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HOLISTIC LEADERSHIP OF MODERN INNOVATIVE ORGANISATIONS: MODEL TRAUTIN - L

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Abstract: *Holistic leadership, based on model TRAUTIN – L, in the ambient of innovative culture, is a strategic tool for activating creative potentials in modern innovative organizations. Empiric research, in a sample of eighteen innovative organizations in Serbia, confirmed that transformational, authentic and innovative leadership are at a high and a very high level of development. A very high level of development of the management competencies for holistic leadership is a reflection of the highly successful innovative organizations, which are the innovative leaders in their branch. In the framework of the quantitative paradigm, by using standardized instruments of research, the strategic role, as well as the complementarity of holistic leadership based on model TRAUTIN – L was confirmed, with very highly developed innovative culture of successful innovative organizations.*

Keywords: *Innovative organization, holistic leadership, model TRAUTIN-L, innovative culture.*

1. INTRODUCTION

In the conditions of general globalization of marketing activities, in the turbulent and fluid environment, adapting to change is the survival condition of every modern organization. Modern innovative organizations, which endeavour to maintain the status of innovative leaders in their branch, are getting aggressive in their approach, thus relentlessly imposing the rhythm and direction of the innovative competitiveness. Modern challenges impose changes whose focus is on...” **restoring confidence, hope, and optimism, being able to rapidly bounce back from catastrophic events and display resiliency; helping people in their search for meaning and connection by fostering a new self-awareness**”. (Avo-

lio & Gardner, 2005:316) The most important and most influential modern ways, styles and concepts of leadership, and/or theory of leadership, which impact creation of long-lasting competitive competency and business success of modern organizations, include the following: 1. Transformational Leadership, 2. Authentic Leadership and 3. Innovative Leadership (Dinh et al., 2014). Holistic leadership model (**TRAUTIN - L: Transformational, Authentic, & Innovative Leadership**), as well as innovative culture, are strategic tools for creating modern innovative organizations (Whetten and Cameron, 2010; Wagner et al., 2012). Innovative culture is complementary to the concepts of transformational, authentic and innovative leadership. High innovative status of modern organizations largely depends on intensive implementation of knowledge management, while ...**“Knowledge management and innovations identify and position organisations which can create and capitalize new knowledge“**. (Belović, 2004)

2. HOLISTIC LEADERSHIP

2.1 Model of managerial competencies for holistic leadership

TRAUTIN - L

Transformational, authentic and innovative leadership, within the competence model of holistic leadership TRAUTIN – L, as well as innovative culture, represent strategic tools for creation of modern innovative organizations (Whetten and Cameron, 2010). Transformational leadership is a leadership style which enables modern innovative organizations to adapt quickly to intensive changes in the environment. Research results steadily confirm its effectivity and efficacy, as well as a high level of individual and organizational successfulness. Transformational leadership refers to the manner of leadership, whereby a leader possesses a charisma, enhances intellectual stimulation, individualizes judgment and strengthens inner motivation of followers. Transformational leader ...**“behaves like a mentor and counsellor, listens and cares about his employees, inspires growth and development of the employees and recognizes differences among their needs. All this leads to the best use of their knowledge and skills”**. (Bass, 2003) Transformational leadership entails a higher level of energy and effort deployed by an individual, team or organization, thus it makes a basis for strategic creation of innovative organizational culture (Whetten and Cameron, 2010). Empiric researches of transformational leadership style have shown a high level of positive correlation with success and lasting competitive competency of modern innovative organizations (Dinh et al., 2014: 36-38). Authentic relationship is a relational concept and a new paradigm of leadership, based on ...**“self-awareness and self-regulation. It emphasizes psychological and positive dimensions with a concept “be conscious to oneself” and is involved with how to pass it on from leaders to followers”**. (Algera&Lips-Wiersma, 2012:119)

The concept of authentic leadership contains the following components: self-awareness, self-regulation, internalizing moral prospects, balanced processing of information and relational transparency of leaders (Walumbwa et al., 2008: 92). Balanced processing is the... **“objective evaluation of all relevant information before making decisions”**. (Walumbwa et al., 2008:95)

A high level of positive correlation between authentic leadership and innovative culture

