

Leadership in terms of energy



"Right to leadership and good luck from your birthday." Robin Sharma

Leadership is a multidimensional social phenomenon. The phenomenon of leadership manifests itself in any more or less organized groups striving for a common goal for the group. Since people, being social, exist in groups, leadership covers almost all areas of socially significant human activity: it manifests itself in economic and political activities, in leisure and entertainment, in religious cults and education, in sports and street gangs, etc.

Leadership is a managerial relationship between a leader and followers based on an effective combination of various sources of power for a given situation and aimed at encouraging people to achieve common goals.

A prerequisite for leadership is the possession of power in specific formal or informal organizations of various levels and scales from the state, a group of states to government agencies, local governments, community groups and movements.

The leader is a person in a group who enjoys great, recognized authority and has influence, which allows him to be a manager of actions¹.

Various classifications of leaders are accepted in psychology:

- according to the content of the activity (leader-inspirer and leader-performer);
- by the nature of the activity (universal leader and situational leader);
- by activity orientation (emotional leader and business leader), etc.

The leader can also be the official leader of the group:

- Formal leadership is the process of influencing people from the position of their position.;
- Informal leadership is the process of influencing people through their abilities, skills, or other resources.

It is very important to understand that a leader and a manager are not the same concept, although they are similar in their work specifics at first glance.

A manager is a person who manages the process of planning, organizing, motivating, and controlling an enterprise. **A leader** is a manager who is endowed with 4 distinctive qualities: attention management, value management, trust management, and self—management².

Unlike a manager, who is sometimes purposefully elected or appointed, and who, being responsible for the state of affairs in the team he heads, has the official right to reward and punish participants in joint activities, the leader is nominated spontaneously. He does not have any recognized authority outside the group and is not assigned any official duties.

¹ Энциклопедический словарь Брокгауза и Ефрона. – Санкт-Петербург: «Акционерное издательское общество Ф. А. Брокгауз — И. А. Ефрон», выпуск – 86 томов, 82 том, 1890-1907.

² Bennis W. The 4 competencies of leadership// Training and development journ, V.11, August 1984.

Leadership and management in a company are two separate, complementary systems of action. Each has its own function and specific types of activities. For a company to succeed in today's increasingly complex and rapidly changing business world, it is necessary to master both.

Leadership complements management, not replaces it. However, while developing leadership skills in their employees, CEOs should not forget that a strong leader but a weak manager is no better (or even worse) than the other way around. Indeed, it is not an easy task to combine skillful leadership with competent management and use them as two complementary forces.

Of course, not everyone is capable of being a first-class leader and a competent manager at the same time. Some people have a real talent for managerial work, but they lack leadership skills. Others have obvious leadership skills, but for various reasons are not able to become effective managers. If the manager is smart enough, then his company will appreciate both of them and try to make these talented people part of the team.

The main differences **between a leader and a manager can be identified** (Table 1).

Таблица 1. Отличительные особенности лидера и менеджера

Основные черты	Менеджер	Лидер
тип по И.Адизесу	администратор	предприниматель
проявление в работе	поручатель	вдохновитель
ориентированность	логика	эмоции
взаимодействие с коллегами	контроль	доверие
основа действий	план	видение
основоположенность	система	люди
цель работы	возможности	результаты

Leadership is not management. Management focuses on making sure that people do things right, and leadership focuses on making sure that people do the right thing.

"Don't fix what works," this advice perfectly reflects the mindset of managers. Leaders believe in another truth: "As long as there are no breakdowns, you have a rare opportunity to fix everything."

Management in companies deals with managing complex structures. As for leadership, it is primarily related to the ability to deal with change with dignity. Let's give a simple analogy with a military organization: in order for the army to be in a normal state in peacetime, as a rule, competent performance of administrative and managerial functions at all levels of the army hierarchy is sufficient. Only its top leaders should be leaders. However, in times of war, the army needs true leaders at all levels of command. No one has yet figured out how to get people to rush into battle using administrative methods; this requires someone who inspires and leads the soldiers.

It can be seen that management is a manifestation of the stable nature of things, which forms the basis for a stable, predictable functioning of the workflow; at the same time, leadership is a "sublime" concept, which is expressed in a moral impulse to higher heights, inspiring others to win.

