LEADERSHIP CHARACTERISTICS AS A RESOLUTE RESPONSE TO GLOBAL RISKS - THEORY AND RESEARCH

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Abstract: *Historically, within the framework of the approach to leadership qualities, as part of the already formatted theory of leadership, the search for the qualities of successful leaders first began. A priori, the attitude was that individual characteristics are characteristic only of leaders, but not of their followers, in situations where these interactions take place, and which are crucial for the organization, party or any other social structure. The personality of the leader is emphasized as a key factor in the success of this process. The theory of the great man, which prevailed in the first half of the last century, emphasizes that the key to effective leadership is that the leader has certain qualities. According to this approach to leadership, which starts from the practical actions of the leader, his personality has a central place in leadership as a process.*

Keywords: *leadership characteristics, global risks, leadership theories, gender and generational perspectives, case studies.*

1. INTRODUCTION

Scientists in the 20th century showed great interest in the personal characteristics of a leader. It was the first systematic attempt to study leadership. In the early years of the 20th century, leadership qualities were studied through the personal qualities of *great people.*

This approach is called the *theory of the great man.* Researchers focused on identifying the inherited qualities and characteristics possessed by great statesmen and

military leaders (e.g., *Abraham Lincoln, Indira Gandhi, Mohandas Gandhi, Catherine the Great, Napoleon Bonaparte,* etc.). They were believed to be born with the leadership characteristics and leadership qualities that a *great man* possesses. Research had focused on identifying specific characteristics that clearly distinguish leaders from followers[1, 2, 3].

In the middle of the 20th century, the personal characteristics of leaders are explored from the perspective of the universality of these characteristics. Large research[4] has suggested that there is no consistent set of leadership traits that distinguish leaders from unprofessional people in different situations. An individual who is effective as a leader in a certain situation does not have to be a leader in another, new situation. Instead of the qualities that individuals have, leadership is seen as a relationship between people in a social situation[5].

The theory of leadership qualities has aroused great interest among researchers in its explanation of how it affects leadership[6].. Previous studies have focused on the analysis of leadership qualities. *Lord, DeVader, and Alliger*[7] found in the meta-analysis that personality traits are strongly associated with individual perceptions of the individual as a leader. Similarly, *Kirkpatrick and Locke*[8] have gone so far as to claim that effective leaders are people who differ from their followers in several key respects.

1   Bass, B. Bass and Stogdill's handbook of leadership: A survey of theory and research, Free Press, New York, 1990.
2   Jago, A. Leadership: Perspectives in theory and research, Management Science, 28(3), 1982, pg. 315-336.
3   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.
4   Stogdill, R. Personal factors associated with leadership: A survey of the literature, Journal of Psychology, 25, 1948, pg. 35-71.
5   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2013.
6   Bryman, A. Charisma and leadership in organizations, Sage Publications, Inc, London, 1992.
7   Lord, R., DeVader, C., Alliger, G. A meta-analiysis of the relation between personalty traits and leadership perceptions: An application of validity generalization procedures, Journal of Applied Psychology, 71, 1986, pg. 402-410.
8   Kirkpatrick, S., Locke, E. Leadeshp: Do traits matter? The Executive, 5(2), 1991, pg. 48- 60.

Leadership theory has again attracted attention through the current emphasis placed by many researchers on visionary and charismatic leadership[9, 10, 11, 12, 13, 14].

Charismatic leadership came to the forefront of public attention after the 2008 election of *Barack Obama* as the first African-American president of the United States. Barack Obama, among many positive qualities, also has a leadership line in his charismatic personality. In the study, tasked with determining what distinguishes a charismatic leader from other people, *Jung* and *Sosik*[15] found that charismatic leaders have constant self-control traits, manage their image and the impression they leave on other people, are motivated to achieve social power and possess innate incentive for self-realization. The whole approach or theory of personality began with a focus on identifying the qualities of *great people*, then moved on to the situational influence of leaders and now, once again, tried to point out the critical role of leadership qualities of an effective leader.

The approach to the problem of leadership as a set of personality traits of leaders, as leaders of a certain process, does not include the relationship of leaders and job requirements in a certain situation, nor what leaders do in certain circumstances. The theory of leadership qualities starts from the assumption that the organization will function better if the way in which people in managerial positions perform their work is determined. A practical, but essential task of the organization is to find people who have such a set of characteristics. In technical terms, in the search for leaders, different methods are usually used to assess personality in the form of: psychological measuring instruments, personality traits and monitoring. The hypotheses on which these procedures are based are that the professional choice of the right people increases the efficiency of their functions, and thus the organization. Organizations can determine the characteristics and qualities that are important to them for leader-

9   Bass, B. Bass and Stogdill's handbook of leadership: A survey of theory and research, Free Press, New York, 1990.

10   Bennis, W., Nanus, B. Leaders: The strategies for taking charge, Harper & Row, New York, 1985.

11   Nadler, D., Tushman, M. What makes for magic leadership? In W. E. Rosenbach & R. L. Taylor (Eds.), Contemporary issues in leadership, Boulder, 1989, pg. 135-139.

12   Zaccaro, S. Organizational leadership and social intelligence, In R. Riggio (Ed.), Multiple intelligence and leadership, Lawrence Erlbaun, New Jersey, 2002, pg. 29-54.

13   Zaleznik, A. Managers and leaders: Are they different? Harvard Business Review, 55, 1977, pg. 67-78

14   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.

15   Jung, D., Sosik, J. Who are the spell biders? Identifying personal attributes of charismatc leaders, Journal of Leadership & Organizational Studies, 12, 2006, pg. 12-27.

ship in a key position, and then, using personality assessment techniques, determine whether the planned person meets their needs.

The problems of the approach from the position of leadership qualities are focused exclusively on the leaders, and not on the followers or the situation, which makes the theory of personality more direct than other approaches. In this way, the dominant characteristics of leaders are determined, they are sought and found in individuals who possess such characteristics[16, 17]..

The literature on leadership to date has created a list of countless universal attributes of leadership, and even more concepts of *key leadership qualities.* In the 21st century there is a shift of focus towards gender and generational perspective and **global way of thinking,** as a critical attribute of leadership for the development of cultural acceptability, learning development, skills, openness, inclusiveness, long-term-system thinking and navigation-management complexity[18, 19].

Today's leaders, political, corporate or civil society leaders, must act in a dynamic, global environment and respond authoritatively to pressures and trends.

2. THE EVOLUTION OF THE CONCEPT OF LEADERSHIP CHARACTERISTICS (1948. – 2004.)

Although the study of the characteristics of leadership qualities lasted for almost the entire 20th century, only *Stogdill* gives a good overview of this approach[20, 21, 22]. In his first research, Stogdill synthesized over 120 studies conducted between 1904 and 1947. In his second study, he analyzed several studies that were completed between

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16   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011, pg. 150.
17   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.
18   Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 3.
19   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
20   Stogdill, R. Personal factors associated with leadership: A survey of the literature, Journal of Psycgology, 25, 1948, pg. 35-71
21   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2013.
22   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.

