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Leadership towards a dual ecological and digital transition, the validity of the new European industrial strategy

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Introduction

Leadership is a complex phenomenon that has always attracted my attention. Important historical figures over the years have used different techniques of expression and implemented significant changes in the global landscape.

In this paper I will initially outline the main steps of the leadership, from the historical, economic and cultural point of view, also reporting considerations of who has outlined a specific profile for this role (Weber), and the different types of leaders. But what is at the basis of a good leader? Leader is born or becomes?

The answers to these questions can be many, given the continuous evolution of the topic in question and several factors are decisive.

The historical period you live is a pivotal point. Knowing how to "ride the wave" nowadays is fundamental, having regard to the ease of dissemination of one's thought through social media, an extra weapon for having notoriety and support.

An important point that will emerge in several paragraphs is that the leader, to be such, must be able to adopt a vision "from above" of all the human structure entrusted to it in addition to the direction to which the entire work is aimed: predict changes while guiding and motivating his followers.

It is therefore necessary to take into account the different cultural contexts, where in certain cases persuasive and non-targeted communication should be used.

The evolutionary analysis of the figure of the leader is a passage that will be present in the last chapter, where given the implementation of a new industrial strategy, the revolution of leader' skills will be treated. The ecological and digital transition is currently at the heart of this strategy. Since I am not yet able to deal with it, it is difficult to draw a suitable figure or strategy, therefore, to get a better result, the paper will try to answer the following questions:

- What are the skills to become a leader nowadays?

- Is the new strategy valid?

- Is Italy really ready for change?

Chapter 1. Definition of Leadership

Leadership is an organizational requirement and one of the most effective forms of social control as it involves interpersonal influence, guidance of people and the assumption of roles of responsibility. We can define "leadership" a mediated process which a subject influences a group of individuals in order to achieve a common goal. This definition takes into account four important elements:

- it is a process between the leader and the followers;
- it is linked to social influence;
- it manifests itself at different levels of an organization;
- it is focused on achieving goals.

The concept of leadership, however, is much broader and has taken on different connotations and nuances in accordance with the research methods used over time. The first researches about this date back to the beginning of the XX century. These were focused on defining the set of traits and characteristics associated with the figure of the leader. More recent approaches, on the other hand, focus on the leadership process and on the results it produces. Another important aspect to fully understand leadership is its difference from the concept of management. Management and leadership do not coincide, although in most cases they are strongly linked and complementary.

The concept of organizational success that emerges from modern authors requires, in the same figure, the combination of effective leadership and management. The new man destined for success must bring together in himself the strong sense of "Praxis", of the ability and determination to do, proper to the manager, and the empathic and visionary skills of the one who knows how to pose himself as leader and guide other men.

In the current economy, people look to their managers not only with the expectation of receiving a task but also a purpose, a motivation. It is in this perspective that managers must respect their employees and collaborators: it is no longer a matter of maximizing their efficiency; it becomes essential to foster the constant growth of skills, recognize and develop talents, and inspire results.

The concept of leadership is now used, even in a scientific context, for a type of social relationship that has the widest response not only in the human world, but also in the animal world. On the contrary, the study of some animal species and of the Primates has particularly allowed to identify illuminating similarities and analogies with human behaviors.

In the world of men, then, the formation and duration in time of societies and, within them, of the various groups seem closely associated with the phenomenon of leadership: which, if among some people still in a 'primitive' state appears intermittent and specifically connected with extraordinary situations, such as war, is instead omnipresent and persistent in our 'complex' societies and in the organized groups that characterize them.

As a result, the systematic study of leadership had to deal with multiple social and cultural realities, which challenge any attempt at general theory. It is therefore doubtful that we can go beyond the more general definition of leadership as a common basis - a sort of lowest common denominator - for the study of all the disparate facts of the human world and of the animal world that has been mentioned. Even in modern society, the process of leadership cannot develop in an equal way in every group: for example, it finds particular conditioning and limitations in small groups, which many scientists have also assumed as a unit of study.

The leadership unfolds with a completely different meaning, even ethical, and with much greater potential and articulation, in the national State or in the supranational Church of Rome, which on the other hand is concretized with the modern West.

It must be said immediately that, in the field of social sciences, the definitions of leadership have multiplied over time and there is no one on which there is now general agreement, because the authors who dealt with this phenomenon (sociologists, psychologists, anthropologists, political scientists) have worked with different disciplinary perspectives and, within the same discipline, with different theoretical premises. All or almost all of the definitions, explicit or implicit, however, collect the more general sense emerged above.

Leadership is considered a social relationship that takes shape in a situation that requires choices of principle and behavior. The leader is the one who has a motivated will of choice and the means to make it clear to the other participants in the social relationship, motivating a consistent group behavior. This does not mean that the leader only has an active role, as some authors of the past suggested, but the

interaction is dominated by the leader. Then, the leadership, exercised both by an individual or by some individuals, eventually forming a cohesive subgroup, seems not to have to invalidate this conception in its essential features.

From these largely common premises it can move to further clarify the dynamic character of the leadership ideally understood. It is properly expressed beyond the boundaries of ordinary and everyday life, static situations and traditional solutions, for which the concept of leadership, but of management, can be used as a reference. It is 'provoked' by new situations that require new answers and is exalted by the crisis. It can certainly avail itself of institutional instruments, that are, power-inherent in an office, but it is shown specifically in the creative use of those powers and other personal and social resources, which are typically the growth personal potential on the one hand and the structures and instruments of social communication on the other.

As the most acute scholars of the subject have observed, leadership is thus eminently characterized also by the creative invention that supports both the will to determine collective behaviors and the "action or influence" exerted to this end.

But there is a further consequence of this: the emerging concept of leadership and leader excludes rigid and binding dependence on all will and therefore, in principle, also from any mandate and from any deliberation that may conflict with the ultimate commitment that coincides with the same reason of being of the group.

By using in a broad sense a conceptual dyad, on one hand, he is often committed to the responsiveness and responsibility on the people who represent, one the other hand, one can say that the true leader is primarily faithful to a criterion of ultimate responsibility and, to quote a reflection by Max Weber, that he follows his judgment and feels truly responsible only before himself.

But this representation has just analogous value to the ideal types built by Weber, since it represents a limit case. Rarely a leader is actually free to behave so, even if he is personally capable, given the multiplicity of conditions that work on him and the multiple particular and contingent interests. On the other hand, it is clear that the pursuit of the group's purpose, as ultimate responsibility on the part of the leader, cannot be based indefinitely on a credit of trust based on any 'legitimation' of the role, but it must produce success and positive results in cultural terms specific to the group, and should not be exempt from checks over time, such as the periodic elections of the democratic state.

A classification of what can be defined as classical approaches to leadership is elaborated by Bryman (1992) who outlines an evolutionary reconstruction of the theories and research carried out in this field, providing the following categorization:

- Theories based on the personality traits of the leader: contributions observable in research conducted between the late nineteenth and the forties of the last century and recently re-evaluated by various publications and studies;

- Theories based on behavioral learning: observable contributions in research between the late 1940s and the mid-1960s that shifted the paradigm of leadership investigation and thus lay the basis for all subsequent strands;

- Theories based on contingency approaches: contributions observable in researches between the mid-sixties and the eighties that try to fill the gaps of the previous theoretical strands from the point of view of the situational element;

- Process-based theories: observable contributions in research from the mid-1980s onwards that marked a new watershed for leadership analysis focusing on different aspects of the leader, such as its ability to build relationships with its followers.

Chapter 2. Classical Theories of Leadership

2.1 A Leader is born: Theory of traits

The approach of the theory of traits is based on a basic idea as simple as strong that the personality of the leader is, in some of its components, different from that of those who are not and in no way aspire to be. The trait of the leader is, according to this vision, a characteristic of the personality that distinguishes and unites all leaders compared to those who can be considered exclusively as followers.

It is therefore possible to summarize in an extremely concise manner such a theoretical trend with the slogan "you are born a leader", in open opposition with scholars related to behavioral theories that recognized, in the following years, the idea that "you become a leader".

One of the factors of interest in trait theory is that it is considered as one of the first forms of leadership study to investigate what determines the effectiveness of a leader and, consequently, what distinguishes a potential leader from a follower.

The first theorizations, researches and investigations at a psychological level linked to this theoretical vein can be considered the studies of Carlyle and Galton in the mid-nineteenth century which have tried to reconstruct what appeared to be common traits of the great leaders of history in order to map the predictive personality characteristics of the leadership trend. Such approach often takes the name of "great man approach" precisely because it moves from the observation of the peculiarities of effective leaders of the past, who were often recognized in commanders, leaders or politicians characterized, moreover, from personality traits such as charisma and persuasiveness.

The theory of traits itself has undergone an important evolution over time, gradually losing the only meaning of great man theory, until it becomes a comprehensive analysis of the psychosomatic aspects of leaders considered effective in their fields of action. To better retrace the continuous change in this approach to the leadership survey, reference is made to the contribution of Zaccaro (2017), who in his essay dedicated to the theory of traits.

Before getting into the explanation of what can be considered a modern revaluation of the contribution, it proposes an effective and summary overview of the evolution of the above theory.

As already noted above, it can be said that the analysis of leadership as a factor linked to the personality and genetic framework of the individual is likely to go back to Sir. Francis Galton, who already in 1869 in his *Hereditary Genius*, emphasized two fundamental points that, in the following years, were the main topics of different analyses.

First, Galton defined leadership as a unique property of extraordinary individuals whose decisions can sometimes radically change the flow of history, continuing to justify the unique attributes of such individuals in their inherited or genetic composition.

It can be deducted how the British anthropologist thought that the individual characteristics designed to characterize a successful leadership were a component of the hereditary piece of an individual and, as such, they could be passed down on to his/her dynasty, advocating the thought for which pioneers are conceived.

The common sense in this idea is that the nature of leadership is unchanging over time and, along these lines, not editable by advancement intercessions or learning. This approach thusly upholds the permanence of the qualities of the great chief, thoroughly dismissing the time and ecological elements wherein the activity of authority happens, just as solidly declaring that it is unimaginable in any capacity to learn over the span of time to be a leader.

This point of view guided the dominance of authority research in the twentieth century until the following one. Such investigations were directed in various conditions, like military, business and school, showing very different outcomes and fizzling, consequently, to combine an extraordinarily authority related character. All things considered, the outcomes showed that characteristics like insight, tutoring and confidence can be segments of the individual's potential initiative markers of accomplishment, however that, at a similar time, not a single characteristic can be viewed as genuinely identifiable with leadership.

This is affirmed by the commitment of Bass (2008), which asserts that simply claiming a character quality can't be a sufficient condition for taking an administrative role successfully, and it can't be considered enough to guarantee the suitability for all activities related to a leader.

It was consequently that, based on some significant surveys, including the most prominent one of Stogdill (1948) and Mann (1959), numerous analysts disposed of administration approaches dependent on close to home qualities as deficient to clarify initiative and the viability of pioneers. In this way started cycles of concentrating new parts of the authority relationship, for example, the conduct component and the general significance of acquiring the abilities should have been a pioneer, totally moving the perception worldview from who the pioneer is to what the pioneer does.

Among the inspirations refered to in the surveys of the two American researchers who scrutinized the methodology of the qualities were the conditions under which the exploration was led and the developing pertinence of the prospect that the character of the individual doesn't rely solely upon its hereditary code,This dismissal of attribute hypothesis went on for quite a while, permitting the advancement of studies and new speculations of authority like social initiative. During the 80s, nonetheless, because of the development of an unequivocally wide scope of hypotheses and examination on alleged present day models of administration, exploration and distributions have arisen with a specific demand that have invalidated the issues with the hypothesis of traits,allowing this strand to be restored inside the discussion, in a clearly refreshed and current viewpoint proposing as significant a few issues, like the significance of specific parts of character in the activity of authority and their dominatingly intrinsic segment. This is affirmed by the remarks of House (1988), which expresses that while perceiving the significant part of the circumstance,

In administration, the uncommon characteristics of people are consistently a crucial part of the adequacy of their activities and choices. All the more as of late various investigations have connected the factors of character and other stable individual credits to the adequacy of the pioneer, giving a meaningful experimental premise to the contention that characteristics have a high weight in anticipating and legitimizing the viability of a pioneer. In this manner a hypothesis that has been forgotten for around fifty years has had the option to track down another spot in the discussion regarding the matter, likewise utilizing new investigations, research and the

modifying of models acquired from various fields, like the investigation of character and inspiration.