The manager is formed and develops through socialization, and the leader — through the independent acquisition of knowledge. Thus, a manager is a person who acts inside the system through the norms accepted in it; and a leader is someone who acts outside the system due to the moral attitude that has developed inside him. That is, the manager is job-oriented as a type of management, and the leader as a way of inspiration.

A leader manifests himself in the workplace, first of all, as a person, and only then as a manager (the opposite happens with managers). And since we study the personal development of a person as a factor in the existence of a spiritual nature, we will consider the characteristics of leadership and identify how it can influence human energy.

By attracting people to work, the leader begins to manage them. Despite his experience in management, sooner or later he develops some kind of behavior towards subordinates, which is called leadership style.

Style in translation from Greek $\sigma\tau\upsilon\lambda$ means a rod for writing on a blackboard, handwriting. Hence, we can assume that the leadership style is a kind of "handwriting" in the actions of the manager.

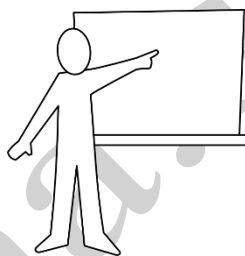
Leadership style is a stable system of ways, techniques, and methods of influencing a leader on a team, which manifests the personal qualities of the leader and the characteristics of the team³.

A leadership style is a way or approach to implementing people's plans and motivating them. In the middle of the 19th century, psychologist Kurt Levin identified three main styles that are the most common group in leadership theory.:

- authoritarian;
- democratic;
- liberal.

1. Authoritarian leadership style — characterized by rigidity, exactingness, unity of command, predominance of power functions, strict control, discipline, result orientation, ignoring socio-psychological factors.

"I expect an initiative from my subordinates."



Managers who use this style tend to give clear instructions, seek certain initiatives from subordinates, and constantly monitor their actions.

Advantages of the style:

- Efficiency and timeliness;
- a clear understanding of who is responsible;
- Exercising authority without intimidation;
- Developing people who don't have enough experience;
- guarantees of making the right decision.

Disadvantages:

- stagnation of professional growth of employees;
- the possibility of misunderstanding or resentment of some employees towards the leader;
- Staff turnover when people gain sufficient work experience.

This style is suitable for:

- when an employee acquires experience and competence;
- when an employee understands his job to a certain extent;
- when an employee needs to be guided and assisted.

³ Виханский О., Наумов А. Менеджмент. - Москва, «издательство МГУ», 1995.

2. The democratic leadership style is based on collegiality, trust, informing subordinates, initiative, creativity, self—discipline, consciousness, responsibility, encouragement, publicity, orientation not only to results, but also to ways to achieve them.

"Let's solve everything together!"



Managers with this style encourage employees to participate in solving production issues, as well as to develop their abilities.

Advantages:

- involving employees in solving production issues;
- an opportunity for professional growth of employees;
- Support people's sense of satisfaction.

Disadvantages:

- taking up a lot of managers' time;
- Sabotage of the organization's goals by employees who fail to perform their duties;
- conflict in the organization in case of a change of decisions;
- the possibility of making wrong decisions due to the lack of professionalism of employees.

This style is suitable for:

- when the employee is familiar with the assignment;
- when the employee is highly competent;
- when an employee and a leader share ideas and solutions.

3. Liberal leadership style — characterized by low demands, connivance, lack of discipline, passivity of the leader and loss of control over subordinates, giving them complete freedom of action.

"A colleague is a partner."



Managers of this style allow their employees to make independent decisions.

Advantages:

- stimulating professional growth and gaining experience;
- Labor productivity support;

- reducing the workload of experienced employees;
- Maximize employee creativity.

Disadvantages:

- malfunction when subordinates do not have the desire and cannot work;
- the possibility of problems with strong personalities abusing power.

This style is suitable for:

- when an employee is able to take responsibility for the implementation of his idea;
- when an employee has the interest and desire to make decisions on their own.