1948 and 1970. Through the analysis of his two studies, we can get a clear picture of which characteristics of individuals contribute to the maintenance and development of the leadership process.

In the first study, *Stogdill* identified a group of important leadership characteristics that are related to the way individuals from different groups become leaders. His results show that group leaders differ from the average member in the following eight traits: *intelligence, awareness, understanding, responsibility, initiative, perseverance, trust, and sociability.*

The results of Stogdill's first research suggested that an individual does not become a leader just because he has certain attributes. Instead, the qualities that a leader possesses need to be relevant to the situation in which the leader is acting. A leader in one situation does not necessarily have to be a leader in another situation[23]. Research has shown that leadership is not a passive state, but the result of an active relationship between the leader and other members of the group. This study marked the beginning of a new approach to the study of leadership that focuses on the behavior of leaders in different situations.

Stogdill's second study was published in 1974. *Stogdill* analyzed 163 new studies and compared them with the results of his first study. The second study is more balanced in describing leadership traits and roles. While the first study suggests that leadership is mostly determined by a specific situation rather than personal factors, the second study gives greater focus and importance to two equally important factors: the situation and personal characteristics of the leader - as determinants of leadership. The second study basically confirmed the original idea that personal qualities of a leader are part of leadership in the broadest sense.

Similar to the first study, in his second study *Stogdill* identified personal characteristics of a leader that are related to his leadership in the organization. He provided the following ten characteristics of a leader:

1. Achievement - complete the task and take responsibility;
2. Energetic - persistence and perseverance in achieving goals;
3. Insight - takes risks and be original in defining goals;
4. Initiative - takes the initiative in social situations;
5. Self-confidence - self-confidence and a sense of personal identity;

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23   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2013.

6.   Responsibility - willingness to accept the consequences of their own decisions and actions;

7.   Cooperation - readiness to absorb interpersonal stress through the process of cooperation;

8.   Tolerance - willingness to tolerate frustration and procrastination;

9.   Influence - the ability to influence the behavior of others;

10**.** Sociability - the ability of social interaction, especially in conditions when all activities are under control (socialization through interaction).

Mann[24] conducted a similar study that provided more than 1,400 pieces of information on personality fixation and leadership in small groups, but with little attention focused on the role of situational factors in leadership. *Mann* had before him the results of a large number of new studies, so based on the study he concluded that the leader compared to other members of the group has the following seven characteristics:

•   Intelligence - is more important for the leader of the group whose activities require enhanced intellectual activity, but also for groups that perform routine work tasks;

•   Self-confidence - a trait that inspires confidence in the one who possesses it and which Mann marked as masculinity (masculinity);

•   Adaptability (flexibilityy) - bearers of this feature are able to find the optimal solution in any unforeseen situation;

•   Domination - is expressed in the desire for power and prestige; encourages further leadership;

•   Extroversion - manifests itself through open and easy establishment of contacts with others;

•   Interpersonal sensitivity - the ability to accurately assess other people's motives, intentions and attitudes;

•   Reduced conservatism - willingness to accept moderate change;

In this study of leadership characteristics, *Mann* found that there is a reciprocal relationship between leadership and conservatism through seven leadership traits. The relationship between these dimensions indicates a negative correlation. According to him, the leaders are less conservative members of the group, but the relation-

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24   Mann, R. A review of the relationship between personality and performance in small groups¸ Psychological Bulletin, 56, 1959, pg. 241-270.

ship is not linear. In cases where members prefer authoritarian personalities, then leaders are also authoritarian, which means that at that time, leaders who valued predominantly conservative characteristics were valued[25, 26].

Although not exclusive, with an a priori view, *Mann* suggests characteristics that can be used to distinguish leaders from non-leaders. His results identified a strong leader in the following six traits: *intelligence, maturity (seriousness), adaptability, dominance, extroversion, and conservatism*[27].

Lord, DeVader, and Alliger[28] evaluate Mann's[29] research using more complex procedures (meta-analyzes) and identify three key traits of a leader: intelligence, maturity, and dominance, as significant traits that personalize a leader. From their findings, the authors strongly argued that personality traits could be used to discriminate the situational relationship between leaders and non-leaders. Both of these studies were conducted during a period in American history in which leadership was the privilege of men in almost all aspects of business and society. Masculinity and domination were essential features of an effective relationship between leader and non-leader.

One of the research studies advocates the fundamental importance of leadership qualities. *Kirkpatrick and Locke* argued that it was unequivocally clear that leaders were *not like other people.* From a qualitative synthesis of previous studies, Kirkpatrick and Locke derived the postulate that leaders differ from non-leaders based on six traits that characterize leadership: *perseverance, motivation, integrity, self-esteem, cognitive abilities, and job knowledge.* According to *Kirkpatrick and Locke,* individuals can be born with these characteristics or learn them, or both. These six qualities are the real thing a leader should possess. *Kirkpatrick and Locke* argue that leadership qualities distinguish one person from another and that difference should be recognized as an important part of management[30, 31, 32].

25   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011, pg. 127-128.
26   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.
27   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2016, pg. 19-23.
28   Lord, R., DeVader, C., Alliger, G. A meta-analiysis of the relation between personality traits and leadership perceptions: An application of validiy generalization procedures, Journal of Applied Psychology, 71, 1986, pg. 402-410.
29   Mann, R. A review of the relationship between personality and performance in small groups¸ Psychological Bulletin, 56, 1959, pg. 241-270.
30   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2016, pg. 19-23.
31   Kirkpatrick, S., Locke, E. Leaders: Do traits matter? The Executive, 5(2), 1991, pg. 48-60.
32   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of

McDavid and Harari[33] came to a similar result as *Mann*, in their synthesis of leadership qualities. They conclude that the characteristics of leaders are: *sensitivity to the needs and requirements of members, flexibility in adapting to changes and a sense of responsibility for the functioning of the group, which is manifested through taking initiatives and potential risk for actions expected to contribute to group success.*

During the 1990s, scientists began to explore the relationship between leadership traits and social intelligence, explaining social intelligence as the ability to recognize one's own and others' feelings, thoughts, actions, and behaviors accordingly[34, 35].. *Social intelligence is defined as the ability to understand social awareness, social skills, self-observation,* and the ability to choose the best response in emergencies and turbulent environments. Numerous studies have shown that these capacities are key qualities that effective leaders must have. *Zaccaro, Kemp and Bader*[36] included leadership and social skills as attributes of leadership in the category.

Table 2.1 provides an overview of performance characteristics identified by researchers of leadership trait theory. The table clearly shows the breadth of leadership-related characteristics. The table also illustrates how difficult it is to choose certain qualities as definite leadership qualities. Some of the leadership traits appear in a large number of researchers, while others appear in only one or two studies. Despite the lack of precision in the table, it nevertheless represents a general convergence of research on what qualities a leader needs to possess in order to be successful.

leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.