is a characteristic of highly successful innovative organizations (Whetten and Cameron, 2010). Innovative leadership, alongside with innovative culture, mostly determines the innovative status of modern organizations. Competencies for innovative leadership are defined ...”**as new knowledge, experience, added value of human capital, potential of an individual attached to innovative thinking, constant search for optimal actions and new knowledge, which is all reflected in their workings.** (Pakiž, 2012:16) Model of fundamental managerial competencies for innovative leadership comprises: creativity, initiative, integration of perspectives, capacity of anticipation and change leadership. (Wagner, S, et al. 2012: 34). By experimenting with application of new ideas the employees make mistakes, but ... **“innovative managers tolerate mistakes, especially those mistakes which result from searching new ways of directing joint working”.** (Radosavljević, 2008:85) Innovative culture is a strategically important construct of organizational behavior for creating modern innovative organizations. Organizational culture ...”**is a competitive advantage in organizations mainly to the extent to which it is a common, consensual, integrated set of perceptions, memories, values, attitudes and definitions”.** (Cameron&Quinn, 2006:61) The main characteristics of innovative culture are: innovation leadership and entrepreneurship, leadership for future, leadership for development and change, leadership for creativity and leadership for flexibility. Innovative culture as a part of general organizational culture can be compared with **“the reflected ray of various intensity lighting up different parts of the field on which a game is played according to the rules set in advance where players have a feeling of certainty that they are doing the right things in the right (correct) way.** (Hasanović, 2008:7) Innovation culture is a synonym for a knowledge culture, and holistic leadership in organizations supports creation and transfer of knowledge, emphasizes creativity, innovations, learning and readiness to share knowledge with others. Innovative climate is the ambient for displaying creativity, tolerance for differences, experimenting with new ideas, commissioning employees, successful work of creative teams and open horizontal and vertical communication. Basic characteristics of the innovative climate are flexibility, innovativity, openness towards change and reflexivity. They are completely complementary with values of innovative culture Adhocracy (Cameron i Quinn, 2006). The research on organizational climate relies on ...”**the experience which was created in an individual by organizational culture and other elements of organizational environment, i.e. the climate is close to experience – it is superficial and easily accessible”.** (Allen, 2003:63) The research on innovation climate in Serbia and its environment have shown that highly successful organizations possess general, optimal and super optimal innovation climate, with various value variations of climate factors (Hasanović, Pajić, Murselović, 2014: 461).

3. RESULTS OF EMPIRICAL RESEARCH

3.1 Theoretical-metodological framework of empirical research

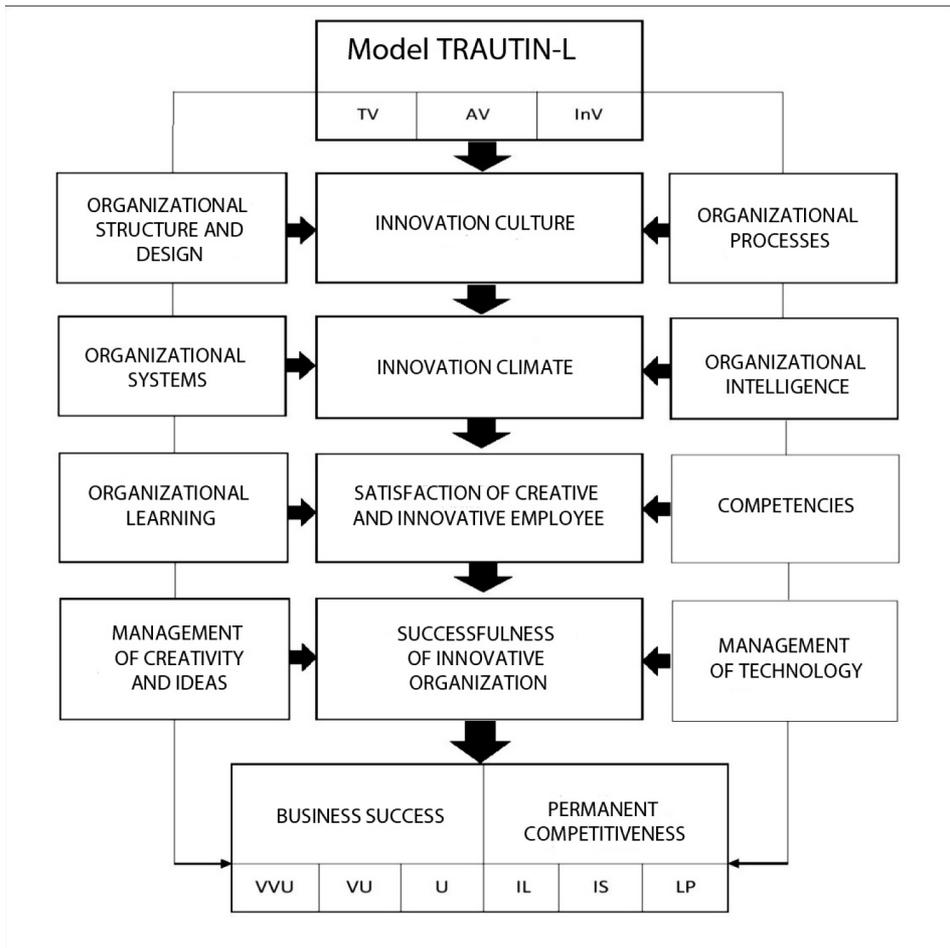
Within quantitative paradigm of research, a degree of development of managerial competencies for holistic leadership based on “TRAUTIN-L” model, is diagnosed and measured by use of the following standardised instruments: 1. Transformational leadership style: The Multifactor Leadership Questionnaire (MLQ 6S, Northouse, 2010), 2. Authentic leadership