The first study⁴ of the effectiveness of leadership styles, as mentioned earlier, was conducted by Kurt Lewin and his colleagues. The object of Lewin's study was 10-year-old boys. These boys were divided into several groups, each led by an adult who professed authoritarian, democratic, or liberal leadership styles. The subordinates of the liberal leader are given almost complete freedom to define their goals and control their own work. Authoritarian leadership is characterized by a high degree of sole authority of the leader: the leader determines all the strategies of the group; no group authority is delegated. Democratic leadership is characterized by the division of power and the participation of workers in management; responsibility is not concentrated, but distributed.

Lewin found that an authoritarian leader achieved more work than a democratic one. However, on the other side of the scale were low motivation, less originality, less friendliness in groups, lack of groupthink, greater aggressiveness toward both the leader and other group members, greater suppressed anxiety, and more dependent, submissive behavior. Compared to democratic leadership, under liberal leadership, the amount of work decreases, the quality of work decreases, there is more play, and the polls show a preference for a democratic leader. In response to this study, psychologist Rensis Likert and colleagues developed an alternative system⁵, comparing groups with high productivity and groups with low productivity in various organizations. He believed that leadership style could explain the difference in performance.

A work-focused leader, also known as a task-oriented leader, primarily takes care of designing the task and developing a reward system to increase productivity. In contrast, people are the primary concern of a human-centered leader. He focuses on increasing labor productivity by improving human relations.

Based on the results of his research, Likert concluded that the leadership style will invariably be focused either on the work or on the person. There was not a single manager who showed both of these qualities in much the same way. The results also showed that the human-centered leadership style contributed to increased productivity in almost all cases. Later it was revealed that the style of some leaders was oriented both to work and to the person. Moreover, due to the nature of the situation, the human-centered style did not always contribute to increased productivity and was not always the optimal behavior of the manager.

Based on the research of Likert and Lewin, it is possible to identify the relationship between leadership styles and the type of focus on work or a person (Fig.1).

⁴ Curt Lewin, R. Lippett, and R. K. White. - «Patterns of Aggressive Behavior in Experimentally Created Social Climates», Journal of Social Psychology, vol. 10 (1939), pp.271-301.

⁵ Rensis Likert. The Human Organization - New York: «McGraw-Hill», 1967.



Fig. 1. Correlation of leadership style with type of concentration

The segment divided into 3 parts is a projection of the workspace, which represents the elements of the working environment — production, management and sociality, located in this case from left to right. If we focus on a certain element, then the final outcome of the mechanism's functioning can be changed (either productivity will increase, coordination will improve, or social relations in the company will improve):

- 1) if a manager focuses as much as possible on work as on achieving results, he becomes an authoritarian leader who thinks about how to increase productivity and what needs to be done for this;
- 2) if a manager spends a lot of effort building a well-functioning work management system, he becomes a democratic leader who thinks about how to improve
- 3) if a manager is fully focused on employees as the main resource of the job, he becomes a liberal leader who thinks about how to establish social relations and who should do it.

Achieving high results is impossible without using all these leadership styles. There are at least three factors to consider when choosing a specific leadership style.:

- 1) the situation at the moment is calm, stressful, uncertain. In a situation of time constraints, an authoritarian leadership style is justified (emergency at work — it is urgently necessary to solve this problem).
- 2) the type of problem — it is necessary to involve experts in solving complex problems, organize discussions, and a democratic leadership style is needed here.
- 3) the team — features by gender, age, time of existence. For a creative team interested in solving a problem, a liberal style is adequate.

A true leader who wants to be as effective as possible himself and requires this from subordinates cannot afford to use one leadership style all the time.

There is only one most effective leadership style — **adaptive**, i.e. reality-oriented, situation-oriented, and people-oriented.

A leader should learn to use all the styles, methods, and forms of influence that are most appropriate in a given situation. It is the balance of all three leadership styles that will allow you to achieve maximum results.

Another theory overlaps with this study — the PI code of business efficiency expert Yitzhak Adizes.

The PI code is an effective management code that is able to ensure the effectiveness and efficiency of an organization in the short and long term by structuring its functions into 4 types: **results production, Administration, entrepreneurship, and integration**, or **PAEI**. When studying problems, each function is aimed at solving its own problems.:

(R): What should be done?