33   McDavid, J., Harari, H. Psychology and Social Behavior, Harper & Row, 1974.

34   Ibidem.

35   Zaccaro, S. Trait-based perspectives of leadership, American Psycgologist, 62, 2007, pg. 6-16.

36   Zaccaro, S., Kemp, C., Bader, P. Leader traits and attributes, The nature of leadership, Sage, CA, 2004, pg. 101-124.

Table 2.1. *Leadership characteristics (various researchers)* [37, 38, 39]

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, Alliger (1986)	Kikpatrick, Locke (1991)	Zaccaro, Kemp, Bader (2004)
Intelligence Vigilance Understanding (insight) Responsibility Initiative Perseverance Self-confidence Sociability	Intelligence Self-confidence (safety, masculinity) Flexibility (flexibility, adaptability) Dominance Extroversion Interpersonal sensitivity Conservatism	Achievement Energetic Perceptiveness Initiative Self-confidence Responsibility Cooperation Tolerance Influence Sociability	Intelligence Masculinity Dominance	Persistence (energy) Motivation Integrity Trust (security) Cognitive abilities Knowledge of the task	Cognitive abilities Extroversion Conscientiousness (calmness, sobriety) Emotional stability Openness Reconciliation (cooperation, kindness) Motivation Social intelligence Self-assessment (self-observation) Emotional intelligence Ability to solve problems

We have already stated that the earliest studies on leadership focused on personality traits, often defined as *the theory of the great man.* This approach, in essence, assumes that leaders are born with a genetic predisposition to leadership. Researchers sought to identify personality traits that would be necessary for effective leadership. This theory encourages a relatively new field of psychology that explores personality, intelligence, and other qualities needed for leaders. However, in the late 1940s, *Ralph Stogdill* found a statistically significant difference in hundreds of studies in his studies and research, which sufficiently indicates the difficulties in predicting effective

37   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2016, pg. 22.

38   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.

39   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011, pg. 132-131.

leadership. *Stogdill*'s famous paper (1948) basically stopped further research into the theory of leadership qualities in the next few decades[40].

The research project, which belongs to this theoretical orientation, latently hypothesizes that organizations function better when the people in them are in managerial positions, with appropriate management profiles. The task of the organization is to find these people and put them in appropriate jobs with the help of various, above all, psychological techniques for assessing personality. Therefore, it is expected that the application of the professional selection procedure will find the right people in the right jobs and that their behavior will increase the efficiency of the organization. The top management of the organization is required to specify the characteristics or qualities that are important to them for a particular position and to assess the personality of employees in terms of having the necessary characteristics[41].

Despite a number of significant cognitive and methodological limitations of the obtained results of numerous research projects, they still enable, as we have already said, a certain communication and interpretation. The study of leadership, whose subject is the identification of relatively stable personality traits that distinguish a leader from a follower and an effective leader from an ineffective one, gave valuable results. The search for leadership traits through hundreds of studies has led to a list of data that has been narrowed down to a few traits that show the strongest association with effective leadership. The basic premise of leadership trait theory is that people are born with inherited traits. Some traits are especially suitable for leadership. Good leaders have the right (or sufficient) combination of leadership qualities. Early research on leadership traits was based on a psychological focus, that people have inherited characteristics and traits. Researchers have focused on discovering these traits, often by studying successful leaders.

McCall and Lombardo[42] explored and identified four main characteristics by which a leader or manager can progress or *be derailed*:

• Emotional stability and humility (calmness) - quiet, confident and collected, especially when under stress.

• Error acknowledgment - does not resort to concealing the error through energy loss, but accepts the error as a normal occurrence in the work, organization and group.

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40   Drury, S. Handbook of Leadership Theory for Church Leaders, Regent University, 2003.
41   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011.
42   McCall, M., Lombardo, M. Off the track: Why and how successful executives get derailed, Centre of Creative Leadership, 1983.

- Good interpersonal skills - able to communicate and persuade others without resorting to negative or coercive tactics.

- Intellectual breadth - understands a wide range of areas, rather than having a narrow area of expertise.

Research from various studies on leadership qualities has shown that they improve the quality of leadership. Over time, inherited traits are marginalized, and importance is given to learning and the situational factor, which were considered far more realistic as a reason for gaining leadership positions[43].

Paradoxically, research on twins separated at birth, along with new scientific approaches to behavioral genetics, has shown that hereditary traits are much more important than previously thought.

What, after all, can be said about researching leadership qualities? The century of research has provided an expanded list of traits that an individual should possess by birth or education, if he wants others to see him as a leader. Some of these traits are central to leadership. Mutual comparisons of perceptions of leadership qualities indicate similarities, but also important differences of the conceived list. They contain diverse personality traits, but also habits, attitudes and value orientations. Some of the features appear in multiple studies, while others appear in only one or two. Although the data in *Table 2.1* lack precision, it represents a general convergence of research into the characteristics of leadership[44].

3. EARLY ESTIMATES

Thomas Carlyle, a Scot, philosopher, writer, historian and essayist, and *Sir Francis Galton*, an English man; with the knowledge of *Renaissance man* - universal genius in the Victorian era of Great Britain - were the founders and first researchers of the theory of personality (*leadership characteristics*).

Their ideas, published in the mid-19th century, did much to establish and consolidate, popularize, and gain great support of personality theories, based on their thinking at the time, for many years to come.

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43   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011.

44   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7th International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.

Personality Theory or *Great Man Theory* is the first consistent approach to interpreting leadership. The postulates are based on common sense and are the most radical approach to the theory of leader traits, which they view as innate. *Some people are destined to be leaders before they are born.* Thoughtful shaping of leadership, starting from their competencies, was given by *Thomas Carlyle.*

Their theoretical setting remained generally accepted and practically unchallenged for the next hundred years or so. The oldest theory of leadership is based on thinking about effective leadership. Leadership theory based on leadership characteristics focuses on identifying the traits of successful leaders. Great leaders, according to this theory, have certain common character traits.

The word *trait or characteristic* is defined in the *Oxford English Dictionary as different qualities or characteristics that belong to an individual and are typical for him.* **A trait is therefore a characteristic or quality of human behavior. Human beings have many traits with countless combinations.**

Leadership theory tries to describe the types of behaviors and tendencies of a person with effective leadership. The theory of leadership traits is probably the first academic theory of leadership, and *Thomas Carlyle* can be considered to be one of the pioneers of this theory. He tried to identify the talents, skills and physical characteristics of people who became powerful or were in power.

In the middle of the 19th century, in his book from 1841, *Carlyle* coined the new term – adored hero (**hero-worship**), by which he meant high opinion, completely correct, according to the notions of that time, which ordinary people consider great personalities from their history[45, 46, 47]. *Carlyle* claimed: *Universal history, the history of what man has achieved in this world, is basically the history of the great people who created here ... All the things we see, all the external material results, practical realizations and incarnations, are the result of the great people sent to the world*[48, 49]..