This propensity to abuse existing displaying permits, notwithstanding a less difficult perusing of the qualities, to wipe out all analysis of attribute hypothesis because of the large number of possibly recognizable character characters. In such manner, we can refer to the commitment of Judge (2002), who, in a joint effort with different researchers, has fostered a utilization of the Big Five model, regularly utilized in the inspirational field to clarify the presentation and fulfillment at work of people, pointed toward recognizing character characteristics basic to a heterogeneous example of pioneers, considered as powerful in their separate fields. The consequences of the examination have featured some repetitive character qualities. In particular: the extroversion is by all accounts the most widely recognized attribute for pioneers, who have as an inclination to be friendly, sympathetic and all around arranged to associations with their adherents. Additionally the principles, connected to the job that the pioneer regularly expects as far as dynamic duties that he faces and the solid demeanor to work and diligence, is another characteristic that joins generally the pioneers exposed to the test. At last, the level of receptiveness, which records the capacity ordinarily perceived to effective pioneers to look past the examples, recognizing future dynamic regions that others don't can capture, can be considered as a component of the character that recognizes the pioneer. Then again, the job of pleasantry and neuroticism are peripheral and don't track down any measurable importance to the character of the leaders. A method like that of misuse in an alternate setting to that of beginning of the Big Five model is the use of inspirational model of Mcclelland,often utilized in associations to diagram the different sorts of characters and the subsequent persuasive drivers inferable from the various kinds of representatives, as an apparatus of examination of inspirational drivers found among the individuals who are considered as compelling pioneers. The three exemplary persuasive drivers of the model are: the force, or the desire of vertical scaling in the hierarchical chain of command pointed toward possessing top roles;success, or the individual goal to dominate in a specific region to fulfill themselves regard to the endorsement of its local area of reference; connection, or the inclination that aides and moves the individuals who try to set up solid and enduring connections in the working environment, once in a while nearly para-

family, discovering fulfillment more in the workplace than in the exercises and job. Examination dependent on this model and individuals in positions of authority has shown that a typical factor for these people is the predominance of the driver of force, which discloses the need to practice administration and control, regarding the sensation of alliance.

Simultaneously, these examinations stress that successful pioneers hold, generally, a solid restraint to control that recognizes them, no doubt, from ineffectual pioneers who don't bear the heaviness of force and obligations related with it.

A further present day commitment to attribute hypothesis is because of Covey (2009) who in his Priniciple-focused Leadership segregated eight qualities which, as per the examinations he upheld and considered, the individual attributes being referred to are the accompanying:

•Leader learns constantly: From tuning in to his teammates to instructional classes, up to the obligation to consistently higher investigations, to attempt to continually take care of a portion of their own characteristics like information, insight, drive and the drive to progress. The essential thought is to constantly expand the level of one's own insight to have the option to comprehend the various cases that representatives and the climate ceaselessly place on the pioneer. This permits you to put yourself in a place of outrageous enthusiastic closeness to your devotees and to comprehend and control everybody in the most suitable manner.

•Leader is administration situated: taking up the commitment extrapolated from the improving of the model of the Big Five accentuates that the pioneer is an individual with undeniable degrees of duty and that hence is called to keep high their degree of scruples to place themselves in each the second when one's supporters will show up to manage them, viably, towards the targets.

•Leader emanates positive energy: the figure of the pioneer should be joined by certain basic individual attributes, for example, being idealistic, positive, bright and sure. Characteristics that joined with amiability, relational abilities and energy consolidate to create a conduct that can be summed up as strengthening. Positive

strengthening, specifically, is truth be told one of the key attributes to have representatives who act emphatically and who are spurred to contribute in a higher manner than anticipated norms.

•Leader has faith in his devotees: persistence, resistance to stress and strength should be the major attributes for a pioneer who trusts in the capability of his associates, who doesn't drive them away when they neglect to communicate the necessary level however that, Otherwise, he questions how to add to worsen the possible ability of everybody to acquire an advantage for the targets and elements of the gathering.

•Leader never has overabundances: for the compelling pioneer there are no white or dark except for every one of the middle shades of shading. What is crucial for practice adjusted authority is realizing how to assess the various parts of every circumstance, drawing energy from unfriendly circumstances and realizing how to see components to improve when the outcomes are positive.

•The pioneer is brave: the pioneer can't bear to feel fulfilled by the outcomes acquired before. What should describe the pioneer is an attribute of business, which makes him generally watchful about what happens today by envisioning the future with a specific level of innovativeness and enthusiasm for the obscure.

•Leader is synergistic: pioneers consider things to be an entire as opposed to the amount of its parts. They don't believe their work to be only pointed toward accomplishing the objective that they have envisioned, yet rather they assemble their own work and that of their partners to accomplish what they have envisioned.

•Leader is self-reestablishment in the entirety of its segments: the successful pioneer doesn't zero in just on one of the four essential measurements (physical, mental, enthusiastic and otherworldly) however he is continually bustling preparing and improving every one of the parts without requiring some investment from the others. This activity permits the pioneer to be adjusted in his decisions, associated with interior and outside changes and very set up to oversee various issues, even simultaneously. From the investigation of these eight angles it very well may be perceived how a portion of the highlights introduced are amazingly significant as

pointers of potential or compelling administration. On the off chance that it is accordingly expressed that it isn't sufficient to be venturesome, adjusted and honest to be a decent pioneer simultaneously various explores demonstrate how these and other individual qualities are essential to viably practice initiative.

To finish up the contemporary treatment of the hypothesis of qualities is fascinating to introduce the finishes of the examinations led by Nahavandi(2015) contrasted with the figure of the viable innovator where it proposes a characterization of five full scale classes of individual attributes that can flag a potential administration achievement.

•Skills: singular abilities associated with the circle of knowledge, inventiveness, verbal abilities and critical thinking.

•Results: the powerful pioneer has generally accomplished preferable individual outcomes over the normal. They are basically winning characters, in different fields from school to sports, since they are youthful.

•Responsibility: explicit characteristics are unwavering quality, self-assurance, steadiness, strength and the propensity to dominate.

•Participation and Involvement: the viable pioneer is agreeable and compassionate, shows flexibility to circumstances and builds the degree of participation of its partners.

•Status: the powerful pioneer is normally perceived at a representative level and financial prosperity as better than the devotees and incapable leaders.

2.2 Behavioral theory: leader you become

The conduct way to deal with the investigation of administration unquestionably denotes the significant takeoff of researchers and analysts from the hypothesis of qualities, moving the subject of conversation on a totally unique legitimate plane from the past one. The beginning thought is subsequently to contemplate not simply the pioneer, in his own and actual attributes, however to see what the successful pioneer does, what mentalities, activities and styles it sets up to play out its part in a substantial manner to make a bunch of practices that can be helpful for the individuals who should assume the part of pioneer.

The inspiration driving this significant change in research is expected to an even more clear difference in the reference worldview; if indeed with the hypothesis of qualities it was persuaded that pioneers were conceived and consequently the job of analysts was to examine the "extraordinary signify" to make a planning valuable to foreordain the capability of people, with the social methodology the fundamental thought is that the pioneer's own perspectives are an element of a learning cycle and that dissecting the conduct of the pioneers is the most helpful path to figure out which mentalities it is important to have the option to overwhelm the to practice compelling authority. The shift set apart by this new way to deal with administration is expansive as it is unmistakably expressed that the pioneer's conduct is both perceptible and can be learned, replicated and copied possibly by anybody trying to stand firm on an initiative situation, which as such is not, at this point perceived naturally however by learning. To build up this view, one can refer to the definition that Hunt and Larsson (1977) authority as a subset of human conduct.

Overall it can thusly be said that the extent of interest of this current is the perception of the forerunner in every one of those activities and exercises wherein the job creates its belongings to take note of its particular practices. In this sense, the vast majority of the examination did centers around the investigation of three sorts of conduct: the dissemination of dynamic force inside associations and gatherings, the administration and typology of the pioneer's assignments and social practices inside the gathering elements. As such, this methodology accentuates that solid and powerful administration is the consequence of job fitting conduct in the entirety of its

features. It is expected, thusly, that a specific chief's conduct can characterize him as a viable pioneer and perceived by his devotees if, at a similar time,If deficient, it can characterize him as an unsatisfactory pioneer with resulting doubt with respect to teammates.

To comprehend what practices can be accepted as a source of perspective by the viable pioneer it is imperative to investigate the various commitments generally explained around the center of the nineteenth century, First of all, the examination of Bass and Stogdill (1990) in which the three conduct segments of the pioneer are analyzed,on which depend the elaboration of models and hypotheses that have characterized the overall diagram in which every one of the explores and the progressive examinations have moved.Bass and Stogdill have arranged various explores and ordered three typologies of administration taking as reference the pioneer's conduct comparable to the size of the division of dynamic force inside gatherings and associations. In this sense the objective of the two researchers is to set up the impact of devotees in dynamic cycles, representable as the level of opportunity and duty that the pioneer awards to its teammates, with the style of dynamic and authority. This outcomes in three distinctive winning styles:

•Autocratic style: the pioneer will in general concentrate all choices and the whole dynamic interaction on his figure. The propensity of this sort of pioneer isn't to consider the thoughts and solicitations of the teammates regarding the decisions made and the undertakings doled out to them, accordingly deciding a generous leveling of the way of life of obligation of people and offering shape to a gathering of devotees who means themselves as simple agent of the desire of the pioneer. This style is frequently practiced by pioneers who don't unmistakably feel the trust of their group and who, lacking acknowledgment, have an inclination not to delegate to reinforce their position. Many examination shows that, by and large, places where you have this style of administration and order are related with rather low degrees of representative execution and fulfillment.

•Participatory style: the pioneer will in general examine with his colleagues prior to settling on specific choices or entrusting them with exercises and goals. Such a style has as its particular component to consider the thoughts and inclinations of

supporters during the dynamic cycle, without, notwithstanding, figuring out how to designate in a total manner to the partners the last decisions that consistently or to a great extent rival the pioneer. The level of dynamic independence of the partners is anyway restricted to explicit subjects however their commitment is wide and applicable in those minutes going before the taking of the demonstrations. Examination shows that this sort of initiative is all the more regularly connected to better outcomes as far as execution.

•Laissez-faire style: the pioneer will in general delegate most choices to his teammates, who self-select their objectives and are accordingly answerable for their outcomes. This expansive opportunity and obligation of the workers is additionally connected to an absence of outside course with respect to the forerunner in doing the actual errands. The part of the administration is in such case insignificant and typically suggests the simple coordination of crafted by the single partners in a perspective on solidarity of the last yield. There isn't a lot of examination on this sort of authority, likewise due to its helpless application, in any case, some investigation of restricted cases in side examinations shows that devotees who don't have clear direction will in general be lost in their work and lose, in some cases, the focal point of the exercises did affirming the speculation that free enterprise style, for example, dictatorial, are related lower levels of execution and fulfillment than participatory.

The two scientists in a similar distribution additionally sum up the commitments of various examination led according to the social errands and practices of pioneers, attempting to give proof of what are the most well-known outcomes and what can be the connections between these two measurements and the viability of initiative, addressed by significant degrees of execution and fulfillment by its followers.Before investigating the examinations led it is important to determine what is the beginning stage of this commitment, specifically the exploration led in 1945 by Ohio State University,which intended to comprehend whether the powerful pioneers were the individuals who set more noteworthy significance on the undertakings to be completed, according to the perspective of control, or the individuals who acted more as far as coordination and help of connections and exercises of the gathering or if the most elevated level of yield was gotten by pioneers who interceded the two

components.A first proof of this exploration led by the esteemed organization North American are the two regular conduct segments of leadership:follower fulfillment.

•Consideration:behavioural attribute of the pioneer that describes his relationship with devotees based on shared trust, regard and thought for the enthusiastic and passionate circle of something similar. Significant degrees of thought for the most part join an administration style dependent on solid connections among pioneers and individual individuals from the gathering, and yet additionally a more noteworthy likelihood of noticing a by and large natural environment in the gathering. Moreover, this will produce recognizable interior correspondence of a bidirectional sort in which the pioneer conveys his own choices as well as prepared to invite the solicitations of the gathering and people. On the other hand, low degrees of thought will flag colder innovators in relations with their devotees just as an inclination to support a gathering environment of a similar kind.
•Initiation structure:behavioural characteristic of the pioneer identified with the meaning of designs (pecking order, jobs, rules and such) inside their gathering through the arrangement of methodology and rules pretty much inflexible. The more design arranged the more control the pioneer practices as far as the executives and association of work, correspondence of goals and arrangement of assignments inside the gathering by diminishing the extension for activity and duty of representatives.