(A): How should it be done?

(E): Why should it be done?

(I): Who should do it?⁶

Let's expand these functions more broadly, in accordance with the type of concentration, and present them visually in the diagram of the "working environment" (Fig. 2):

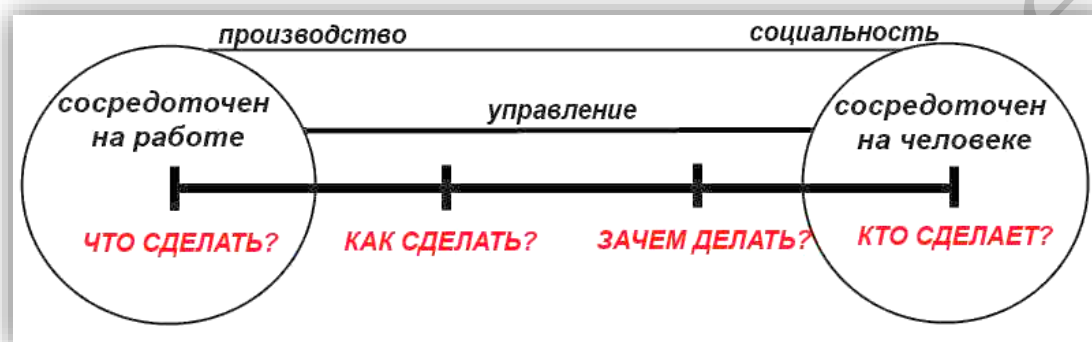


Fig.2. Representation of the functions of manager I. Adizes by type of concentration

Each question corresponds to the main function of the manager: production, administration, entrepreneurship or integration. The functions were arranged sequentially from left to right. There are 4 strokes on the scale that divide the workspace into production, management and sociality. Each stroke is the beginning of a new stage of work. First, stage 1 is defined: WHAT CAN I DO? The leader is looking for a way and opportunity to produce. Next comes the 2nd stage: HOW TO DO IT? The leader selects the best way to organize production. This is followed by stage 3: WHY DO IT? The leader develops ideas for the company's prosperity. And the final 4th stage: WHO WILL DO IT? The leader distributes the work to specialists.

That is, the type of leader is characterized by a certain trait corresponding to a certain transitional stage:

Р: отличный исполнитель — сосредоточен на результате } **производство** } **работа**
А: предприимчивый организатор — сосредоточен на дисциплине } **управление**
Е: смелый экспериментатор — сосредоточен на идее } **социальность** } **человек**
И: внимательный политик — сосредоточен на знании } **социальность** }

В нашем более раннем исследовании⁷ была выявлена связь темперамента с функциями менеджмента (рис.3):

⁶ Ицхак Адизес. Идеальный руководитель. – Москва: «Альпина Бизнес Букс», 2007.

⁷ Евгения Мосина. Выявление типа темперамента через призму Code PI (методическое пособие Code PI: исследование ООО «Квэстланд»). - Москва, 2014.

Р холерик	И меланхолик
А сангвиник	Е флегматик

Fig. 3. Matching the type of temperament to the type of PI code manager

That is, summarizing, we get:

- the leader in production will be close to choleric in temperament.;
- a leader in administration will be close to a sanguine person by temperament.;
- a leader in entrepreneurship will be close to a phlegmatic person by temperament.;
- The integration leader will be close to melancholic in temperament.

Since a person's field of activity depends on his reaction to the outside world, and the reaction occurs under the influence of temperament, a certain type of work will form a certain type of temperament (regardless of which leader he was originally), and vice versa.

If we combine the results of all these studies, we get the following:



Fig. 4. Matching the type of temperament of the leader to the type of his concentration

From Fig. 1 and fig.4 we get the following:



Fig. 5. The relationship between the type of temperament and the type of leader

It can be seen that:

- an authoritarian leader will have a temperament adjacent to choleric and sanguine.;
- A democratic leader will have a temperament adjacent to sanguine and phlegmatic.;

- A liberal leader will have a temperament adjacent to phlegmatic and melancholic.

It is possible that the leader of a particular leadership style may have a temperament composed of several types.