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45   Carlyle, T. Lectures On Heroes, Hero-Worship, and The Heroic in History, Published with James Fraser, London, 1841.
46   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
47   Nikezić, S., Dželetović, M. Liderstvo u organizacijama, Prirodno-matematički fakultet, Kragujevac, 2017, pg. 250.
48   Carlyle, T. Lectures On Heroes, Hero-Worship, and The Heroic in History, Published with James Fraser, London, 1841.
49   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

Thomas Carlyle identifies *six classes of heroes*: **the hero as a deity, the prophet, the poet, the priest, the man of the pen (writer), and the king**[50, 51].. In his book of 1841, he gave the following gradation:

1. A hero as a deity. *Odin.* Paganism; Scandinavian mythology

2. Hero as a prophet. *Muhammad*. Islam

3. Hero as a poet. *Dante, Shakespeare*

4. Hero as a priest. *Luther.* Reformation; *Knox.* Puritanism

5. Hero as a man of feathers (writer). *Johnson, Rousseau, Burns*

6. Hero as king. *Cromwell, Napoleon*. Modern revolutionaryism

Nature has made their being something special. Man, whom nature has chosen to do great things, is, above all, ready to be open to nature, which makes him incapable of insincerity. His feelings are deep, great and open[52].

His key thesis is that the times in which one lives have an impact on the type of hero who steps forward: the hero-deity belongs to the pagan past and is unlikely to reappear. *Carlyle* is vehemently against the claim that time creates a man of a certain quality[53]. *He asks: What about the numerous historical cases in which nations desperately needed heroes and did not get them, but perished*[54]? The heroes appear according to their own planned schedule[55].

Carlyle believes that heroism as an essential category of heroes is always expressed through manifestations that correspond to a certain time. One is the age of the prophets, and another is the age of playwrights or kings. The first and seventh centuries were *ripe* for the prophets, and the eighteenth for the writers. *Carlyle* also uses the term *indestructibility of the adored hero*.

Carlyle was a romantic, he was not a systemic thinker, and in keeping with his romanticism is his theme — the worship of heroes.

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50   Lindberg, T. From Hero-Worship to Celebrity-Adulation: The Problem of greatness in age of equality, The Weekly Standard, Vol. 17, No. 4, 10.10.2011.
51   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
52   Carlyle, T. Lectures On Heroes, Hero-Worship, and The Heroic in History, Published with James Fraser, London, 1841.
53   Lindberg, T. From Hero-Worship to Celebrity-Adulation: The Problem of greatness in age of equality, The Weekly Standard, Vol. 17, No. 4, 10.10.2011.
54   Carlyle, T. On Heroes, Hero-Worship, and The Heroic in History, Frederick A. Stokes & Brother, New York, 1888.
55   Carlyle, T. Lectures On Heroes, Hero-Worship, and The Heroic in History, Published with James Fraser, London, 1841.

Today's society has an egalitarian distrust of greatness and heroism. *Carlyle* is not anti-modern. He starts from the fact that *we all love, respect and worship, formerly god or king, and today certain human beings*[56, 57, 58].

Carlyle wants to save the modern world from leveling and an egalitarian approach or decadence. To keep the place for due respect for greatness and heroism, in order to avoid the fact that many of his contemporaries, and ours, in the spirit of petty-bourgeois, petty-bourgeois consciousness, were elegantly rejected by social mediocrities, claiming that anyone could be above them and should be respected. *Thomas Carlyle* understands leadership starting from the firm view that *the history of the world represents the biographies of great people*[59].

The earliest research on leadership was studied by people who were already successful leaders. Often it was aristocratic rulers who came to their position through birthright. People of poorer social status had fewer opportunities to practice and fulfill leadership roles, which contributed to the view that leadership is an essential, self-contained ability. Even today some describe prominent leaders as having the right qualities or personal qualities for that position through inherent (solid) characteristics and that is what makes them effective leaders[60, 61, 62].

56   Lindberg, T. From Hero-Worship to Celebrity-Adulation: The Problem of greatness in age of equality, The Weekly Standard, Vol. 17, No. 4, 10.10.2011.
57   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
58   Nikezić, S., Dželetović, M. Liderstvo u organizacijama, Prirodno-matematički fakultet, Kragujevac, 2017, pg. 251.
59   Carlyle, T. On Heroes, Hero-Worship, and The Heroic in History, Frederick A. Stokes & Brother, New York, 1888.
60   Cherry, K. The Great Man Theory of Leadership, Psychology. About.com, 2011.
61   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
62   Nikezić, S., Dželetović, M. Liderstvo u organizacijama, Prirodno-matematički fakultet, Kragujevac, 2017, pg. 251.

4. THEORETICAL BASIS FOR UNDERSTANDING LEADERSHIP TRAITS AND THE PSYCHOLOGICAL PROFILE OF LEADERS: THE GREAT FIVE DIMENSIONS OF PERSONALITY

The past century of research into leadership qualities has left behind a set of some qualities that every leader should possess. Among them are some that can be considered strategic and can be found in several studies[63, 64, 65].

The characteristics, which we can say are the most common and key to leadership, are given in *Table 4.1: intelligence, self-confidence, determination, integrity and sociability.*

Table 4.1. *Key leadership characteristics*

Intelligence
Self-confidence
Determination
Integrity
Sociability

In addition to the listed key traits of leadership *(intelligence, self-confidence, determination, integrity and sociability)*, this list is not exhaustive. There are other traits that are also associated with effective leadership, yet these five traits that have been identified, significantly affect one's ability to be a leader.

Until recently, many papers on leadership traits were qualitative and lacked a common organizational framework. However, we should not forget the research that gives a quantitative assessment of leadership traits that are conceptually framed around five personality factors. They describe the five main personality traits and how these traits are related to leadership[66].

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63   Northouse, P. Leadership: theory and practice, Sage Publications, Inc, 2016, pg. 23.
64   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011, pg. 132-133.
65   Nikezic, S., Stojkovic, D, Djurovic, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7ᵗʰ International Quality Conference, Center of Quality, Faculty of Enegineering, University of Kragujevac, Kragujevac, 2013, pg. 613-628.
66   Nikezic, S., Stojković, D, Đurović, B., Djordjevic, A. LEADERSHIP TRAITS: research of leadership and coleadership personal characteristics in local governments of Serbia as a framework for social change, 7ᵗʰ International Quality Conference, Center of Quality, Faculty of Enegineering, University of

Over the last 30 years, a consensus has been reached among researchers on the basic factors that make up what we call *personality*[67, 68]. These factors are usually called the **Big Five** personality traits: *neuroticism, extroversion, openness (intellect), conciliation (kindness), sobriety (reliability, conscientiousness).*

In order to validate the relationship between the big five and leadership, *Judge, Bono, Ilies, Gerhardt* conducted a large meta-analysis in 2002 comparing their own research with a number of previous research projects (including 78 studies on leadership and personal factors published between 1967 and 1998). The aim was to establish a link between leadership and personality factors in research from this period. They found a strong link between the big five and leadership in their study. Certain personality traits are associated with effective characteristics, namely, it turns out that the possession of certain personality traits is related to whether someone is an effective leader or not. In their study, **extroversion** proved to be a factor that is mostly related to leadership. According to them, that is the most important characteristic of effective leaders. After extroversion, the second most important personality trait for leaders is **sobriety**, followed by **openness and neuroticism,** with neuroticism being negatively correlated with leadership. **Reconciliation** as a characteristic or personality factor is less closely related to leadership[69].