The examination initially led by Ohio State College, in spite of showing no proof and connections, One can consider the premise of all observational successiveresearch pointed toward contemplating the connection between these two conduct types and the viability of the pioneer. In this sense additionally Bass and Stogdill (on the same page) began decisively from the proof of this investigation, to which they added a bunch of results owing to ensuing exploration and distributions over the long run, in any case, researchers demonstrate that a serious level of the thought factor relates to a for the most part undeniable degree of devotee fulfillment, not giving proof of a viable connection with the degrees of execution of the representatives themselves.In a similar way they affirmed that a high pace of particular of the functioning technique is connected to significant degrees of fulfillment not giving, even for this situation, any measurable proof contrasted with the degrees of execution got by these gatherings.

The outcomes introduced by Basse Stogdill have been checked on by different researchers and scientists who have attempted to give more prominent proof of the relationship conduct fulfillment, looking for a more grounded bond than those recently got, and an underlying proof of a social exhibition connection. From the commitment of Judge it very well may be seen that increasingly more the thought shows to have a positive and solid tie in regards as per the general inclination of the associates, while the particular of the techniques and the constructions seems to have an undeniably solid bind with the degrees of execution, meaning as emphatically related the two components.

Notwithstanding this show of conduct considers, in light of the firsts of Ohio State College and resulting exploration, orders and reworkings, it ought to be noticed that in equal another American foundation, The Michigan College Social Exploration Organization proposed a typicized portrayal of pioneers' conduct. In its distributions, the Establishment's analysts propose creation and revealing as the principle rules, identified with the primary authority styles generally centered around accomplishing undeniable degrees of execution and the second the fulfillment of followers. This sort of approach has been upgraded by unforeseen hypotheses, in which the two essential rules of the pioneer are decisively that to the errand and to the report, and that they will be extended later.

To finish up the introduction of social speculations it is important to give proof additionally of late investigations and arrangements. In this sense, it merits referencing the commitment of Derue and other American scientists (2011), who uncovered, throughout a more extensive conversation of administration among qualities and practices, some imaginative contemplations as far as kind of conduct and related styles of compelling leader. The work of American specialists moves from perceiving the expansion over the course of the long stretches of the distinctive social aspects that have been ascribed to pioneers successful by guaranteeing how, despite this colossal mass of studies and exploration keeps on developing, there is little proof of hypotheses based on a powerful correlation between the pioneer's conduct and the genuine viability of initiative as far as execution and representative fulfillment. One of the points of these researchers is in this manner to make such a

correlation, setting the noticed practices and the adequacy of the styles in a coherent system overwhelmed by the two traditional measurements: thought and designs of the exercises.

What is fascinating for the conversation that is being completed is the examination of the different social exploration and hypotheses that is finished by the group of American researchers, contrasted with the kind of conduct of powerful leaders,that affirms the presence of the two essential perspectives, as of now recently recognized, for example, the social and formal organizing of exercises, and yet embeds two viable imaginative pioneer practices, for example, change-arranged conduct and inactive authority.

On the off chance that the idea of detached authority shows up as a simple present day reevaluation of free enterprise style, change-arranged conduct shows up more unmistakably imaginative. This reflection on this kind of pioneer is presumably additionally because of the chronicled second where researchers elaborate their commitment (2011), a period wherein components like the monetary emergency of 2008, the globalization of business sectors and organizations, The web and advanced begin to make a natural worldview in which quick and persistent change turns into the principle situation in which the pioneer and associations are called to move. Change-situated conduct of pioneers hence incorporates activities like creating and conveying a dream of progress, the consolation of imaginative reasoning and hazard taking pointed toward directing the gathering not towards execution objectives and results but rather in change and change.Other critical models are the proof that a similar report makes as far as the connection between pioneer conduct and results accomplished at apparent degree of execution and hierarchical prosperity

.Accepting the four principle practices, for example, task-arranged (primary), social situated (social), latent (free enterprise) and changed-arranged researchers affirm that:

•The practices of Tak-arranged and Change-situated pioneers are all the more decidedly associated with the size of the presentation result than the practices executed by the other two kinds of pioneers.

•The conduct of the Social situated and Change-arranged pioneers show a more sure connection with the component of the adherents' fulfillment, as far as relations and environment inside the authoritative setting, contrasted with latent administration or Errand situated

•At an overall level, all initiative practices, barring uninvolved ones, show a positive relationship with the idea of adequacy of authority all in all. This examination additionally affirms, yet with marginally various categorisations, the consequences of past commitments hence permitting to layout what are practices and related initiative styles considered all around the world successful as far as execution accomplished and level of fulfillment of employees.What this distribution, just as all the others in the social vein, doesn't research the ecological element of utilization, at the end of the day, the review directed has an overall veracity that isn't confirmed in the different and shifted settings in which the administration is really worked out. The significant analysis of this methodology is truth be told connected to the way that a specific conduct or activity of a pioneer can be considered applicable and viable at a given time, while in another, it can rather be considered unessential and ineffectual. What is examined concerning social hypothesis is the absence of premium in two major components to contextualize the pioneer's conduct, for example, the existence wherein the pioneer himself moves and works. This analysis will be viewed as the fundamental component prompting a development of conduct speculations in what is known as an unforeseen or situational approach, where components, for example, existence are direct to comprehend the particular practices of the pioneer and to characterize the successful pioneer for a given situation.

2.3 The contingent theory: modulating the leadership with respect to the different contexts

The supposition from which they move every one of the commitments ascribable to the pattern of possibility hypothesis is that it is difficult to characterize and follow a solitary style of authority that, applied in any situation, is powerful. This supposition that is essential to comprehend the extent of all exploration completed in this field, since they not, at this point zeroed in on the examination of who is the pioneer or what he does, yet rather on the viability of a given administration style in a distinct situation.It can likewise be contended that, in this hypothetical vein,it is absolutely the circumstance, with every one of the conditions that make it up, that decides the adequacy of the authority style applied.All the models created, beginning from this kind of approach, don't profess to be one way best,since in any event, when a specific style is successful in a given circumstance, an element of a specific systematization of the variables that make it,It can't be avoided that even a slight adjustment of one of the segments won't prompt an ensuing change in the possibility and along these lines subvert the viability of a similar initiative methodology. As affirmation of the abovementioned, we can make reference to the Draft Adage (2011), which expresses that the viability of pioneers relies upon how their administration style lines up with the authoritative circumstance, underline that for the unforeseen methodology, pioneers inside the association should have the option to discover which kind of initiative best compares to the advancement of hierarchical circumstances; andaccordingly, pick how they should act to streamline authoritative performance,based on the incorporation of their initiative skills.It can thusly be contended that unexpected hypothesis centers basically around the quest for the best style conceivable dependent on the circumstance in which the pioneer is called to work. Consequently it is fundamental to comprehend when an authority style can be considered powerful as per the circumstance wherein you are in, understanding that is worked with by the utilization of three significant models that intend to organize the hypothetical ideas illustrated previously. .They are the accompanying:

•Fiedler's LPC model: valuable when there is a need to comprehend the basic relationship that exists between the administration style, the circumstance and the exhibition of hierarchical undertakings inside the gatherings.

•The Way Objective model:useful to assess the connection between the conduct part of the pioneer and gathering execution utilizing as an essential instrument the inspirational hypothesis of assumption esteem, to comprehend the basic job of the pioneer inside the gathering.

•The situational model of Hersey and Blanchard: valuable in situations where you need to comprehend the degree of accessibility of the adherent to follow the pioneer, his vision and the guidelines he gives.Below is a definite portrayal of the three unique models, dissecting the critical attributes to completely comprehend the particular significance of each.Following a presentation line of ordered kind the first to give himself to the possibility of a connection between administration, conduct, circumstance and adequacy is Fiedler (1965)who contends that the compelling authority style in a given circumstance is just an element of the actual circumstance and the unmistakable conduct of the leader.(in Pilati, Tosi;2014) A first significant and inventive idea presented by Fiedler, directly in the elaboration of the LPC model (last favored collaborator), is without a doubt that of the circumstance, introduced as a component of three particular components:

•Relation pioneer devotee: demonstrates the relationship of trust and dependability that describes the functioning gathering in a bidirectional point of view. This implies the trust and the great relationship that the pioneer has with singular teammates and the level of trust and acknowledgment that they have towards their chief. At the point when the relationship level is high we as a rule see circumstances in which the environment inside the gathering is positive with high fulfillment of the partners, who perceive and share the essential upsides of the team.Contrary to this, we notice that,when connections are set apart by a low level of common trust,a negative environment is made inside the gathering which neither blessings the workers' fulfillment nor their individual productivity.In the LPC model such connections can be dichotmically fortunate or unfortunate

•Structure of the destinations: concerns all that is inborn in the level of accuracy and lucidity with which targets and errands are characterized inside the gathering.

A serious level shows a presence of obvious methodology and dynamic cycles that permit an unmistakable and right distinguishing proof of the last evenhanded and halfway assignments endowed to every individual from the gathering. This decides levels of execution that will in general be higher yet in addition to a low caution in the execution of the work that, taken to the limit, can diagram a low fulfillment of the worker contrasted with their own movement. Actually, a low degree demonstrates befuddling and uncertain circumstances in which it isn't obvious to workers why or what they ought to do. This will in general be connected to sub optimal execution levels where, albeit the material degree of watchfulness is high, it isn't sufficient to invigorate and make the supporters' experience satisfactory.In the LPC model dependent on each kind of relationship(good or terrible) the construction of the goals might be organized or unstructured.

•Position of the pioneer: addresses the level of power and self-governance given to the pioneer by the association. The higher it is, the more definitive the pioneer is in the choices and activities he takes.In the LPC model, in view of the nature of the connections and the related level of organizing of the goals, the situation of the pioneer can be solid or weak.The second component on which you can base the LPC model is the authority style accepted by the pioneer and,In this respect, Fiedler reproposes the two superior styles distinguished by the Michigan College concentrate in which two winning rules of the pioneer are laid out:

•Style arranged to the task:type of authority that zeros in its activity on the targets depended to the gathering and on the individual exercises alloted to every one of the workers. It is a dominatingly directional style where inner correspondence is normally single direction, hierarchical sort, pointed toward allotting errands and controlling outcomes.

•Relationship-arranged style:a sort of administration that spotlights on the production of trust-based connections inside the gathering pointed toward creating a positive authoritative climate.Communication is typically bidirectional, objectives and tasks

are decided together by pioneer and adherent on the basis of instances and requests of the same contributors. In his model Fiedler considers the variable initiative style operationalized by means of a scale in which it is asked to give an evaluation to the least preferred employee (Last Favored Colleague). A high score at the LPC indicates a relationship-centered style of administration as even the least preferred contributor is judged favorably, while a low LPC score is just a pioneer centered on the task, that as a story gives a very low grade to those who have poor results. The adequacy of the initiative style is consequently given by the communication of these two factors with variable force discernible on every one of the eight quadrants of the model. What rises out of the perception of the chart is, in rundown, that profoundly task-arranged pioneers work best in entirely ideal or truly ominous circumstances, that is, in situations where the errand structure is exceptionally high or low. In transitional circumstances, then again, relationship-situated pioneers are the most effective.It can in this manner be presumed that:

•When you are in circumstances of low situational control,are more viable as far as assignment arranged execution pioneers on the grounds that, in a circumstance of intricacy and helpless association, the capacity to establish connections and a good environment will permit the pioneer to compensate for underlying lacks by tuning in and sharing thoughts in planning targets and errands, in this manner accomplishing better than expected outcomes.

•When you are in circumstances of high situational control, the errand arranged pioneer is very viable in light of the fact that the destinations and assignments are clear cut and the pioneer through his administration and control capacity figures out how to accomplish superb outcomes.