The leader's temperament is formed under the influence of the energies flowing in the body. Incoming energies depend on the way a person takes them in. It turns out that energies influence the formation of personality.

There are 7 main types of energy: physics, emotions, will, sensuality, self-expression, intuition, wisdom. They pass through the human energy centers (chakras) located along the spinal column and act as energy-informational filling and renewal of body cells at the field level.

These energies correspond to the 7 colors of the rainbow: red, orange, yellow, green, light blue, blue and purple, which create a color matrix with different shades that allow you to more accurately describe the personality of each person.

Table 1 shows the distinctive features of people who have a particular type of energy.

Table 1. Interpretation of primary colors by energy type

Проявление энергии	Характеристика человека
мудрость	осознанность, духовность, артистичность
интуиция	проницательность, справедливость, свободолюбие
самовыражение	созидательность, отзывчивость, самоконтроль
чувственность	доброта, ответственность, наставничество
воля	общительность, оптимизм, организованность
эмоции	эмоциональность, креативность, авантюризм
физика	энергичность, активность, страстность

If we consider mental processes as the development of qualities of a particular type of temperament, which were revealed in favorable conditions and, at the moment, are maximally manifested and active, then we can correlate people's character traits with the types of their temperaments, based on the characteristics of the movement of their energy (Table 2):

Table 2. Correlation of the type of temperament with the character of a person of a certain type of energy

Характеристика человека	Движение энергии	Тип темперамента
осознанность, духовность, артистичность	медленное, глубокое	меланхолик
проницательность, справедливость, свободолюбие	глубокое, равномерное	меланхолик/флегматик
созидательность, отзывчивость, самоконтроль	спокойное, равномерное	флегматик
доброта, ответственность, наставничество	спокойное, легкое	флегматик/сангвиник
общительность, оптимизм, организованность	легкое, поверхностное	сангвиник
эмоциональность, креативность, авантюризм	поверхностное, быстрое	сангвиник/холерик
энергичность, активность, страстность	быстрое, резкое	холерик

This is how the result was obtained on the relationship between temperament and management functions (Fig.3). It can be presented in more detail in the form of the following scheme (Table 3):

Table 3. Relationship between temperament and management functions

Code PI	Тип темперамента
I (интеграция) – саморазвивающаяся система	смесь всех 4 типов
	меланхолик
E (предпринимательство) – адаптация к изменениям	меланхолик/флегматик
	флегматик
A (администрирование) – контроль процесса	флегматик/сангвиник
	сангвиник
P (производство) – нацеленность на результат	сангвиник/холерик
	холерик

The energy flowing through a person not only influences the development of certain personal qualities in him, but also forms his leadership traits, which can manifest themselves in different ways with different people, in different situations and in different fields of activity. It's all individual. But at the same time, this individuality can be systematized into a kind of induction, which reflects the degree of dependence of the type of energy on the leadership qualities of the manager, as a leader in a particular system.

Let's imagine a working field (a working environment, as a combination of production, management and sociality) through which rays of light are passed. The rays of light are energy (a cluster in the form of information, knowledge, beliefs, professional skills, etc.) that moves through the management system. This energy renews the "field of activity", passing in a linear sequence from bottom to top or from top to bottom. In this case, we can compare the management system with a person, as a spiritual substance in need of constant updating of the information layer. In other words, "work", as a system of production of goods, with governing bodies, the formation of the idea of development and the availability of human resources, is the prototype of a human being who can produce, organize, create and speak something. This means that management, in a general sense, like a person, is full of energies that saturate it, resulting in the prosperity and development of the workflow. Since people participate in management as living organisms, it also becomes a living unit of matter. It turns out that leadership, as a social phenomenon, exists, first of all, not because it was invented and formed in the form of knowledge, but because it is constantly being worked out by people.

Each leader in the management system is saturated with energies, but not of a personal nature, but of a more detailed plan, which affect the inner world of the leader and the reality surrounding him. From here, it is important to trace exactly how energy influences a particular leadership style, and how leadership style sharpens a certain type of energy that is more comfortable for this environment.

As we found out, each leader is endowed with his own energy, which is expressed in a certain type of temperament (Fig. 5).