Although the **Big Five** model deviates from the classical typology of personality traits present in the classical, and now world-accepted theories of personality of *Sigmund Freud, Erich Fromm, Carl Gustav Jung, and Michael Maccoby,* the approach is met with general interest and acceptance. It was especially important for further research and linking of emotional intelligence with leadership conducted by *Daniel Goleman*, and shortly before him *Mayer and Salovey*[70, 71, 72].

Kragujevac, Kragujevac, 2013, pg. 613-628.

67   Goldberg, L. An alternative „description of personality": The big-five factor structure, Journal of Personality and Social Psychology, 59, 1990, pg. 1216-1229.

68   McCrae, R., Costa, P. Validation of the five-factor model of personality across instruments and observers, Journal of Personality and Social Psychology, 52, 1987, pg. 81-90.

69   Judge, A., Bono, J., Ilies R., Gerhardt, W. Personality and leadership: A qualitative and quantitative review, Journal of Applied Psychology, 87, 2002, pg. 765-780.

70   Northouse, P. Leadership, SAGE, London, 2016, pg. 27.

71   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

72   Mihajlović, D., Ristić, S. Liderske kompetencije, Fakultet organizacionih nauka, Beograd, 2011, pg. 150.

5. LEADERSHIP IN THE CONTEXT OF UNIVERSAL LEADERSHIP CHARACTERISTICS - GLOBAL PERSPECTIVES

James Kouzes and Barry Posner conducted between 1983 and 1987 strategic research on the characteristics of effective leaders with a large sample captured from the leadership population, from all six continents. The authors, initially, on a sample of 630 managers, and their positive leadership experiences, decided to conduct another 42 in-depth interviews. In addition to the 1987 survey, they conducted additional interviews and interviews in 1995, 2002, and 2007 and monitored the percentage changes in the selection of leadership characteristics on six continents[73, 74, 75, 76, 77, 78, 79].

By analyzing the essential characteristics of leaders and the percentages obtained on the basis of many years of research, *Kouzes and Posner* formulated five practical guidelines for promoting extraordinary leadership; patterns that can serve as an essential basis for learning and skills development, while including the ten qualities of leadership commitment, thus creating a framework for promoting strong leadership[80, 81]:

- Road design
- Inspiration by a shared vision
- Challenging the process
- Enabling others to act
- Encourage your own heart, and others.

Based on the research conducted, *Kouzes* and *Posner* identified ten key or primary traits of leaders (as defined by associates):

1. Honesty

73   Kouzes, J., Posner, B. The leadership challenge: How to make extraordinary things happen in organizations, Jossey-Bass, 2012.
74   Kouzes, J., Posner, B. The leadership challenge, John Wiley & Sons, 2010, pg 12-36.
75   Kouzes, J., Posner, B. The leadership challenge: How to make extraordinary things happen in organizations, Jossey-Bass, 2007.
76   Kouzes, J., Posner, B. The leadership challenge: How to make extraordinary things happen in organizations, Jossey-Bass, 2002.
77   Kouzes, J., Posner, B. The leadership challenge: How to keep getting extraordinary things done in organizations, Jossey-Bass, 1995.
78   Kouzes, J., Posner, B. The leadership challenge, Jossey-Bass, San Francisco, 1987.
79   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
80   Kouzes, J., Posner, B. The leadership challenge, John Wiley & Sons, 2010, pg 12-36.
81   Kouzes, J., Posner, B. The leadership challenge: How to make extraordinary things happen in organizations, Jossey-Bass, 2012.

2. Farsightedness

3. Inspirational

4. Competence

5. Fairness

6. Willingness to support associates

7. Broad orientation

8. Intelligence

9. Honesty

10. Reliability

In contrast to the classical theory of leadership qualities, where an attempt was made to identify the *actual* qualities that an effective leader should possess - which is the idea of a traditional school of leadership qualities - *Kouzes and Posner* asked associates what qualities their leader wants to possess. *They tried to compile a profile of an ideal effective leader based on the proposed personal leadership qualities.*

The classical theory of leadership characteristics had another goal, to explain the common qualities of leaders who already perform a leadership function, and why they are crucial for the leadership choice[82, 83].

Leadership as a global scientific phenomenon and a scientific discipline with a dominant impact on socio-economic and environmental risks, is increasingly, in professional discussions and research, focused on the pursuit of sustainable development.

In the report on global risks of the World Economic Forum (WEF), for 2016, the following risks were identified:

- failure to mitigate and adapt to climate change,
- use of weapons of mass destruction,
- lack of healthy drinking water,
- large-scale spontaneous migrations, and
- fluctuation in energy prices.

82   Scouller, J., Chapman, A. Leadership, Business Balls, 2012.
83   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

A special problem at present is the occurrence of frequent epidemics with a tendency to grow into pandemics, where local problems are identified and fluctuated, at high speed, into global problems with unforeseeable consequences.

The question is whether these challenges can be turned into opportunities that can even prevent further escalation of risks.

Today, globally, leadership is seen as the most important and most effective way to confront global challenges through theory and practice. At the same time, through appropriate leadership methods, we could realize global opportunities.

The definition of leadership differs according to the ideas that need to be translated into feasible options. *Rost* defines leadership as the *influence of leaders in relations with associates with the aim of causing significant changes that are mutually supported*[84].

Kouzes and Posner believe that leadership is *the art of mobilizing others to fight in the realization of common aspirations*[85]. *Senge* describes leadership as *the ability of the human community to jointly create and share itsr future, and in particular to keep in focus the necessary and significant change processes*[86].

Koča Popović, a Yugoslav diplomat, writer, politician and military leader, states that *leadership is an extremely difficult job, and a leader must, very often, **systematize confusion** in order to encourage himself and others*[87].

Arsovski and Nikezić view *leadership as a relationship between leaders and followers in which interaction shapes community as a credible foundation*[88].

From different definitions we can provide several common attributes of leadership: **influence, change and leadership-follower cooperation**.

The most influential theories of leadership, which contain, explicitly or implicitly, certain ideas, are given in *Table 5.1.*

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84   Rost, J. Leadership for the twenty-first century, Praeger, Westport, CT, 1991.
85   Kouzes, J., Posner, B. The leadership challenge, Jossey-Bass, San Francisco, CA, 1995.
86   Senge, P., Kleiner, A., Roberts, C., Ross, R., Rother, G., Smith, B. The dance of change, Doubleday, New York, 1999.
87   Popović, K. Beleške uz ratovanje, BIGZ, Beograd, 1988, pg. 305-306.
88   Arsovski, S., Nikezić, S. Liderstvo: ključ za efektivno upravljanje promenama, Skupština opštine Ražanj, Ražanj, 2013.

