

# **Leadership in business**

**Krzysztof Pawłowski**

**„Faces of Leadership” 26 November 2010**



Almost the whole history of business is a history of leaders, greater or lesser, who were not aware of the fact that what they invented was impossible to implement.

And since they were not aware of this limitation, they implemented their ideas.

Any business always starts with a human and his idea supported by entrepreneurial acts.

- The industrial era in the economy required from leaders different competencies than those required in the present era of knowledge-based economy.
- In the industrial era, leaders created works, managed mainly manufacturing processes, implemented new technologies and processes.
- In the knowledge-based economy, leaders are those individuals who create new intangible products and at the same time, can create public demand for them. They manage mostly knowledge stored in their employees' brains and obtain synergy of this knowledge.

Contemporary companies have flat organisational structures, the matrix structures. More and more employees work independently or in small teams and the leader is the person who can create such understanding of corporate mission and goals and their approval as to obtain the maximum results of efforts of individual employees and teams and the maximum added value.

WYŻSZA SZKOŁA  
NATIONAL - LOU

## **Leaders and Managers in Poland in the period of 1990-2010**

- a numerous group of entrepreneurs who founded their companies and still manage them, they usually work in the traditional economic sectors, becoming companies' leaders and owners by developing their own private competences;
- a big group of entrepreneurs who failed to notice the moment when their personal competences were too limited to ensure their companies' further growth and, sometimes, even to ensure companies' operations;
- a growing number of professional managers appeared, who climbed up the career ladder ready to accept responsibility for companies, familiar with both business theory and practice; however, lacking the personal characteristics of the entrepreneurs from the initial period, namely personal charisma and an attitude of lively entrepreneurship

# Leaders and Managers

Leaders are most needed in the period of establishing a company and sometimes in situations of crisis or during breakthrough times.

Managers are necessary during the period of every-day activities on the market.

Family-owned businesses, who are often still run by their founders – entrepreneurs of the transformation era, more and more often face 'the succession crisis' and are still attached to old advantages which are ineffective in the new reality.

WYŻSZA SZKOŁA  
NATIONAL - LOU

# **The phenomenon of 'intellectual entrepreneurship' which appeared in Central and Eastern Europe in the 1990s researched by S. Kwiatkowski and Leif Edvinsson**

The intellectual entrepreneur is an individual who has made something out of nothing.

Characteristic feature – people originating from academic circles who, following the political transformation at the turn of 1980s and 1990s, 'abandoned' their academic environment and created very successful companies and organisations.

Very often they were physicists, mathematicians and philosophers who became leaders in their companies.



Being very well-familiar with both the academic and business circles, I pose a thesis that it is easier to become a leader in the field of business than in the field of education, in particular higher education, in which creativity and innovation are constrained by legislative regulations and the principle of employment for an unlimited period of time which prevents the right selection of people.

**THANK YOU FOR YOUR ATTENTION!**

**KRZYSZTOF PAWŁOWSKI**

WYŻSZA SZKOŁA  
NATIONAL - LOUIS