•When you are in circumstances of moderate situational control, the best is the relationship-arranged pioneer having the option to all the more likely oversee and tackle the relationship issues inside the actual gathering through the abuse of their social abilities. Albeit the Fiedler model was just part of the way affirmed by trial research and the LPC build has been the subject of a few analysis because of a low factual importance and because of a troublesome utilization of the measures fundamental the model in working real factors, the pertinence of the American

researcher's commitment isn't being referred to. This is on the grounds that the LPC model is the principal articulation of studies on the dynamism of authority and the significance of the pioneer circumstance relationship in characterizing the adequacy of an initiative style in a manner that isn't supreme, Around the second 50% of the 1970s, different researchers regarding the matter, like House, Mitchell and Filley, they theorized a connection between the pioneer's conduct and the gathering's exhibition, beginning from the hypothetical system of the hypothesis of anticipation valency.

The persuasive hypothesis expounded by Vroom (1964) accepts that the exhibition of an individual is the item among the assumptions that the individual himself has concerning the chance of getting a specific outcome (assumption) and the significance for them of accomplishing the previously mentioned objective (esteem). The beginning plan of this model is hence basic since it is contended that to accomplish certain outcomes, in particular the (objectives), should be performed assignments, the arrangement of which comprises the (way). At this essential plant, House and Mitchell acquainted a few alterations with analyze every one of the fundamental components of the hypothesis and the connection between them. There is subsequently an arrangement of the authority styles that can be carried out, of the situational factors, remembering for the idea of circumstance the undertaking part as well as that colleagues with relative inspiration, and of the outcomes. As a matter of first importance, in their elaboration, House and Mitchell (1974) portray the regular practices that a pioneer can receive in various circumstances, putting together them fourly:

•Management style:the pioneer plans, sorts out the work, characterizes jobs and activities control through a plan detectable to the starting design recently investigated.

•Supportive style:Attributable to the thought factor of the model dependent on conduct. It is a style especially situated to connections and the formation of a decent working air through tuning in and bidirectional correspondence. .•Participatory style: Relationship-situated, as well, varies from strong administration in view of the reason with which the pioneer acts. In the event that in the past case the point is to make strong connections, for this situation rather a definitive objective of

receptiveness to supporters lies in the need that the pioneer has of a showdown and tuning in to settle on their choices

.•Success-arranged style:the pioneer offers significant standards and principles, anticipating undeniable level execution from his colleagues, which he animates with consistent criticism and with the utilization of remunerations and rewards.Notice what are the styles that can be practiced by the leader,the investigation of the model proceeds through the perception of what are the two elements of the situational perspective: the partner and the errand. To begin with, the two researchers harp on the supporter introducing the qualities of the very that may affect the decision of initiative style to be taken. The most pertinent elements are:

•Skills: the capacity and abilities of the associates are major in the execution of the exercises as well as according to the tendency to various sorts of administration. Profoundly prepared associates with various and able characteristics will in general consider as more ideal participatory administration, in which they believe they can offer more to the planning of objectives and their activities,and in which he is given a more significant level of duty; against the individuals who have low degrees of value and abilities will in general favor an administration style that eliminates them from specific duties and aides them exhaustively in their exercises.

•Authoritarianism: the characteristic decides the associate's capacity to bear the authority of another person by submitting to what is forced on him. Colleagues with an undeniable degree of dictatorship will be more for an authority order while the individuals who are portrayed by a low level will favor a participatory style.

•Locus of inside control: they are colleagues who have a high view of themselves and accordingly trait to their activities the positive or negative outcomes they acquire and are in this manner exceptionally inclined to an authority of participatory kind.

•Locus of counter outer: are colleagues who have little view of themselves and that hence they quality benefits or faults not to their own exercises but rather to outside components, for example, possibility or fortune and that in this manner they will be more calm with an administration order that assimilates on itself numerous that the

worker simply satisfies the errand. Proceeding with the investigation of the circumstance, it is likewise important to break down the attributes of the size of the undertaking, as it, as well, is applicable to comprehend which initiative methodology is best. In this sense there are two parts to consider:

•Task solutions: the level of undertaking remedies is urgent in deciding the clearness of the way prompting the objective. The less make along these lines, the higher the hindrances to accomplishing the objective, the more prominent the need to have a controlling style manage that can explain the circumstance.

•Task vulnerability: the more prominent the vulnerability of the errand, the more noteworthy the trouble in obviously noticing the connection between the undertakings and the outcome, the more along these lines it will be important to utilize an administration logic.To close the introduction of the essential components of the way result modelgoal is important to make an emphasis on what is expected accordingly to be accomplished. As per this vision, the associates are driven in the satisfaction of their exercises by three distinctive inspirational components, subsequently considered as results that they mean to accomplish.

•Perceptions connected to assumptions: workers accept they can accomplish the objectives set and feel they would thus be able to add to what in particular is a definitive objective of the association.
This characterizes the work fulfillment part

•Perceptions of value: workers feel they get rewards and rewards straightforwardly relative to the outcomes acquired and the commitment made to the objective of the gathering

.•Perception of significant worth: the benefactors feel that they see prizes that perceive their worth as individuality.So notice every one of the components that make up the model, what is imperative to note about the commitment of House and Mitchell (in the same place), notwithstanding the unforeseen elements that may impact individuals' impression of their own work of their own behavior, it is the job of the pioneer inside that structure; The inquiry we need to answer is along these

lines how administration can help representatives by explaining unexpected discernments so inspiration is kept high and utilitarian taking into account accomplishing objectives. Because of these contemplations, it is accordingly valuable to make reference to the contemplations of the actual analysts, who contend that the conduct of the pioneer will be worthy to the subordinates in the event that they consider him appropriate to fulfill their requirements quickly or later on and that the conduct of the pioneer is persuading for the subordinates when he can cause them to comprehend that the fulfillment of their necessities goes connected at the hip with the accomplishment of productivity.In this sense the pioneer utilizes awards as a way to make the excursion simpler, eliminates blocks that prevent it and builds the fulfillments of subordinates in what is the whole way to results. To explain the job of the pioneer, it is critical to feature the four principle impacts of administration:

 •Reducing vulnerabilities in relegated errands and assignments and as far as characterizing the outcomes to be accomplished.

•Increase the worth of the errands contrasted with the foreordained objectives to expand the inspiration of the colleagues

•Remove any deterrents that substitute the method of accomplishing the outcomes along the way.

•To finish up the conversation on unexpected speculations on authority, it is of major significance to introduce the commitment of Hersey and Blanchard (1988), what began from some exploration on classes of managers,considered as viable forerunners in the administration of the partner, determined to describe the initiative style of every one of them as far as bearing and backing to the supporters and their more prominent or lesser inclination to the assignment or relationship. The two researchers have subsequently fostered a model that relates the development of the partners inside the functioning gatherings and the most fitting administration styles for every circumstance.

The development of the teammate is assessed by a double point of view: working, including abilities, information and abilities; mental, fearlessness, inspiration and autonomy.In the last investigation, along these lines, it is seen that the degree of

development of the worker can be characterized by the degree of expert skill and by that of the duties he can expect. In the event that an individual, or a gathering, has both development in work and mental development, it will exhibit self-sufficiency, which means being capable and setting up high, driven, testing, and yet practical and achievable individual work objectives. It can in this manner be said that an individual, or a gathering, is experienced when:

•has the abilities and abilities important to complete an action

•is willing to accept the obligations emerging from the errands allocated to him

•is equipped for defining aggressive and attainable objectives all alone, so it is critical that a pioneer has the right stuff and instruments to comprehend what the degree of development that describes him is. It ought to be noticed that, on account of a gathering chief, the development of the gathering ought not be considered as the normal of the development of the person.

The gathering is indeed altogether different from the basic amount of the capabilities of the partners in light of the fact that the development of the gathering is described by various variables, similar to the degree of common associate, the age of the gathering, the sort of relations that intercourse, the degree of shared trust, attachment and others. It ought not be failed to remember that development is additionally a component of the attributes of the particular undertaking and the setting inside which the outcome is mentioned. It is thusly perceived that the development of the colleagues is definitely not a steady information, obtained everlastingly, however shifts as indicated by the intricacy of the assignment and the unique circumstance. I note that the two scientists have fostered a model that partners various styles of authority to the phases of development, as demonstrated in the diagram beneath. Hersey and Blanchard contend that there is a reasonable initiative style for every second in the advancement of the partner or gathering, proposing four distinct styles (Malaguti, 2001):

•Delegare: you are in the quadrant with high mental development and high expert capability. In these circumstances the pioneer is an inferior figure who gives neither

direction nor passionate help, yet leaves plentiful space for watchfulness and self-governance to the collaborators.The figure of the pioneer should be pretty much as great as conceivable to put himself in the gathering as a voice that doesn't influence crafted by the fundamental entertainers however is prepared to mediate where there are issues to even out of connections or heading towards the normal goal.This initiative style is regular of those gatherings made out of experts with solid abilities and capacity to take responsibility,where the pioneer has the sole motivation behind distinguishing any issues and settling them.

•Involve:you are in a circumstance where the gathering has a significant expert development however low mental development. For this situation the pioneer gives a ton of passionate help, includes the individuals and urges them to self-sufficiency, to freely sort out their work up to make the reason for a more prominent strengthening of the individual worker or the whole gathering. The job of the forerunner in comparable circumstances is that of a facilitator of the interaction of passionate and social development that can be executed on account of the solid abilities of the workers.

•Selling: you are in a circumstance where the individuals from the gathering have a high mental development however little expertise according to the perspective of the abilities important to finish their errands. For this situation the pioneer has the part of giving clarifications and direction with respect to the errand, attempting to make it as simple as conceivable to comprehend the exercises assigned,making utilization of a bidirectional correspondence reasonable for relations and the inclination to the coordinated effort of the actual gathering. On the off chance that vital, the pioneer should likewise go about as a teacher of the colleagues to tell them the best way to play out the undertakings.

•Prescribe:we end up in a circumstance where the functioning gathering is in states of low mental development and helpless capacities, as on account of gatherings where the partners are inadequately capable, hesitant to assume liability and uncertain of themselves. The style to be applied by the forerunner in these circumstances is that of an administration type, in which the pioneer gives clear and exact guidelines to the teammates to which he adds a serious level of control and

management throughout the actual exercises to keep away from scenes of low commitment.To finish up we can in this manner say that writing on the exploration of the hypotheses of possibility recommends that the activities of a pioneer can effectsly affect the persuasive and enthusiastic conditions of the individuals who make up the gathering and on the positive finish of the assignment of the gathering, and that, then again, the viability of authority can't be isolated from the setting wherein it is applied. It can along these lines be said that the viable pioneer is the person who realizes how to gauge the style of authority as per the unforeseen part with which he is managing, both according to the perspective of the gathering it is called upon to lead and of the outcomes and targets it should accomplish.

2.4 Process theory: transformational leadership vs transactional leadership

The hypotheses dissected in the past passages center around the examination of initiative to figure out which approach is viable beginning from who the pioneer is or what he does and relating these components with the unforeseen variables that a similar pioneer finds to need to confront. In this sense, the hypothesis of processosis plainly contrasts from the past approaches in that it has as its component of study the cycle through which the connection between the pioneer and his associates is framed. So what this hypothetical line is about is understanding why supporters perceive the figure of the pioneer as a managing component of their activities, The Consumes Political History Composition (1978) on Grandadherents is considered as the author and the hypothetical premise on which the whole line of the cycle was framed and advanced. There the American instructor contrasted conditional pioneers, whose relationship with subordinates depends on commonly gainful exchanges, by groundbreaking pioneers who impact subordinates in rising above close to home interests and transforming themselves into specialists of an aggregate goal.It is from this dichotomous differentiation of the capacity of the head of Burnsmuot all resulting studies,attributable to the speculations of the interaction, and that they are incorporated on account of the commitment of Bass and associates (2003)early XXI century in which they track down their own portrayal the two kinds of leadership.In this case in this commitment we characterize the value-based authority as an arrangement in which the two specialists are the pioneer and the partner who treat for expand its general situation in the relationship. In this sense, what inspires the devotee to perceive the pioneer's position is the thing that he can ensure as far as unmistakable outcomes, for example, rewards fitting to his own work and the accomplishment of specific outcomes, and immaterial, for example, the mental wellbeing perspective that is felt in having a strong guide and that accepts certain obligations on itself. Along these lines, the principle component of the relationship is the relational exchange between the two posts, in a straightforward trade do ut des. The value-based initiative style can in this way be summed up in two regular behaviors:Awarding rewards straightforwardly corresponding to the outcomes acquired by the worker and the objectives accomplished, separately and at group level. Overseeing circumstances by expecting potential deterrents to foreordained subjective and quantitative guidelines, along these lines keeping away from

bothersome execution, For a particularly model to work, it requires certain conditions identified with human instinct, without which a methodology of this sort would be with no establishment. The thought, truth be told, is that if the connection among pioneer and supporter were to go past the typical laws administering the human spirit, at that point the situation would be significantly extraordinary and one couldn't talk about value-based initiative. These measurements are primarily identified with the connection between the individual, destinations and rewards.First of all, when the person has laid out objectives to accomplish, he unexpectedly will in general look for a reasonable method to accomplish them, so the quest for a pioneer who shows up as a pioneer who vows to arrive at this objective clarifies the conditionality of the leadership.At a similar time it is clarified by the solid connection that exists between the individual and inspiration through remunerations. As per the hypothesis of fortifications, truth be told, a conduct is even more rehashed when it is supported with positive prizes, which clarifies the utilization of remunerations and the redundancy of the conduct of the pioneer and the colleague in a value-based point of view.