Table 5.1. *Leadership theories* [89, 90]

Theory/Approach	Description
The theory of the great man or the approach of leadership characteristics	Glorifies outstanding individual leaders (in the heroic tradition) and studies their traits and characteristics to better understand their accomplishments as leaders [1, 2, 3, 4, 5].
Behavioral theory or the approach of different leadership styles	Describes a leader and his orientation to people and tasks, suggesting that different combinations of people and task orientation result in defining different leadership styles [6, 7, 8, 9, 10].
Situational theory or contextual approach	Emphasizes the importance of context as a condition of leadership response; people-centered or production-oriented motivation, using different leadership styles: authoritarian, participatory, delegation and democratic [11, 12, 13, 14, 15].
Contingency theory or interpersonal approach to cooperation	It starts from the assumption that the influence of a leader is conditioned by various factors (such as the power of position, expert and reference power, ie the power of reward and punishment), which in turn determines the appropriate leadership styles [16, 17, 18, 19].
Transactional or transformational approach	Leadership as the exchange of reward and punishment or transformation in order to achieve common goals for the common good [20, 21, 22, 23].

Many definitions of leadership implicitly provide leadership characteristics. As we have already mentioned, in one of the oldest theories of leadership research, the Great Man Theory, special importance is given to the personality traits of the leader. Despite criticism, the fascination with leadership qualities continues. One such study that deals with presidential charisma and rhetoric in the U.S. is the research of Viviane Seyranian and Michelle Bligh91.. In their paper Presidential charismatic leadership: exploring rhetoric through social change, they argue, relying on Fiol, Harris, and House92, that charismatic leaders introduce social change using communica-

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89   Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 5.

90   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

91   Seyranian, V., Bligh, M. Presidential charismatic leadership: Exploring the rhetoric of social change, The Leadership Quarterly, 19. 2008, pg. 54-76.

92   Fiol, S., Harris, D., House, R. Charismatic leadership: strategies for effecting social change, The

tions aimed at changing the values of followers in a particular chronological order through three phases: breaking framework (first phase), setting up a new framework (second phase) and harmonizing the framework (third phase) [93].

The 2002 *Center for Excellence in Management and Leadership* (CEML) meta-study identified more than 1,000 leadership traits in the scientific literature, which could be included in about 80 different leadership attributes. Smaller lists have been compiled and certain categorizations have been proposed. Of all of them[94, 95, 96], according to the research, *Stogdill*'s list of primary leader traits is perhaps the most acceptable one, whose research we have already talked about, *Table 5.2*.

Table 5.2. *Categorization of leadership-related characteristics*[97, 98]

Primary characteristics	Accompanying characteristics
Capacity	Intelligence, alertness, speech readiness, originality, judgment.
Achievement (efficiency)	School leadership, knowledge, sports achievements.
Responsibility	Reliability, initiative, perseverance, aggression, self-confidence, desire for execution.
Participation (taking part in)	Openness, sociability, cooperation, adaptability, humor.
Status	Socio-economic status, popularity.
Situation	Skills, needs and interests of followers, goals to be achieved, vision and mission.

A different approach to reviewing the scientific literature is given on the basis of public surveys related to leadership and collected data on the overall characteristics of leaders, which are evaluated at the universal level. *Gallup*'s leadership research program, for example, has studied more than 50,000 promising leaders and high-

Leadership Quaterly, 10, 1999, pg. 449-482.
93   Nikezić, S., Dželetović, M. Liderstvo u organizacijama, Prirodno-matematički fakultet, Kragujevac, 2017, pg. 248-249.
94   Boyatzis, R. The competent manager: a model for effective performance, John Wiley, New York, 1982.
95   Stogdill, R. Handbook of leadership: A survey of theory and research, Free Press, New York, 1974.
96   Levine, K. Trait theory, Leadership: the key concepts, Routledge, London, 2008, pg. 163-166.
97   Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 6.
98   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

ranking executives in leadership positions in governments and companies around the world over the past four decades.

This research identified twelve universal leadership characteristics that are important for distinguishing leadership styles as a basis for distinguishing successful from unsuccessful leaders, by determining key leadership skills: **intensity, competitive spirit, inspiration, courage, preparedness, consistency, enthusiasm, care for the individual. success-oriented, analytical, focused, and visionary approach**[99].

Similarly, in 2015, the *Pew Research Center* identified seven traits that associates and followers, as well as people outside the leadership industry, believe are most important for a leader (*Chart 5.1*).
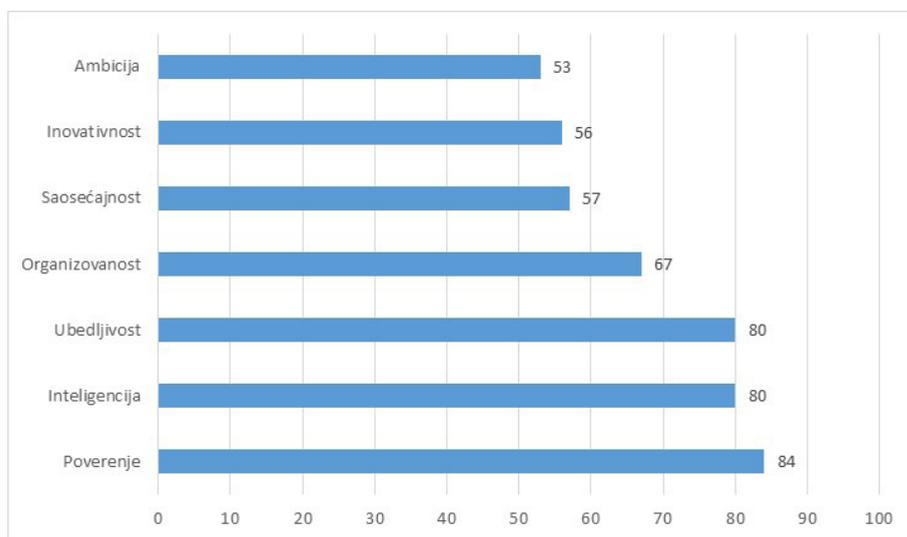

Chart 5.1. The most important characterics of a leader

There is an extensive scientific literature on gender discrimination and leadership; why women are so under-represented in leadership positions in politics, executive positions and companies around the world. It was especially important to determine, in this case, gender and age (generational differences). Extensive research has shown the need for inclusive leadership, from a gender and generational perspective[100, 101].

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99   Newport, F., Harter, J. Presidential candidates as leader: the public's view, Gallup, 29 April, 2016.
100   Ely, R. Leadership: overview, Reader in gender, work and organization, Blackwell, Oxford, 2003.
101   Eagly, A., Chin, J. Diversity and leadership in a changing world, American Psychology, April, 2010.

