



Concert of leadership style formation in the process of generation transition at the enterprise

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Concept statement

Подзаголовок слайда

1. Leadership is important part of enterprise management and the style of leadership influenced on it effectiveness.
2. Leadership style connected with individual characteristic and values of managers
3. Different generations have different values so they accepted different leadership style.
4. In the process of generation transition can appear specific leadership style
5. There are some factors influenced on leadership style choice (national culture and stage of enterprise development
6. . Special procedure for appropriate leadership style formation can be created to change leadership style of enterprise management directly or through the transition period to help the rule enterprise toward the main goals.

Statement 4.

WORKING CONDITIONS FOR A GOOD COOPERATION AMONG THE FOUR GENERATIONS.

- Attitude towards work
- Organisational structure
- Motivational factors
- Technology
- Cooperation
- Communication and technology Attitude to work

Generational characteristics and factors related to the cooperation of generation representatives at the working place

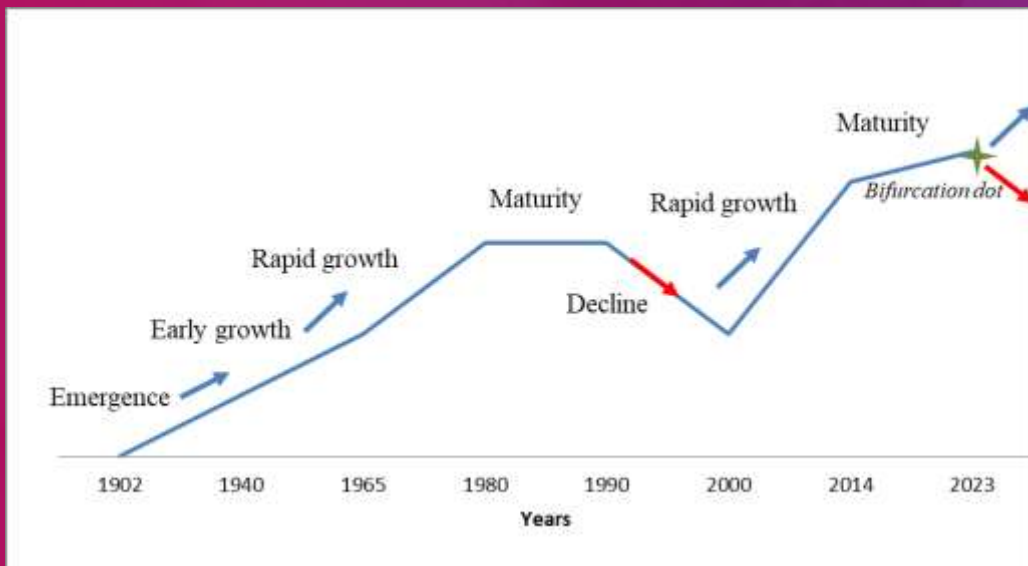
| | <i>Baby Boomer</i> | <i>Generation X</i> | <i>Generation Y</i> | <i>Generation Z</i> |
|---|---|---|---|--|
| <i>Characteristics</i> | team-oriented communicative promotion-oriented performance-oriented professionally self-sacrificing ready for action patient sensitive to criticism structured social helpful committed money-motivated responsible | individualistic family-oriented solution-oriented ready for action impatient flexible egocentric self-reflective independent money-motivated promotion-oriented | team-oriented communicative career-oriented goal-oriented self-confident open-minded versatile inquisitive adaptable questioning committed money-motivated | team-oriented communicative project-oriented critical ready for action willing to perform environmentally aware questioning virtual innovative intelligent |
| <i>Motto for life</i> | live to work | work to live | First live then work | Work is only one part of life |
| <i>Work-relevant characteristics of the generations</i> | | | | |
| <i>Motivation</i> | intrinsic (personal success) | extrinsic (expectation of parents) | intrinsic (materialism) | extrinsic (social environment) |
| <i>Attitude towards the employer</i> | Loyalty Willingness to sacrifice High work ethic High commitment to work | Ready for action, but not self-sacrificing Effective at work critical of existing structures | universally applicable Values & Goals must be part of the personal attitude fit personal fulfillment | Loyalty Striving for Self-realization in private life |
| <i>Expectations of the employer</i> | Stability Fairness Value stability Appreciate justice Opportunity for advancement | Stability Open to criticism and feedback Local proximity and good accessibility Possibility of further training Opportunities for promotion | Stability demands regular, constructive Feedback Opportunity for further training Opportunities for promotion Freedom of decision Interesting tasks | Stability demands regular, constructive Feedback Meaningful activities Project work Development opportunities |
| <i>Behaviour towards hierarchy</i> | Authority is recognised Structures are adhered to | Authority is accepted critical of authority | Authority is questioned questions existing structures | Authority is ignored breaks structures at |