At last, it should be seen how the relations of trade, from bargain to buy, are administered by the idea of correspondence. So it is on account of conditional authority where the action of the associate is made up for with remunerations of different kinds.If you can characterize value-based initiative as administration for reason then you can consider groundbreaking authority as the specific opposite,as the main chips away at the interests of the colleague, while the subsequent works attempting to change the setting wherein the devotees move. It is difficult to give an unambiguous meaning of the groundbreaking chief due to the various methodologies that it can set up to impact the development of its relationship with the colleagues; in any case some significant contemplations in such manner are those of a similar Bass(2003), as indicated by which the groundbreaking chief is the person who invigorates and moves teammates and devotees to accomplish unprecedented outcomes and to foster their administration abilities (...), helps associates and adherents to develop and become pioneers in their turn, enabling and adjusting the objectives of people, pioneers, gatherings and associations, and Posner and Kouzes(2009), who thusly say that the groundbreaking chief is an individual who challenges the interaction, rouses a dream, permits others to act, model the road and

support the heart. Taking up the commitment of Bass and associates considering it in the light of the two definitions set out above we can say that groundbreaking administration is considered as such when:It invigorates the premium of representatives to take a gander at their assignments according to another perspective, taking on a more prominent consciousness of their own characteristics and their inclinations inside the gathering. It creates attention to the mission and vision of the group of the association with the goal that it is obvious to all which destinations it tends, what is the way to arrive and what is the degree of commitment anticipated from everybody. It helps research facilities and adherents to foster their own selves by arriving at their own likely both as far as abilities and quality and as far as mental development It propels partners and supporters to draw in not exclusively to accomplish their own advantages yet to add to accomplishing the targets of the whole group.These characteristics,which highlight the way that we are confronted with a groundbreaking chief, can be summed up through the commitment of Kark(2003), who contends that the aftereffect of the groundbreaking chief is to make strengthening for its devotees, therefore, they increment their trust in the pioneer through the practices and perspectives that the pioneer sets up. In particular, the qualities that are most much of the time credited to a groundbreaking chief are: Singular thought: it is the capacity of the pioneer to be sympathetic, offer help, keep up open correspondence and represent the correct difficulties to their workers. This is communicated in the festival of the individual triumphs of every individual to initiate the adherents to be roused in their own exercises and to develop desires of high breath..Intellectual incitement: demonstrates how much the pioneer difficulties what is characterized as the norm, that is, faces challenges invigorates supporters to the sharing of thoughts. It comprehends the capacity of the pioneer to energize the imagination and autonomous thinking about his supporters by encouraging them to reconsider issues according to various perspectives, to give creative thoughts valuable to dynamic. Inspiration and motivation: shows the capacity to explain a dream that is shared by supporters as a wellspring of motivation for their exercises. Pioneer who have this capacity are utilized to present difficulties that have elevated requirements of reference in order to make persuading crafted by partners while never dismissing the significance of conveying the feasibility of the actual objectives. They are pioneers ready to sort out the exercises to be completed, making the strengthening fundamental for adherents to accomplish the normal outcomes. The

open qualities of this sort of pioneer are being convincing and clear. Utilization of charm: this trademark drives the pioneer to turn into a reference model with a conduct that moves pride, regard and trust, and make a dream of the things that devotees perceive as the reference figure exemplifies all that they have confidence in. explicit abilities to move them towards new inspirations and desires.According to groundbreaking hypothesis, the ideal profile of initiative is accomplished when the pioneer shows with more prominent recurrence four groundbreaking authority segments and, Less much of the time, it utilizes award to get the inspiration and endorsement of its followers.The groundbreaking pioneer will in general search for better approaches for getting things done and to mentally animate collaborators, posing them to inquiry the association's momentum rules and methods. It is for every one of these reasons that solid groundbreaking initiative is required at all degrees of associations, particularly when gone up against with snapshots of emergency and a turbulent outer climate, However flimsy and erratic as the world seems to be, it is described by solid vulnerabilities and unpredictability, in which the inclination to change and variation have become fundamental components for the endurance of organizations..Transformational pioneers can hence altogether affect associations in which they work from a twofold perspective; they have the ability to create or adjust these associations, consolidating significant degrees of individual execution, bunch and hierarchical that are persuaded by the capacity of the pioneer to make on occasion of change a solid responsibility and a high pace of fulfillment by the actual representatives. Yet, we can't neglect to take note of that the idea of groundbreaking innovator in a portion of its implications and applications shows up as an adjusting of the hypothesis of the attributes of the pioneer, doesn't get away from the solid spotlight on the individual of the pioneer and his own parts, like charm or the capacity to make an inclination in adherents. Extra pundits are moved to this way to deal with the pioneer by Spadaro and Tabbia (2007), who caution about a potential float of groundbreaking authority into obsession by adherents. Taking up the possibility that the pioneer is trailed by his devotees in that he epitomizes the entire arrangement of goals, qualities and targets in which adherents accept they risk transforming the supporter into a being done reasoning yet neurotically reliant upon the pioneer, invalidating its vital capacities inside the gathering, that of creating novel thoughts and analysis that are the salt of a sound gathering and open to change. To all the more likely comprehend this danger, let us attempt to envision the strict

parallelism, what happens when you go from religion to strict enthusiasm to discuss genuine, taking everything into account, it tends to be noticed that every one of the speculations set forward, while noticing the administration according to various perspectives, have as their definitive objective to get when and why authority is successful, as far as execution accomplished and hierarchical environment. All in all, the point of the pioneer, perceived by the hypothesis, is to manage the accomplishment of specific goals in the most ideal manner, capitalizing on their potential partners who are called to lead. This clarifies the solid interest in the forerunner in numerous fields, as a kind of perspective point as well as a genuine factor in what is the achievement or disappointment of a gathering or an association. What is just alluded to by the analyzed hypotheses is the inspiration driving the authority relationship. As such, what isn't completely clarified is the reason there is an expansive class of people who, paying little mind to their foreordained force, really like to be supporters instead of try to administrative roles. No notice is additionally made of the manner by which the pioneer, who doesn't legitimize his position solely with progressive force, procures and reinforces his job as a pioneer inside a gathering or association.

 What's more, still no answer is offered with respect to why a gathering chooses, even precipitously, a pioneer who manages the various periods of the group and which undertakings and capacities the pioneer is needed to act in the specific circumstance in which the person is to play out their capacity, or if there are contrasts, and provided that this is true, what they are, in being a head of a functioning gathering, a multi-practical group or a perplexing association.

Chapter 3. The approach of modern leaders

3.1 New skills to become a Leader

In the treatment carried out up to this point it is analyzed in the first place the concept of leadership researching in the most known theories in the scientific field the meaning and importance of the leader. In order to understand more effectively the relationship between leaders, changes, the management of different moments and situations and to have a more concrete idea of the tools and skills needed to approach the future.

The change induced by technology (digital transformation), involving as we have seen the way of working and the organization and functionality of the workplace, must also concern who the enterprise and work must manage and organize: the management group.

Today more than ever, with new forms of work such as smart and agile working, it is necessary that those who have the responsibility to lead people possess leadership. In companies the term leadership is used with different meanings:

all individuals who are in charge of an organisation; the activity or ability to lead a group of persons or an organisation; the ability to inspire employees to engage in achieving a goal. With reference to the second and third meanings, many models and styles of leadership have also been proposed and analyzed, but perhaps the most enlightening and current definition of leaders (i.e. those with leadership skills) is that of Peter Drucker: "The only definition of a leader is someone who has followers". In the world of the net it is in fact difficult, if not improbable, to make sure that the own collaborators, perhaps in smart working or co-working, engage in the attainment of a goal if they are not convinced, or, as it is said, if they are not "engaged" That is, if their leaders have no leadership.In this sense, the concept of leader also applies, and with great relevance, to the individual company in its relationship with customers as well as with employees. Of course, to be a leading company you have to have leadership people in your leadership class.

E-leadership, an ambivalent concept

The practice of leadership has evolved over time along with changes in society and today the pervasive introduction of digital technologies in products/ services provided by companies (but also by the PA) and in their internal processes led to

define a new type of leadership: e-leadership (or digital leadership).It is defined, ambivalently, as:

ability to do: "...ability to introduce, use and make the most of innovation and digital technologies to define and implement digital innovation projects" (Agency for Digital Italy)

ability to manage: "...ability to influence, through technology, a social context to change attitudes, feelings, thought, behavior and/or performance of individuals, groups and/or organizations" (Avolio, Kahai, & Dodge)

The "Center for Digital Business" of MIT and Capgemini Consulting analyzed the economic performance of companies considered digital leaders compared to other companies in the same industry. In the study in question are defined as digital leaders companies that excel according to two dimensions that, not surprisingly, refer to the two definitions given above:

the ability to successfully complete technological innovation initiatives. ("Digital Intensity") ; the ability to drive and manage the digital transformation of the organization. ("Leadership Capabilities")

This allows to connect the economic result of the company to the level of e-leadership of its management, according to both points of view: ability to do (what) and ability to manage (how).

The study, that it has involved 291 great companies, has regarded the digital maturity of the respective companies and compared the performances regarding the main economic indicators and has demonstrated that the companies that excel (i.e. whose management excels) in both the dimensions (e-leaders) are also the best in terms of economic performance.

Digital leaders have the ability to use technology to change the way we do business: identifying in advance where the company must/ will be able to excel thanks to the use of technologies; designing and completing a clear transformation path (Digital Transformation).

For this reason, the digital leader must be able to:

identify opportunities for digital change in the context in which it operates; define, direct and govern the initiatives and projects that follow (evaluating technological solutions and building and managing the network necessary for their implementation); communicate the results achieved.

Depending on the corporate roles covered, the change in question may concern, separately or in different combinations, the three dimensions of digital transformation: the customer experience of its customers, the business model or operating processes.

Ability to manage (driving transformation)

The ability to transform the business cannot, however, disregard the ability to affect people and the organization in order to guide and manage the transformation.

In this sense, companies, and therefore the management that governs them, are required to have:

Digital skills: knowledge of technologies should be present not only in ICT functions but, although not at a specialist level, also in other business functions.

Vision of digital change: having shared ICT skills allows the management to build first, and then communicate, a strong vision, shared and made "real" through clear and measurable objectives that help people to get a picture of what the company will be like in the future and what they will have to do without and why.

Digital governance: transforming business in a digital sense presupposes the ability to govern technological tools and processes within the company and in relations with customers and suppliers (technology and not).

"Engaged" collaborators: the changes required by the digital transformation are often important changes and cannot disregard the significant involvement of the collaborators. When employees are involved ("engaged"), they have a shared vision, they spontaneously contribute to making it a reality, they offer less resistance to change and often, starting from their first-hand knowledge of processes and the market, identify new opportunities that have not been previously imagined or taken into account by management.The necessary approach from this point of view is that of transformational leadership according to which the leader identifies the necessary change (Digital skills), creates a vision in his collaborators through inspiration (Vision of digital change)and realizes it with their contribution (Digital Governance). This approach, in the relationship with collaborators, is based on four principles (Bass, Avolio 1993):

Individualized consideration: the leader must be able to keep the attention on the motivations and aspirations of the individual followers high.

Intellectual stimulation: always provide new challenges, encourage opportunities for creative approach and get in the game first.