In 2015, the **Pew Research Center** investigated the effect of gender and generational influence on leadership, in the American context. The research found that *the most valued* human traits from previous research by the same research center are: **trust (honesty), intelligence and determination (persuasiveness)**, induce very little in gender variation, ie do not have much influence on whether a man or woman will be a leader in a particular party or company. Gender diversity is more marked by leadership traits that are considered relatively less important. For example, women leaders are much more likely to say that **compassion** is absolutely necessary in leadership than men leaders (66% compared to 47%). Female leaders also believe in **innovation** more than male leaders (61% vs. 51%). In addition, female leaders, much more often than male leaders, say that **ambition** is an essential characteristic of a leader (57% vs. 48%). Also, the focus on *ambition* is driven by the younger generations of leaders *Millennials and Gen Xers) (Chart 5.2)*.
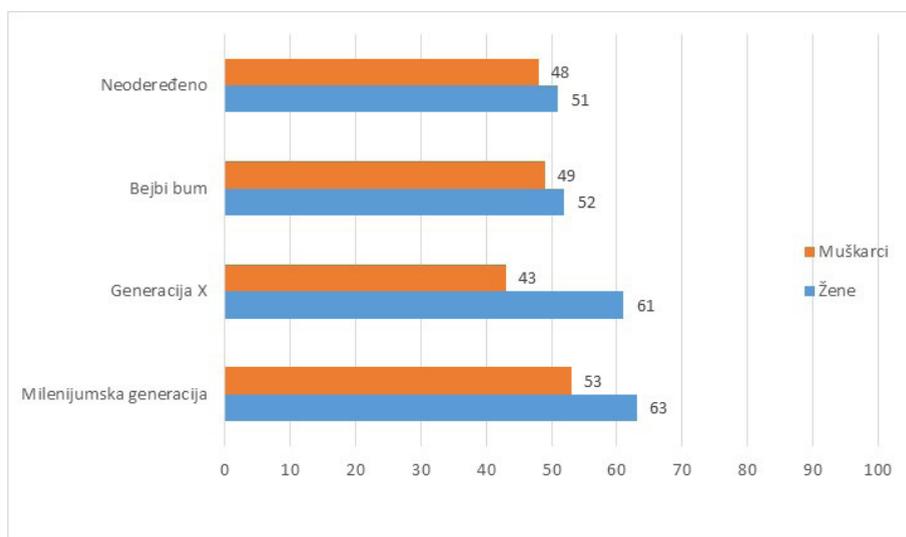

Chart 5.2. *Leadership ambitions: gender and generational perspectives* [102, 103]

Regarding the perception of political leadership, the vast majority of respondents (75%) say that women and men are equally good political leaders, 14% of respondents say that men are better political leaders than women, and 9% think that women are better leaders than men. There is a pronounced, but small percentage, tendency

102   Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 7.
103   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

for each sex to prefer a leader of its own kind. Despite the generational differences, there is a great consensus, in Generation X a little more pronounced than the others, that women are more successful leaders. As we have already mentioned about the perception of female and male leaders, the existing small variations in Generation X do not change the belief about whether women are equally good leaders as men, but in leadership qualities that are more pronounced in women leaders.

For example, 34% of all respondents state that women working in high-level political offices are better at resolving conflicts (9% for men-leaders), that they are fairer and with strong ethical principles (26% for women and 5% for men); more often they hold to their belief despite political pressures (25% women, 10% men).

There is also a difference in terms of functional capabilities and government policy in certain areas, among women leaders and among men leaders (*Graph 5.3*).
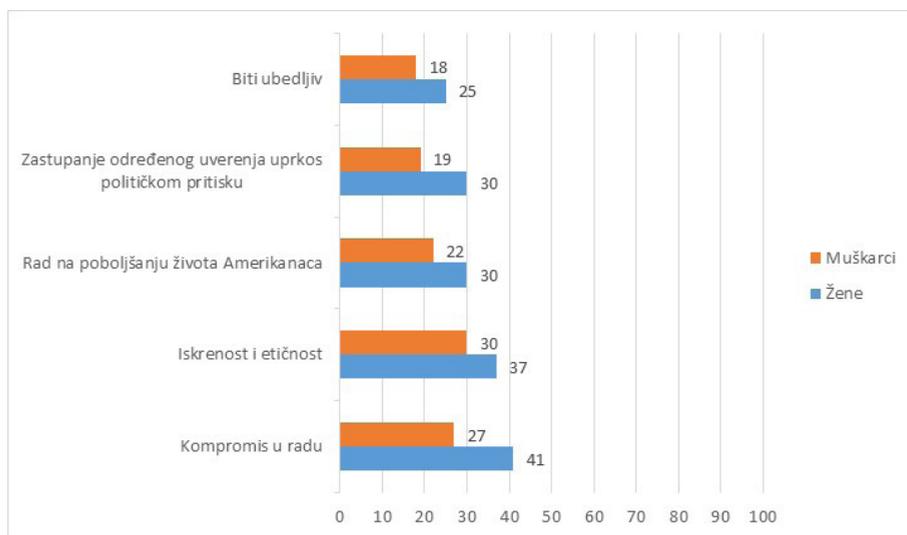
Graph 5.3. *Distinction in certain behaviors of women and men as political leaders*

About 30% of respondents state that women in senior political positions do a better job than male leaders when dealing with social issues such as education and health care (as opposed to 3% for men), while 37% say that male leaders are better at national security and defense (as opposed to 5% for women).

In addition to the global perspective on leadership, there are also significant global perspectives on leaders. The *World Economic Forum's* 2014 Global Agenda survey unequivocally supports **quality leadership** in terms of quality. In the United

States, Europe and Asia, there is agreement that **the global perspective is the number one skill for every leader. Cooperation** *is another key leadership trait that supports strong leadership, and as such has been chosen in all surveyed regions of the world as one of the three dominant components.* **Communication** was chosen by 4 out of 6 geographical groups.

Similarly, insights from a twenty-year study of business leadership suggest that one of the four essential tasks of a leader is to *nurture a global mindset, viewing cultural and geographical diversity as an opportunity, not just a challenge*[104]. Research among more than 200 CEOs (leaders) and over 6,000 managers has also shown that a *set of individual competencies that are critical for future leaders* is **global thinking**[105]. The research was conducted by *Thunderbird School*. **Global thinking** can be viewed through three frameworks:

• Intellectual capital - understanding global business through complex logical thinking and cosmopolitan perspectives.

• Psychological capital - passion for diversity, search for adventure and self-confidence.

• Social capital - intercultural empathy, interpersonal permeation and influence, and excellent diplomacy[106, 107.]

Globally thinking leaders know the culture, political and economic system in other countries and understand how their industry works. They are passionate about diversity and are willing to adapt. They feel comfortable in an uncomfortable environment, too. They build trust with people who are different from them, by showing respect and empathy, as good listeners who understand others[108.]