Statement 5 - culture

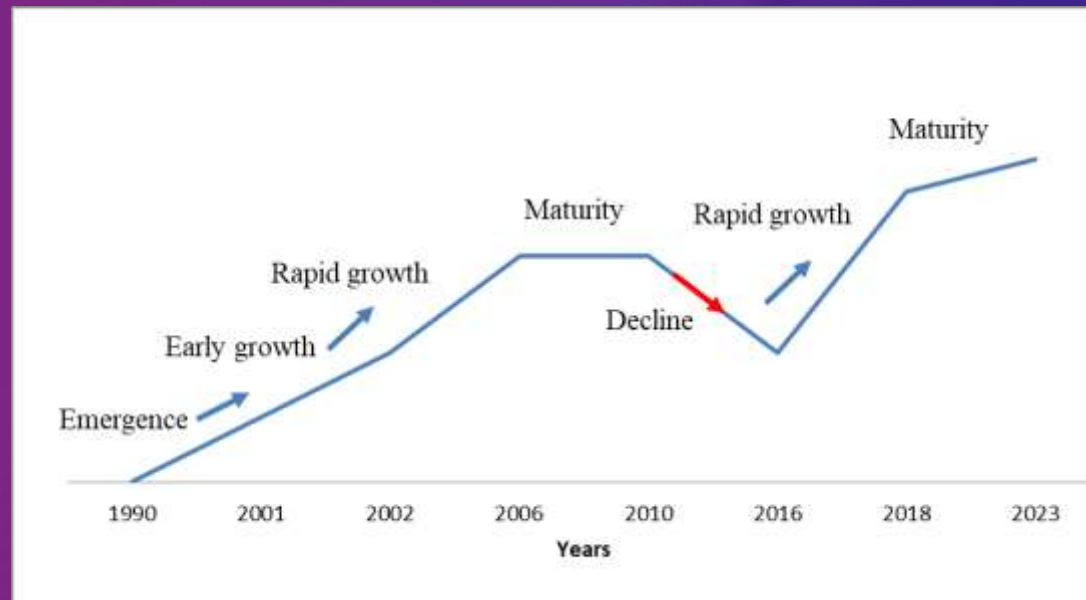
| Group of competencies | List of leader's competencies | Generation | | | | National culture | | |
|--------------------------------|---|---------------------|------|------|--------------------|----------------------------------|-----------|----------|
| | | BB | X | Y | Z | Hofstede model | Ukrainian | Austrian |
| Professional | Technical in the management field | H* | H | M | L/M | Maskulinity/feminity | 26 | 79 |
| | System | H | M | L | M | Maskulinity/feminity | 26 | 79 |
| | Relation understanding | M | H | M | M/L | Maskulinity/feminity | 26 | 79 |
| | Innovation | M | M | H | H | Uncertainty avoidance | 95 | 70 |
| Methodological | Change | L | M | M/H | H | Uncertainty avoidance | 95 | 70 |
| | Strategic, logical and creative thinking | H | M | H | H | Long term/short term orientation | 86 | 60 |
| | Cross-cultural and multidiscipline skills | L | L/M | M | H | Indulgence/restraint | 14 | 63 |
| Soft (social) | Digital, media and network skills | L | M | H | H | Maskulinity/feminity | 26 | 79 |
| | Coordination and facilitation | H | M | H | H | Individualism / collectivism | 55 | 25 |
| | Communication | M | H | M | L | Individualism / collectivism | 55 | 25 |
| | Motivation | Money as motivation | | | Time as motivation | Individualism / collectivism | 55 | 25 |
| | Team work | M | L | H | H | Individualism / collectivism | 55 | 25 |
| | Feedback | M/L | H | H | H | Maskulinity/feminity | 26 | 79 |
| | Diversity acceptance | L | M | H | H | Individualism / collectivism | 55 | 25 |
| Personal values and principles | M | M | H | H | | | | |
| Leader's orientation | Promotional | Family | Team | Team | | | | |