Inspirational motivation: the leader is able to generate enthusiasm, sense and interest in a vision; to generate identification in the mission.Idealized influence: the leader is the reference point for the creation of trust in followers and for the generation of that confidence that makes every collaborator the leader of himself. These four principles can be effectively put into practice by properly using new technologies within the company, even in virtual team contexts.

Therefore, particular attention should be paid, in terms of digital skills, to the effective use of the new tools of communication and collaboration class "enterprise" and the organizational principles underlying them, in particular as regards the development and use of the informal dimension of the organisation and its relationship to the formal dimension.

3.2 The validity of the
new European industrial strategy: digital and ecological transition

In its proposition of Walk 2020, the European Commission has made up a scope of moves to shield the administration of the EU, recognizing three key needs: keeping up the worldwide seriousness of European industry, making Europe more 'green' by 2050 and is forming Europe's advanced future. Based on these recommendations, the EU Commission has proposed a progression of measures including: a Protected innovation Activity Intend to safeguard mechanical sway, advance a level battleground around the world, support network safety and adjust the lawful structure to the green and computerized progress; the continuous audit of EU rivalry rules, including the continuous survey of consolidation control and the ampleness of the State help rules, to guarantee suitable standards for a quickly evolving economy; by mid-2020, the reception by the EU Commission of a White Paper to address the distortive impacts of unfamiliar sponsorships in the single market and address the issue of unfamiliar admittance to public acquisition and European subsidizing; generally measures to modernize and decarbonise energy-escalated businesses, to help practical and shrewd portability enterprises, to advance energy proficiency and guarantee an adequate and consistent inventory of low-carbon energy at serious costs; another EU drug technique for the stockpile of fundamental crude materials, along with help for the improvement of vital advanced foundations and key empowering advances; a partnership for clean hydrogen, to speed up the decarbonisation of industry and keep up modern authority, trailed by a coalition for low-carbon ventures and a collusion on mists and mechanical stages and crude materials; further green public acquirement rules and rules; restored center around development, speculation and skills;a efficient examination of the dangers and necessities of various mechanical biological systems. In completing this examination, the Commission will work in close collaboration with an open and comprehensive mechanical discussion.

The procedure distributed on 5 May refreshes the bundle of recommendations introduced by the European Commission toward the start of Spring, distributed only one day before the WHO announced Coronavirus pandemic, and supplementing the exercises gained from the emergency to relaunch recuperation and reinforce the EU's

open key self-sufficiency. The new measures center around fortifying the flexibility of the single market, particularly in the midst of emergency, on the need to more readily comprehend European conditions in key regions and acquaints new measures with speed up the double green and computerized change.

The refreshed procedure likewise reacts to solicitations to recognize and screen the critical pointers of the seriousness of the EU economy overall: incorporation of the single market, efficiency development, global intensity, public and private venture and interest in innovative work. The single market has been seriously tested by supply limitations, line terminations and pandemic fracture. This emergency featured the significant need to help the free development of people, products, administrations and capital in the single market and to cooperate to improve the versatility of the single market to aggravations. The new procedure intends to:

propose an instrument for crises in the single market, to be specific a primary answer for guarantee the free development of people, labor and products in case of future emergencies. This new instrument ought to guarantee more straightforwardness and fortitude and add to tending to weaknesses in basic items, guaranteeing the accessibility of items all the more rapidly and fortifying participation in the field of public obtainment;

completely carry out the Administrations Mandate to guarantee that Part States conform to existing commitments, including the notice commitment, to recognize and eliminate any new hindrances;

reinforce item market observation by offering help to public specialists with the end goal of improving limits and speeding up digitisation of item review and information assortment exercises;

assemble generous interest on the side of Smes; create and carry out elective debate goal frameworks to address late installments to Smes and to set up measures to address the dissolvability chances confronting Smes. The SME measurement, effectively present in the Walk form, is at the core of the refreshed system, which accommodates monetary help and measures custom fitted to permit Smes and new

companies to oblige the double change. In this regard, the Commission plans to designate Vazil Hudák as delegate for Smes.

Brussels additionally embraced a proposition for a guideline on unfamiliar appropriations that contort the single market, A vital component in the achievement of the EU's modern technique, as it makes a level battleground and advances a reasonable and cutthroat single market. In spite of the fact that receptiveness to exchange and venture addresses a strength and a wellspring of development and flexibility for the EU, which is a significant shipper and exporter, With the pandemic, there has additionally been a more extensive general attention to the need to investigate and address vital conditions, both at the mechanical and modern levels. Likewise, the Commission will: led a "base up" examination dependent on business information: an underlying investigation of 5,200 items brought into the EU permitted to distinguish 137 items (addressing 6% of the complete worth of imports of merchandise into the EU) delicate biological systems in which the EU is vigorously reliant, particularly in energy-escalated areas (like crude materials) and wellbeing environments, (for example, dynamic drug substances)as well as according to other significant items to help the double green and advanced change. 34 items (addressing 0.6% of the absolute worth of imports of merchandise into the EU) are conceivably more defenseless as there is little chance of additional enhancement and of supplanting them with EU items. The examination likewise featured basic issues and conditions in the field of trend setting innovations;

presents the aftereffects of six inside and out investigations of crude materials, batteries, dynamic drug substances, hydrogen, semiconductors and cloud and edge advances, which give more data on the beginning of vital conditions and their belongings;

attempt a second period of examination of likely conditions in key regions, including those of items, administrations or advances fundamental for the double progress, like environmentally friendly power, energy stockpiling and online protection, and will foster a checking framework through the Commission's Basic Advances Observatory;

attempt to enhance worldwide stock chains and construct global organizations to expand reaction limit; empowers new mechanical partnerships in essential areas where such collusions are the best methods for boosting exercises that would not in any case create. Modern collusions will be advanced in regions where they draw in private financial backers to examine new organizations and plans of action in an open manner, straightforward and in accordance with rivalry rules and where they can possibly enhance and make quality positions. Partnerships will give an expansive and open stage on a basic level and will give specific consideration to comprehensiveness for new companies and Smes;

the Commission is setting up the dispatch of the coalition for semiconductor processors and advancements and the collusion for modern information and edge and cloud innovations, and is thinking about the arrangement of a partnership for space launchers and a union for a zero-outflow aeronautics area;

Supports Part States' endeavors to pool public assets through significant ventures of normal European premium in regions where the market alone neglects to deliver spearheading advancements; utilizing, where proper, support from the EU financial plan;

reports a methodology and conceivable administrative changes for more prominent authority in the meaning of principles, remembering for the business administrations area, while straightforwardly helping out different partners in spaces of normal interest.

Speed up the green and advanced change

The Mechanical Procedure 2020 declared activities on the side of the double green and advanced progress of EU industry, which was anyway eased back down and radically scaled down by the pandemic. The Commission is consequently planning new measures to help the financial avocation of the green and advanced progress:

building up progress ways in collaboration with industry, public specialists, social accomplices and different partners, where essential, beginning with the travel industry and energy-concentrated ventures. Such pathways could give a superior

base up comprehension of the scale, expenses and states of the intercessions expected to go with the double change in significant biological systems, leading to a reasonable arrangement for supportable intensity;

fostering a reasonable administrative system to accomplish the goals of the European Computerized Decade and the desires of the "Fit for 55" bundle of measures including by speeding up the organization of environmentally friendly power sources and guaranteeing admittance to modest and decarbonised power in plenitude; making manageability consultants accessible to Smes and advancing information based plans of action to utilize the double green and advanced change;

putting resources into retraining and redesigning abilities to help the double progress.

The progressing top to bottom audit of EU rivalry decides likewise guarantees that these guidelines are reasonable for supporting the double green and advanced progress to assist European residents, when the worldwide cutthroat scene is additionally evolving drastically.

The technique for European Smes

Smes assume a critical part in the European mechanical texture, give 66% of occupations and are vital for the accomplishment of the new modern methodology.

Given the vital job of these organizations, the Commission has proposed - in the European SME methodology of Walk 2020 - from one viewpoint to reinforce the European Business Organization with the assistance of manageability specialists, then again to grow the shafts of advanced development to all locales of Europe to assist Smes with coordinating computerized developments.

They will likewise be advertised:

the chance of chipping in and preparing in advanced advances;

activities to eliminate administrative and functional hindrances to business action or extension;

another virtual observatory to expand endeavors to guarantee ideal installments;

an Asset for Beginning Public Offers (Initial public offering) inside the Investeu SME window, to work with business admittance to public reserve funds in Europe;

new interests in organizations and assets coordinated by ladies.

To these activities is added the readiness of the EU Commission to work with Part States to foster a standard "Start-up Countries". This instrument means to work with the sharing and reception of best practices to speed up the development of Smes and innovative new companies.

To guarantee political obligation to these actions, an undeniable level emissary for EU Smes will have the errand of guaranteeing an inside and out organization and close coordination with Part States through public emissaries for Smes, and with territorial and neighborhood specialists.

The single market is a key Local area instrument that invigorates contest and exchange inside the EU, gives residents a more extensive selection of labor and products, and furnishes organizations with the influence the need to set up themselves as world pioneers.

In any case, there are as yet numerous boundaries to completely abusing the capability of the single market. It is assessed that the expulsion of these obstructions could produce up to EUR 713 billion before the decade's over.

Inside the scope of constraints to the misuse of the single market, the prohibitive and complex public guidelines, the restricted authoritative limits, the defective rendering of EU rules and their insufficient application arise.

To defeat these difficulties, the EU Commission means to embrace an activity plan dependent on a reestablished association with Part States in their common obligation to guarantee that Solitary Market rules are appropriately applied and regarded. In this unique situation, it is proposed to set up a joint team to reinforce participation on the utilization of single market rules.

Mechanical technique for Europe (Walk 2020)

The mechanical technique: the recommendations of the European Parliament

During the entire on 16 December 2020, the European Parliament embraced a goal approaching the EU Commission to adjust the system for European Smes to the new modern procedure, the Green Arrangement and the European Information Technique.

Specifically, Meps focused on the need to reestablish the liquidity of little and medium-sized endeavors to guarantee their base working, cautioning that "the endurance of Smes, and specifically miniature ventures, at the Coronavirus emergency, given their underlying delicacy versus bigger undertakings, will rely upon the speed with which choices are taken, sufficient financing and brief liquidity".

Meps likewise recommended an impermanent unwinding of state help rules to help the areas generally influenced by the Coronavirus emergency, including the travel industry, transport, culture and fairs.

Albeit the pandemic has pushed Smes to advance utilizing new innovations and internet business, numerous independent companies have experienced issues adjusting. The European Parliament consequently approached the EU Commission to guarantee that interest in exploration and advancement is outfitted towards the investment of Smes.

3.3 Italy and the change: Are we really ready?

The Italian socio-political scenario presents a kind of contradiction. While from the social point of view there is great tension, the political one is in a situation that we could call anesthesia or hibernation. This is due to three elements:

1) The launch of the Draghi government with the participation and co-responsibility of almost all parties

2) the super partes image (for now) of the President of the Council

3) and, at the same time, the need to provide quickly for the health emergency, which overshadows other more divisive issues.

What voters expect today from parties and above all a new political leadership. It can be Draghi if it "comes down" (and many signs suggest that it is going to do so in the political arena). Or it can be a new figure. However, a new leader is expected to be able to ferry Italy out of the crisis, as if it were a new Messiah. Only Renzi had obtained such a consensus in recent years, but then, as we know, he was defeated and defended by his own party at the time. From this point of view, most parties are experiencing a moment of deep crisis. In my opinion, Draghi should demonstrate that international cooperation does not mean sacrificing the national interest, but placing it in a broader framework of collective interests, with a tangible and positive impact on the lives of Italians and on the economy. Fortunately, the Draghi government seems to be determined to restore Italian support for multilateralism, especially in Europe.As we have analyzed earlier,The EU requires specific expertise for a uniform economic restart.Digitalisation and ecology are the basis of this strategy. Italy, although rich in resources, has some "gaps" to fill that we will now analyze.

Penultimate in Europe according to the e-leadership Scoreboard, and not surprisingly last according to the DESI for the percentage of companies that sells online. In the face of a few positive notes, including the policy on digital skills, the overall picture remains serious and needs recognition of the centrality of the issue of skills.