concept: The Authentic Leadership Questionnaire – managerial self-report (ALQ, Northouse, 2013) and 3. Innovative leadership concept: The Innovative Leadership Questionnaire (ILQ, Wagner, S. et al. 2012) which has been shown to be ...”**a useful tool for diagnosing and measuring a set of present competencies in everyday practice of leading innovative organizations**”. (Wagner et al., 2012:34) For diagnosing and measuring Innovative culture, according to the Competency and Values Framework (CVF), a standardized Questionnaire for diagnosing and measuring organizational culture was used (OCAI, Cameron i Quinn, 2006). According to 270 degree appraising method, the focus of research was on members of managerial population on all three levels of management/leadership in innovative organisations. The research started from a basic hypothesis that managerial competencies for holistic leadership based on TRAUTIN-L method are highly complementary to innovation culture in creating positive performances of modern innovative organizations. The sample is targeted and nonrepresentative and refers to eighteen highly and very highly successful innovative organizations in Serbia. These organizations are Innovation leaders or Innovation followers in their branches. The targeted and nonrepresentative sample proportionally included six large, medium and small organizations from manufacturing, manufacturing and services and service sector.

3.2 Model of managerial competencies for holistic leadership TRAUTIN-L

Results of empirical research are displayed according to the hypothesis system from theoretical-methodological framework. Quantitative indicators of research are converted into qualitative categories, in accordance with metrical characteristics of standardized research instruments. For the research sample totality, we can conclude that holistic organizational leadership, based on TRAUTIN-L method, very highly developed in very highly successful organizations which are innovation leaders in their branch. Competence model of holistic leadership TRAUTIN-L is complementary to very highly developed Innovation culture in eight out of nine very highly successful organizations which are innovation leaders in their branch. On the basis of empirical research results, it can be concluded that very highly successful innovation organizations are distinguished by very highly developed styles and concepts of transformational, authentic and innovation leadership.

Therefore, the elaboration hypothesis H1 was completely confirmed by this research. Modern innovative organizations which achieve very high success are distinguished by very highly developed General model of managerial competencies for holistic leadership TRAUTIN-L which is complementary to very highly developed innovation culture.



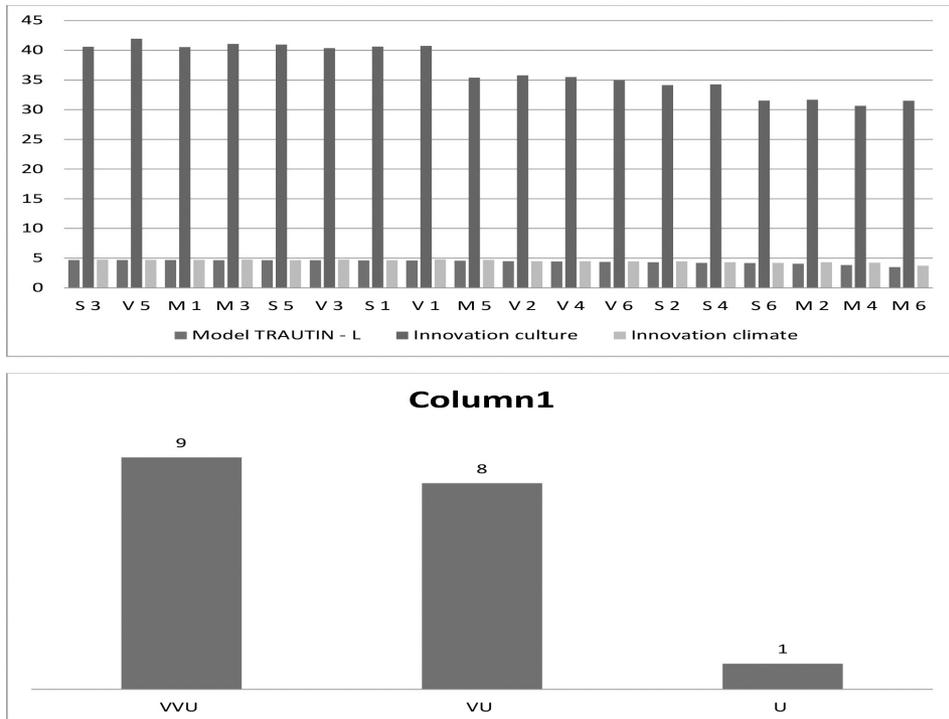
Picture 3.1 Schematic diagram of theoretical-methodological reaserach framework: wider context

(Source: Belović, D. 2017, Results of theoretical and empirical research)

4. INSTEAD OF A CONCLUSION

Results of empirical research have clearly shown that managerial competencies for holistic leadership, as well as innovative culture, are strategic tools for creating modern innovative organizations. Periodicity, representativity, reliability and comparability of research results with the surroundings (regional, European, world) enable making realistic conclusions on innovation capacity of modern innovative organizations in Serbia. Modern innovative organizations which achieve very high success are distinguished by very highly devel-

oped General model of managerial competencies for holistic leadership TRAUTIN-L which is complementary to very highly developed innovation culture. Transformational, authentic and innovation leadership, in all very highly successful organizations, which are innovation leaders in their branch, exhibit a very high level of development. It was confirmed that they are individually complementary to very highly-developed general model of holistic leadership TRAUTIN-L and a very highly-developed innovation culture.



Picture 3.2 Model TRAUTIN-L: complementarity with research constructs

(Source: Belovic, D. 2017, Results of empirical research)

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