, milestones in their careers, learning new knowledge, personal experience, self-analysis, self-critical insights and responses of followers and is also reflected in the wider social environment.

Originality: Our research focuses on the dimension of time in the development of leaders, which is neglected in theory. At the same time we combine the organizational design of a sustainable leadership development with concrete illustrations of examples of leaders.

Limitations / further research: In our study there are several main limitations: (1) top managers dominate in our research sample; 2) all companies operate in the Slovenian environment; often at least partial ownership of the country; 3) there is a fairly homogenous age group of leaders; 4) there are a self-declared statements of leaders and followers of the impact of time (for the past). Milestones or triggers could be a separate research topic which is very interesting starting point to explore the development of leadership behavior, but it is an area that may be partially emotionally sensitive.

Keywords: leader, leadership, life stories of leaders, development of leaders, milestones, biographical analysis, appreciative inquiry, leadership behaviour, authentic leaders