The model of the Scoreboard includes four dimensions, articulated in 7 "building blocks" and 24 indicators, which are then aggregated in the index of e -Global leadership:

the "e-leadership Skilling" dimension consists of a building block, "Education and training", with four indicators: the number of training programmes at Master level, the number of programmes addressed to the eleadership means the share of companies providing training for ICT specialists and the quality of management schools;

in the second dimension, "potential e-leadership of the workforce", two blocks are identified (e-Leader professionals and e-Leadership pathway) and an attempt is made to assess the adequacy of the presence of workers with digital skills, ICT and e-leadership, but focusing in particular on ICT specialists, thus trying to estimate the potential and- leaders in each country;

a third dimension is " the exploitation of skills and - leadership", trying to assess how much the context of a country favors the full exploitation of the opportunities offered by ICT. It is divided into three blocks that focus on the business context, innovation opportunities and technological trends in the country in question;

the fourth dimension, "promoters of e- leadership skills" evaluates countries' policies , in the belief that countries with efficient enabling mechanisms (policy initiatives, etc.) are well positioned to produce the right mix of e-skillsleadership , in line with the dynamics of labour market demand and the requirement of talent and skills. The model is articulated and interesting, includes specific evaluations of Empirica in the context of e-leadership, and uses measures from Eurostat and the World Economic Forum (especially for surveys on qualitative assessments), discreetly updated (the least recent one is from 2011): an excellent basis for reflection on this new area of business growth conditions. A questionable aspect is the consideration of a very close correlation (too much, in my opinion) between e-leadership and ICT professionalism. The e-leader certainly has strong digital skills to fully understand how to exploit the potential of ICT for business activities (for new products/services, new processes, new markets), but has no need to be an ICT specialist. It certainly needs to make use of it, and the quantity of ICT specialists present in the labour market and properly valued is certainly a measure of the ability of companies to seize the digital opportunity. But it is not a direct indication of the potential to develop e-

leadership skills. It is not by chance that this aspect is made very clear precisely in the Guidelines which are mentioned positively in the report.

The main positive signal for Italy is the evaluation of 4 points (out of 5) attributed to the national policy on training, doubling the evaluation of the previous year, thanks to the explicit mention of the theme of the e-leadership both in the 2014 Digital Strategy document and in the Guidelines - Strategic and Operational Guidelines, implemented as part of the National Digital Skills Programme (Unfortunately, in the current version of the Digital Growth Strategy the quotation is no more, although in any case in the pages of the Agid website dedicated to digital skills and in the initiatives of the National Coalition the e-leadership has maintained the initial emphasis).

Also in some regional digital agendas (the report mentions Umbria, Tuscany, Lombardy, Veneto) the report finds an adequate treatment of the needs for the development of e-leadership and the lines of action to be practiced, as well as significant and positive initiatives on the university and management schools front.

Another positive assessment (above the European average) is on the state of definition and development of clusters (districts), based on a survey of 2013 by the World Economic Forum, as well as the percentage of workers in "ICT intensive" sectors.
Of course the negative elements prevail, and concern all four dimensions of evaluation.

First of all, the evaluation of ongoing actions ("Skills for digital entrepreneurship") is negative, which are valued few and for the most part coming from incubators and accelerators focused on the digital domain.

The other particularly negative evaluations are on all dimensions:

on the training dimension (e-leadership Skilling- only 4% of companies provide training to ICT specialists, less than half of the EU average),

on the size of the working population (potential e-leadership workforce- in Italy there is for example only 0.7% of ICT professionals, half of the EU average, and we are last for ICT graduate rate and business administration),

on the innovation dimension of enterprises linked to e-leadership skills (e-leadership skills exploitation- for example, only 14% of companies employ ICT specialists as opposed to 24% of the EU average, and we are rated third-last for the "technological absorption" capacity of companies).

The assessment that emerges is that only by addressing the problem in all its dimensions (from policies to operational plans, from educational systems to the world of work, from the regulatory-economic context to the drive for innovation of companies) Italy can embark on a virtuous path of rapid recovery. The lack of e-leadership skills is, in this context, a consequence of the lack of centrality of the theme of skills in the development policies of the country, but also the mirror of an entrepreneurial world that is struggling to address, if not in some of its still minority parts, the challenge of a world that is radically changing, in the dynamics of the market but also in the way of relationship with users-prosumer.

And the lack of an industrial policy that explicitly links skills strategies with development strategies is certainly one of the main problems to be solved.
From an ecological point of view, we need a safer country with a slimmer, healthier and prosperous bureaucracy. According to the Minister for Ecological Transition Roberto Cingolani, whose implementation necessarily involves the drafting of the National Recovery and Resilience Plan (PNRR) and on which all ministries are involved, so that the efforts are not a vertical sum but a transversal commitment, to arrive not at a sum of vertical addresses and projects but for a cultural change. We are called to a rather complex operation, to move from a well-defined A point that is the current situation to a B point made of objectives: the difficulty is to establish the path, which passes through a multiplicity of variables. On the one hand we must think of the future as a country and on the other we must put it very well in a strategy that concerns the whole planet.But we must remember that the choices we make today for the first time can influence not only the future, but also our present because

today's children will see the new century.An essential element for the measures of the National Recovery and Resilience Plan and the Ecological Transition Plan to be effective is a bureaucratic transition, of streamlining and simplification. We can define wonderful interventions but we need rules that allow us to apply them. Without what I call a bureaucratic transition, all our efforts are in danger of being reduced to effectiveness rather than being in vain.

At this moment it is essential to ask ourselves that Italy we want in 2040 and what role we want Italy to play in this not too distant future. I believe that Italy can aspire to be a reference nation. It has an intrinsic international leadership because it has excellences that no one else has.

Of course, we have vulnerabilities, we have fragilities, and so in order to become a reference country worldwide, we must first of all protect and improve our excellences and at the same time improve our territory. As always sustainability is a compromise, there is no single recipe that maximizes the result and cancels the problems. Being sustainable and having a successful ecological transition means finding the right compromise between different instances. " The starting point, with the Covid crisis that has deeply touched the ropes of our society, is very difficult and delicate. The path that we will follow will require a sustainable logic even in the early years, so we will have to be able to discuss in a non-ideological way all the choices to be made trying to get to the point of arrival as quickly and painlessly as possible.

Conclusion

At the end of the thesis project, including a theoretical approach that is both experimental and qualitative, relating to the importance and role of leadership in organizations with particular focus on moments of change we want to stress how, although the basic idea was not to test a specific classical or modern theory to the detriment of the others, what emerges from the interviews made is often adherent to some of the theories presented, as well as the tasks entrusted to the group or company leader and the fundamental skills to implement an effective leadership that was discussed in the theoretical exposition. In this sense, the intention is not to assert that these leaders consciously adhere to one or another theory or way of conceiving their role but that, On the contrary, each of them shows that they are moving in a way that is appropriate to what the scientific literature itself says. It can therefore be argued that business practice tends to trace and confirm several factors found and supported at the theoretical level, without the need to be anchored in a static and ideological way to a single strand. What emerges in fact, the leaders gain the best from the approaches they consider, from time to time, more appropriate than the challenges they face. What can be said is that this leads to the non-existence of a "one best way" and that therefore the leaders, in their own way to pose relatively to the various issues of leadership, do not tend to be anchored statically to a single style or a single way of conceiving their role, so as to be more flexible and ready for the change in organizational and socio-cultural dynamics. For example, there is no doubt that in the words of the leaders approaches such as resonant leadership and inclusive leadership see several of their own theoretical elements reflected in the work of the leaders who, Increasingly, they pay attention to issues such as listening to and caring for their employees through skills related to emotional intelligence and empathy of the leader. Similarly, the idea of a future in which the company is configured as a place to take care of and enhance the diversity of those who live there is definitely something that leaders feel strongly own, beyond the theoretical knowledge of the topic. We cannot fail to point out, however, that some factors linked to classical theories such as the importance of contingencies on the choices of style and attitude of the leader are still widespread in those who exercise leadership, as well as there are personalities who recognize the importance of possessing certain traits that they consider fundamental in leaders. With regard to the subject of change, it has been

possible to understand, thanks to the qualitative experience, how the real condition of leaders is only partially framed by literature and theories. If from the point of view of the past the logic of change management and change leadership can find favorable feedback, it should also be noted that the acceleration impressed by digitalization and pandemic from Covid-19 has created a fluid situation in which leaders seek new and effective tools and approaches to respond to new needs, but without abandoning the skills gained in the past. It is thus confirmed that the role of the leader is no longer interpreted as that of a visionary, who by virtue of his intuitions builds his own leadership, or as, on the contrary, that of an individual who considers the theme of change as a factor that can, in any case, manage proactively. In fact, both situations, as demonstrated by what has been conducted, are extremely decontextualized compared to the current scenario in which, due to digital and related factors, The leader must be in a fluid way maintaining vision and creativity but without forgetting design and management. From this perspective it has been confirmed that leaders have a tendency to interpret change as a factor of competitive advantage, if and when it is married in a clear and adherent to the corporate fabric, without distorting their skills but going to make significant improvements both from the point of view of the execution of work and of life within the organization itself. Finally, we confirm a fundamental thesis repeatedly touched on in the paper: it is the leaders themselves who reiterate that the greatest obstacle to change are not the technologies, the necessary investments or the rethinking of places, spaces and modes, but the most important obstacle is, still today, constituted by the human factor and the psychological difficulty of man to abandon his comfort zone in favor of novelty, thus creating one of the most difficult barriers to breaking down in order to make change a reality and which is and will always be one of the most important challenges and commitments for leaders. For this reason and because of the need to overcome the barriers imposed by digital, the communicative competence of the leader is confirmed as important, which, as the theoretical aspect states, must be real and effective, encourage the flow of ideas internally and at the same time give a clear and precise motivation of the choices made by the leader, thereby helping to limit the phenomena that may be obstacles to change and to consolidate the role of the leader himself. This case emphasizes the idea that the leader, to have results in the long term, the respect of its collaborators must be earned on the ground without having to exercise its role with the mere authoritarian power that can jeopardize the

organization itself but also the figure of the leader.Communication, how listening and empathic skills are identified by leaders, as well as by scientific literature, as essential characteristics for leaders who intend to act in this sense and have as their objective the well-being of the organization as a whole, from economic efficiency to the care of those who live in the company and that allow its survival over time. The authoritativeness of the work of a leader is not the exclusive function of the results obtained or of the hierarchical role, but it is more and more clear, as the result of a mix of skills of which the soft component assumes an increasing relevance with flexibility, creativity, empathy, active listening and communication that are identified as skills that, The three initial questions asked in the introduction after this broad analysis, we can therefore give a concrete answer.Today's leader must have specific skills, and the European Commission has already large personalities are little without digital knowledge.Having an eye to the future is the basis for solid leadership.The pandemic was, in my opinion, "the test of nine" for the foresight and consolidation of leadership,there has been much talk only of the negative aspects of this global block, but the examples of those who have never stopped are many and they are those from which to start.For this reason the new industrial strategy,based on ecological and digital transition is the ideal solution for economic recovery, but in my opinion difficult to adapt. The times of success will be much longer, but finally the attention has been focused on these two aspects that had to be taken into account for a long time.As for Italy, the data speak clearly,leader in ecology, flopped in digitization.The process of change will be troubled but with the common consciousness that is developing, I feel confident for the future of the nation.

Abstract

In this paper, I used the Chicago style of referencing.

The intention of the written thesis is to define the leadership initially as a concept, and during the drafting highlighting the various types due to its evolution through the analysis of the various authors and philosophers, who over the years, have identified various types of Leadership, a very complex phenomenon always related to the current historical context.

Several behavioral theories have been taken into account, paying attention to how persuasion and personality change depending on the leadership you want to lead.

I tried to outline the characteristics and skills of the modern leader, which in this period were especially altered and forced, not to change, but to update due to the pandemic and the associated crisis, that have highlighted the shortcomings and the focal points that Europe has accumulated as it progresses.

The new industrial strategy that provides for an ecological and digital transition, is a crucial process for the restart of the European economy. Italy, which is one of the States in pole position, will, however, have to contend with the various difficulties in the field of digitization, as well as overcoming the mental and cultural obstacle that the population presents to its regards; aiming to achieve the same results reached under the ecological field, which is above the European threshold.

There is no concrete leadership in our country and reaching it will certainly be a fundamental step for the start of this process, which will take a long time, but the incoming signals seem reassuring.