Statement 5 - lifecycle

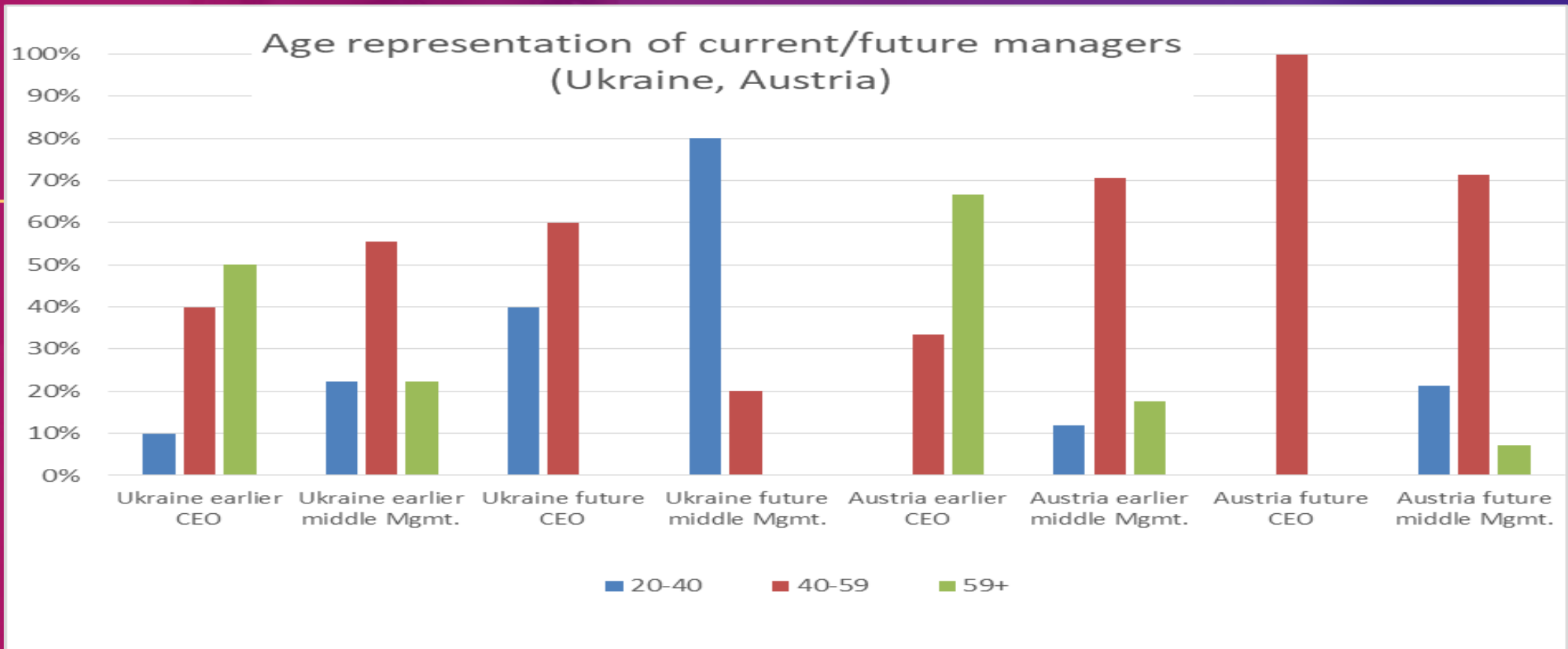
Life cycle of Simon Kuznets KhNEU



Life cycle of University of Applied Sciences Upper Austria

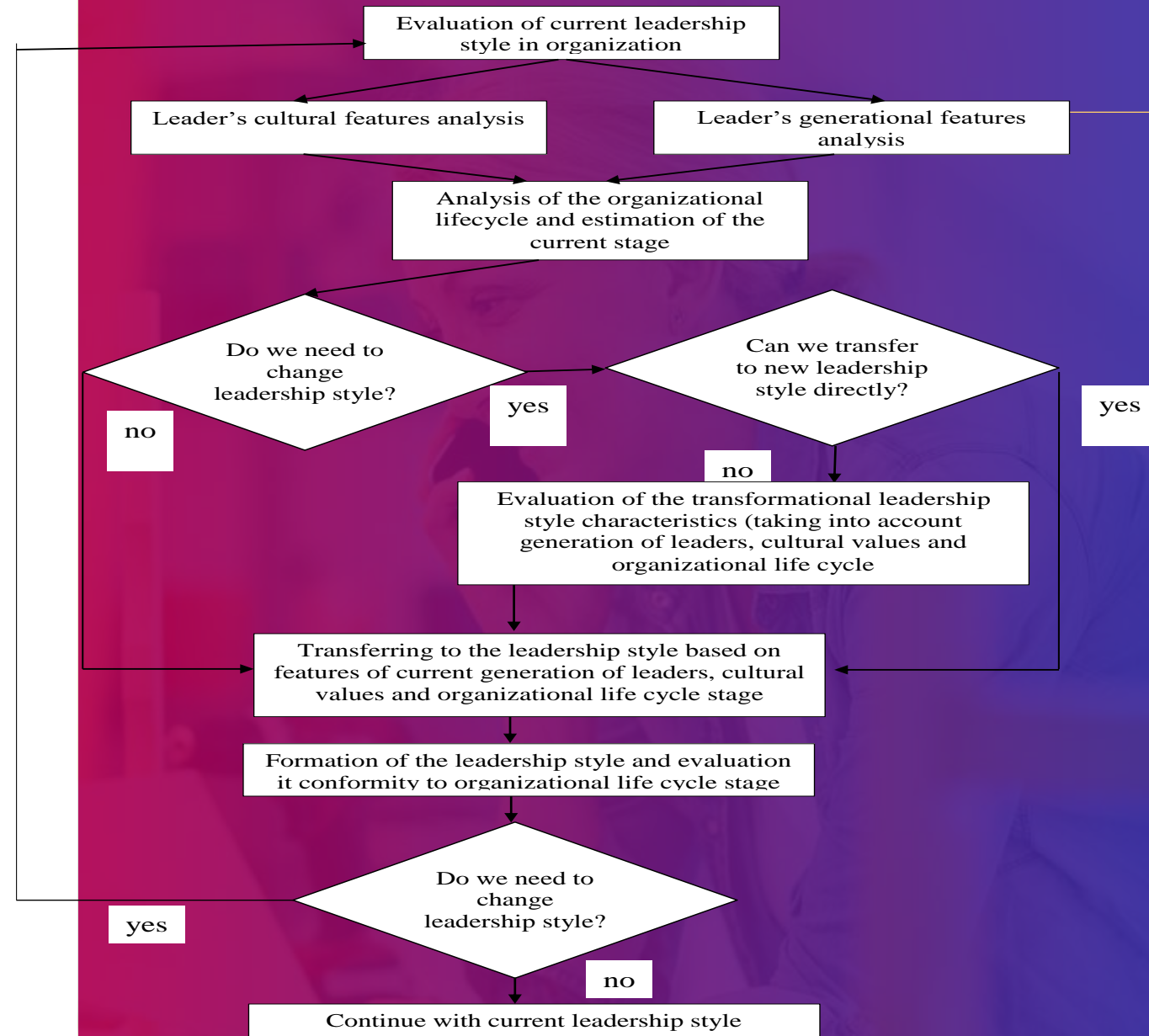


Demographic distribution of leaders



Statement 6 -

Procedure of leadership style formation in the process of the generation transition



A photograph of a woman with dark, curly hair and glasses, smiling and looking to the right. The image is partially obscured by a purple gradient overlay at the bottom.

Thank for your attention!