Pfeifer and Jackson agree that perceptions of what it means to be a successful *global leader* keep changing[109.] Global leaders are no longer *world travelers* leading new operations in multiple countries at different times. Instead, global leaders must become *transcultural* **creative leaders**[110.]

104   Gupta, A., Govindarajan, V., Wang, H. The quest for global dominace, Jossey-Bass, London, 2008.
105   Javidan, M. Bringing the global mindset to leadership, Hardvar Business Review, May 2010.
106   Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 8-9.
107   Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.
108   Javidan, M. Bringing the global mindset to leadership, Hardvar Business Review, May 2010.
109   Pfeifer, D., Jackson, B. Cross-cultural leadership. Leadership: the key concepts, London, 2008, pg. 32-35.
110   Gren, G., Hui, C. Transcultural global leadersgip in the 21th century, Advances in global leadership, Vol. 1, JAI Press, 1999, pg. 9-26.

These leaders respect different cultures, build intercultural partnerships based on mutual trust and respect for commitment; are actively involved in resolving intercultural problems and conflicts, helping to create new cultures based on projects, networks and temporary organizations[111].

In the context of a detailed consideration of competencies that require global perspectives of leaders, we can find that a large number of elements from the *Cambridge Institute for Sustainbility Leadership* (**CISL leadership model**) are particularly relevant in today's turbulent environment in which organizations of different types operate (companies, sports, religious, cultural and political organizations) (*Table 5.3*).

Table 5.3. *Traits, styles, skills and knowledge of global (world) leaders* [112, 113, 114]

Characteristics (key traits)	Description
Systemic thinker	Ability to assess the interconnectedness and interdependence of the whole system, at all levels and to recognize how changes in parts of the system affect the whole.
Open mind	Actively seeks new knowledge and different opinions, analyzing already received knowledge and data, at the same time showing readiness to reconsider his opinion.
Inclusive	Cooperation and participation, the harmonization of different worldviews and belief systems, both within the community and through geographical, cultural and political differences.
Successfully manages complex processes	Analysis, synthesis and translation of complex issues into clear facts and data; responding to risk, uncertainty and dilemmas; identifying and exploiting opportunities; problem or conflict resolution.

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111 Pfeifer, D., Jackson, B. Cross-cultural leadership. Leadership: the key concepts, London, 2008, pg. 32-35.

112 Visser, W., Courtice, P. Sustainability Leadership: Linking Theory and Practice, SSRN Working Paper Series, 21 October 2011.

113 Global Definitions of Leadership and Theories of Leadership Development: Literature Review, Institute for Sustainbility Leadership, University Cambridge, 2017, pg. 8-9.

114 Nikezić, S. Liderske osobine: teorija, praksa i istraživanja (1841-2019), rukopis pripremljen za štampu, 2020.

Long-term thinking	Visionary use of strategic, long-term thinking and planning, perceiving the whole; acting actively without fear of the future.
Awareness of global unity	Understands the pressures of the economic, social and environmental system and the links between the system and political and economic forces.
Interdisciplinary (transdisciplinary, multidisciplinary)	Understands the relevance and interconnectedness of the management of political processes, natural and social sciences, technology, business and other disciplines.

6. CONCLUSION

Research that tried to identify key leadership traits began as early as the 1930s and is still very much present. Based on their results, several systematizations of personality traits and their ranking were conceived. They mainly talk about the relationship between personality traits and the position of the leader, or that certain personality traits are often more pronounced and developed in the leader than in other members of the group. Comparing them, we can conclude that all the characteristics of a positive correlation with leadership are not always present in all cases. It has also been observed that correlations can often be very low or at the threshold of statistical significance, and one can also speak of empirical generalization. However, with all the limitations, there is justification for accepting the opinion that there are certain traits that contribute to distinguishing leaders from other members of the organization. Although these qualities are not crucial determinants, they are important factors in acquiring and maintaining a leadership position.

The theory of leadership characteristics has its roots in the leadership theory, which is based on the assumption that some people are born with special characteristics that make them great leaders, given that leaders and non-leaders, as research has often shown, differ in a universal set of qualities. Throughout the 20th century, researchers have faced a major challenge: the definitive identification of leadership qualities.

Since the middle of the 20th century, several large studies have started from the basic assumption that a single set of characteristics defines leadership. As a result of this framework orientation, attention is focused on addressing the influence of lead-

ers and followers in a particular situational gap, when the solution requires turbulent changes in the organization. In their studies, researchers began to study the interaction between a leader and his context, instead of focusing only on the characteristics of the leader. It was felt that the study of leadership traits had closed the full circle, but interests were renewed, which in the studies again refocused on key attributes of leadership and were related to current global risks.

Leadership involves the brand of keeping vigilant the long-term operations of individuals who are willing and able to make a difference by bringing their self-awareness into equilibrium with everyone around them. In this way, leaders adopt new frameworks for viewing, thinking, and interacting; they shape the created equilibrium in which they involve innovative, sustainable solutions.

A global leader is *someone who inspires and supports action, creating a better world*[115].

The quality of leadership identified in research studies in the United States and the United Kingdom stands in certain correlation with research conducted in the Republic of Serbia. However, there is also an essential difference as a result of the action of critical factors crucial for the efficient functioning of local self-governments in the Republic of Serbia, and they are a consequence of specific cultural, value, religious, economic and political patterns.

The analysis of data obtained on a representative sample of leaders and their associates (co-leaders) in local governments of the Republic of Serbia can determine the following:

- Of the proposed 56 attributes related to leadership, respondents identified 29 attributes as those that determine core leadership.

- The most common attribute to describe a leader is ability, and the least used attribute is idealism.

- Due to the severe economic and political crisis in the Republic of Serbia, attributes such as idealism, action and empathy, in contrast to studies conducted in the United States and the United Kingdom, where they occupied a high place, are almost irrelevant in the Republic of Serbia. prolonged crisis; some notions that are emotional in nature are completely ignored in the influence of the transition factor.

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115   Visser, W., Courtice, P. Sustainability Leadership: Linking Theory and Practice, SSRN Working Paper Series, 21 October 2011.

- Leaders in local governments in the Republic of Serbia have chosen as key characteristics relevant to leadership the following: ability, energy, reliability, intelligence and responsibility.

- The most common attribute in the assessment of a leader by a co-worker is ability, followed by: adaptability, responsibility, usefulness and friendship.

- The least used attribute to define the quality of a leader is inconsistency.

Based on many years of studying leadership qualities in the former SFRY, the following primary character traits can be seen in business and political leaders, and are directly induced by leadership: **dynamics, rhythm, strong temperament, strong expressiveness and constructive ability of imagination.** Of course, it is necessary to perform several comparative (meta) analyzes in order to determine the negative and positive correlations between the established personality traits related to leadership and the leadership itself. Research includes the inclusion of experts and scientific researchers who deal with the theory of leadership, not only from our region.

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(Footnotes in Tables 5.1)

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