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SUMMARY

CHAPTER 1

To define the leader and the leadership it is necessary to trace what according to the encyclopaedia of the philosophy of GARZANTI suggests and precisely: Leadership is an authority that derives to an individual from natural qualities or from his social position; the individual assumes the role of head of an organization, an association, a group, thanks to the fact that its decisions and ideas, its behavior and attitudes, influence in a remarkable way the members of the community considered. Already from this first part of the definition we are faced with a key concept that most of the management texts leave out. The leader has a considerable influence on the members of the community concerned. In this sense the leader can no longer be only an officiant of the technique, because, just as an agent that influences the members of the group must be aware that it is the ethics that should guide him in his decisions. It is precisely the choices that cause consequences that cannot be determined and controlled solely by technique. To think, therefore, according to this definition, that the manager in the company can be only a subject that controls the action of an activity, excluding all the moral implications relative to its action is inconceivable. If we then think that, many times, the same managers are called to important choices that concern the management not only of material goods but even of people, the importance of owning an ethical formation becomes essential if we want to talk about true leadership. Therefore, trying to adapt corporate behaviours disguised as Leadership has created a strong ambiguity. Cultural diversity also implies different styles of leadership and it is impossible to enter or govern an organization without understanding the meaning of behaviors, words and rituals of the culture of reference, the different ways of understanding power, status, hierarchy, control and the concept of authority. What becomes important to understand is why everyone is looking for a leader and the motivation comes directly from the concept of group. Usually, in fact, the group, whatever its nature, recognizes a driving role with respect to two scales, the one related to technical skills and one related to the ability to be accepted. The leader in a group manifests itself more or less naturally, as a need or as a need. It therefore becomes a reference figure. The most common approaches define leadership as a particular battery of skills and abilities ranging from strategic thinking and long-term vision to the ability to communicate clearly and especially effectively, to achieve specific analysis and troubleshooting capabilities. There are

also many schools that in their courses prepare business leaders, few have the courage to adopt reflective languages, to ask themselves why behaviors, to redefine the leader as a person who often does not know or cannot know (concept of Trial and Error). What is required by the companies to its leaders is rationality, the management of feelings and emotions is considered to be a kind of inconvenience that can create disruption in the formal world. The management of emotions and empathy, the space for feelings, the practice of listening are considered as individual talents, but nothing . Emotions must always be forced within the boundaries of the personal sphere and must not emerge, as they are considered an element of disorder as well as a sign of weakness. Interestingly, there is little literature applied to a psychoanalytic approach to the managerial world. It might be useful to analyze how certain behaviors, more or less useful and functional, find a reason to be in the leader. For example, many managers with their aggressive or at least authoritarian behavior may compensate for the self-worth wounds that have been inflicted on them since childhood, adolescence. Leaders who have built their own style of conduct in building self-esteem and have a great desire for redemption sought through recognition by others. The tendency is probably to be increasingly faced with forms of leadership where the manager always and continuously needs to get feedback on their intelligence or personal intellectual acumen.

CHAPTER 2

The paper develops, from the theoretical and experimental factor of view, the relevance of management in organizational contexts and running agencies, with a focal point on know-how the connection among the leader, the control of alternate and the demanding situations of the future, to recognise what are the talents and attitudes with a view to be a essential luggage for the leaders of tomorrow. In order to recognize the relevance of management, it's miles essential to outline earlier what management is and what precise reference is made to while handling the subject. As a preferred rule, management may be interpreted as a manner of have an impact on permitting selections to be taken and moves to be taken to be understood and accepted, facilitating person and collective efforts to obtain not unusualplace objectives. It is essential to notice that, while discussing management, intense care must be taken now no longer to confuse it with different factors consisting of managerial activity, which is composed best withinside the control of positive elements however which does now no longer have an effect on the non-public sphere

of its followers, and the exercising of energy that derives from the hierarchical role and this is configured as a scenario a ways eliminated from the management, each through mode of execution and through kind of courting this is set up among humans. Leadership can consequently be described as an organisational want and as one of the simplest varieties of social manipulate as it entails interpersonal have an impact on, steering of humans and the idea of responsibility, therefore indelibly marking the distinction from the mere exercising of energy and authority. Nevertheless, it's miles plain that management is frequently discovered in folks who keep positions of responsibility, whose organizational selections have an impact on the duties and sports of different humans withinside the identical organization. Therefore, theoretical classifications of management are fashioned which, at the same time as spotting the electricity of a frontrunner now no longer primarily based totally on his personal role of hierarchical authority, nonetheless derive from this configuration of the enterprise pyramid. However, as time progresses and revolutionary fashions and theories emerge as set up, an increasing number of frequently reference has been made to management that can't be recognized in hierarchical roles, particularly in conditions consisting of groups or running agencies inside organizations. In this sense, a category of classical procedures to management enables to recognize what's the evolutionary line of theories and studies achieved on this field:

Theories dependent on the character qualities of the pioneer: the methodology of the hypothesis of attributes depends on a straightforward yet solid essential thought: the character of the pioneer is, in a portion of its parts, unique in relation to that of the individuals who are not pioneers and can not the slightest bit try to be. The attribute of the pioneer is a trait of the character that recognizes and joins every one of the pioneers over the individuals who can be thought about only as devotees. It is thusly conceivable to sum up this hypothetical pattern in a very brief manner with the motto "pioneer is conceived". This methodology, which is quick to show up sequentially in the writing, has lived from the second 900 until the early long periods of the year 2000 a revultion by the most prominent researchers in the field, in light of its rationalities exorbitantly connected to the hereditary qualities of the person. It has been accordingly revalued on account of new examinations that have restored part of this vein in a cutting edge viewpoint of worldwide investigation of the person.

Behavioral Learning Theories: The social way to deal with the investigation of initiative moves the subject of conversation to a totally extraordinary consistent plane from that of natural speculations. The thought isn't to examine the pioneer himself, in his own and actual attributes, yet to see what the compelling pioneer does, what perspectives, activities and styles he sets up to make a bunch of practices valuable for the individuals who need to assume the part of pioneer. The inspiration driving this significant change in research is connected to an adjustment of the reference worldview. We proceed onward to the possibility that "pioneers become" and that in this manner investigating the conduct of pioneers is the most helpful route to figure out which perspectives to have the option to dominate for powerful administration. The outcome is various investigations and models that mean to comprehend the most well-known styles and mentalities among pioneers and the related measurements that are generally pertinent to an all around the world viable administration.

Theories dependent on possibility draws near: the suspicion from which they move every one of the commitments ascribable to the pattern of possibility hypothesis is that it is difficult to characterize and follow a solitary style of authority that, applied in any situation, is compelling. For such a hypothetical pattern the circumstance decides the adequacy of the applied authority style. Every one of the models grew thusly don't claim to be "one most ideal way" however a quest for the best style conceivable as per the circumstance where the pioneer is called to work. In such manner, it ought to be noticed that the three most notable models are the topic of conversation in the elaboration.

Fiedler's LPC model: useful when there is a need to understand the critical relationship that exists between the leadership style, the situation and the performance of organizational tasks within the groups.

The Path-Goal model: useful to evaluate the relationship between the behavioral aspect of the leader and group performance using as a basic tool the motivational theory of expectation-value, in order to understand the critical role of the leader within the group.

The situational model of Hersey and Blanchard: useful in cases where you need to understand the level of availability of the follower to follow the leader, his vision and the directives that he imparts.

Process-based theories: it differs sharply from previous approaches in that it has as its element of study the process through which the relationship between the leader and his collaborators is formed, with a focus on why followers recognize the figure of the leader as a guiding element of their actions. In this vein there are two possible categories of leaders based on the relational process: transactional leaders, whose relationship with subordinates is based on mutually beneficial transactions, and transformational leaders who influence subordinates in transcending personal interests and transforming themselves into agents of a collective goal.

The transactional leadership style can be summarized in two typical behaviors: giving rewards directly proportional to the results obtained by the collaborator and the objectives achieved; managing situations by anticipating any deviations from predetermined qualitative and quantitative standards, thus avoiding undesirable performance. The transformational leader, on the other hand, can influence the construction of his relationship with collaborators through dynamics and styles among the most different, leading to a problem of definition and framing. In general, however, it can be interpreted as one who stimulates and inspires employees to achieve extraordinary results and to develop their leadership skills. He helps employees grow and become leaders in turn, empowering them and developing common goals.

CHAPTER 3

Markets change, contexts change, in a vision that is becoming ever wider and global; change in organizations becomes a strategic process necessary to stay on the market that becomes increasingly competitive, competitive and discontinuous. Knowing how to manage change, therefore, is a strategic competence for a leader at the head of a team or an organization. Internal and external pressures move companies towards new contexts, to try new technologies to look for new markets, so it is essential to reorganize roles and responsibilities, introduce new rules and processes. In these contexts, leaders who fail to navigate change fail to maintain the governance of the company by creating confusion on the new direction to be taken and hindering

the development of themselves and others. Every situation of change generates small big impacts in people, that the first commitment of a leader is to recognize and accept the difficulty and recognize the beliefs and emotions underlying these situations but also to mobilize new energies and develop new skills, trying to involve and recruit the support of key people to help establish new balances. European industry is the world forerunner in numerous areas, addresses 20 % of the EU's absolute added esteem and utilizes 35 million individuals in the EU. In March 2019, the European Council along these lines required a complete and long haul EU modern arrangement technique, joined by an incorporated way to deal with a more profound and more grounded single market. The procedure introduced by the Commission on 10 March means to fortify the intensity of the European Union and its essential self-governance, at a time marked by international dynamism and expanding worldwide rivalry. The Commission has in this manner introduced a bundle of drives laying out another methodology, despite the fact that it is portrayed by a firm connection to the upsides of the Union and the practices of the social market. Enormous and little ventures, creative new companies, research focuses, specialist organizations, providers and social accomplices: all European industry players will profit by a progression of activities to help them. The new European modern procedure, to protect mechanical authority, will add to accomplishing three key needs: keeping up the worldwide seriousness of European industry; guaranteeing a level battleground at public and worldwide level; making the EU environment impartial by 2050, forming its computerized future. The technique proposes an extensive arrangement of future activities. First and foremost, an activity plan on protected innovation, pointed toward guarding mechanical power, advancing a level battleground around the world, fighting licensed innovation burglary and adjusting the legitimate structure to the green and computerized progress. The continuous survey of EU rivalry rules, including the continuous appraisal of consolidation control and the suitability of the State help rules, will guarantee that European standards are fitting for a quickly evolving economy, progressively computerized, in a greener and more round point of view. As well as utilizing the instruments offered in terms of professional career protection systems, by the center of the year, The Commission will receive a White Paper to address the distortive impacts of unfamiliar appropriations in the single market and to resolve the issue of unfamiliar admittance to public acquisition and EU subsidizing. The issue of unfamiliar

appropriations will be the subject of a proposed lawful instrument in 2021. In equal, continuous work will keep on fortifying worldwide standards on industry endowments inside the World Trade Organization (WTO)and activities to address the absence of shared admittance to public acquirement in third nations. Measures have additionally been wanted to modernize and decarbonise energy-escalated ventures to help maintainable and wise versatility businesses, to elevate energy effectiveness and to guarantee an adequate and steady stock of low-carbon energy at serious costs.The Commission has likewise interceded to fortify Europe's mechanical and vital self-governance by guaranteeing the inventory of fundamental crude materials through an activity plan for fundamental crude materials and drugs, laying out another EU drug technique.Furthermore, a collusion for clean hydrogen has been set up to speed up the decarbonisation of the business and keep up modern initiative, trailed by a partnership for low-carbon ventures and a coalition on the cloud, mechanical and ware stages. The Commission will efficiently examine the dangers and requirements of the distinctive mechanical environments. In completing this investigation it will work in close cooperation with an open and comprehensive modern discussion, set up by September 2020 and made out of industry agents.Little and medium-sized endeavors (Smes), by ideals of their vital part in the European modern texture, have a particular mechanical technique which expects to help them all through the single market and past, to lessen regulatory weights, admittance to fund and add to the green and computerized progress. At last, substantial measures have been visualized to eliminate the obstructions to the legitimate working of the single market, the EU's most significant asset, to empower all European organizations to develop and contend. The current circumstance in Italy and the different weaknesses have been investigated, from an advanced perspective, where a solid speed increase is expected to contend at European level and to adjust to the new exchange.