Since temperament affects the function of management, which affects the leadership style that forms a certain area of the working environment, the relationship between management, psychology and energy is visible in the following scheme:

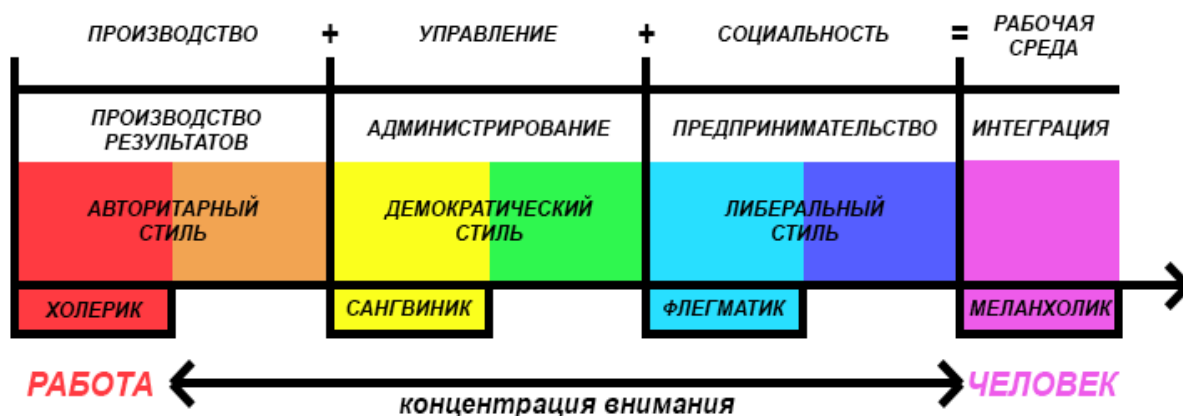


Fig. 6. The scheme of superposition of leadership styles on Cod PI management functions and temperament types

In this case, colored rectangles are the energy of light, which, passing through the prism of time, splits into 7 rays and with their help fills the workspace with all the energy—informational components it needs. Since, according to the law of interference, the spatial distribution of light intensity depends on the alternation of light and dark bands (in this case, it is a manifestation of the duality of energy), each ray of light will be determined by either "light" (male energy in Chinese natural philosophy) diffraction, or "dark" (female energy in Chinese natural philosophy). It turns out that each ray, from the point of view of energy, will have a different type of movement: either "male" or "female".

According to the theory of the circulation of "male and female" energies through the chakras, physics, will, and self—expression are masculine energies, while emotions, sensuality, and intuition are feminine; wisdom is a mixture of masculine and feminine energies. If we imagine the flows of male energy in the form of standing waves of light, and the flows of female energy in the form of a dynamic substance, then here our idea of energy matching a personality type can be depicted as a biofield, which is layered on the human body and promotes the development of certain reactions in it.

Thus, of the 7 manifestations of energy, only 4 have clear and predictable boundaries of movement (the energy of physics, will, self-expression and wisdom), the remaining 3 have flexible and transitional boundaries (the energy of emotions, sensuality and intuition). Therefore, out of 7 types of energies, 4 can be accurately projected and superimposed according to the color spectrum on personality types:

P: physics → choleric → authoritarian leader;

A: volya → sanguine → democratic leader;

E: self-expression → phlegmatic → liberal leader;

I: wisdom → melancholic → adaptive leader (using any of the 3 styles or a mixture of them according to the situation).

The remaining manifestations of energy are of a transitional nature.

From this, a more precise mutual influence of each type of energy on leadership style was determined (Table 4):

Table 4. Relationship between energy and leadership style

Проявление энергии	Стиль лидерства
мудрость	адаптивный
интуиция	либерально-авторитарный
самовыражение	либеральный
чувственность	либерально-демократический
воля	демократический
эмоции	демократическо-авторитарный
физика	авторитарный

Therefore, it is possible to predict the type of personality based on the color of energy, which is more active in it than in others. Moreover, the temperament, the main function of the manager and his leadership style can be determined by the field of activity.

Let's display the results schematically in the "workspace" (Fig.7).

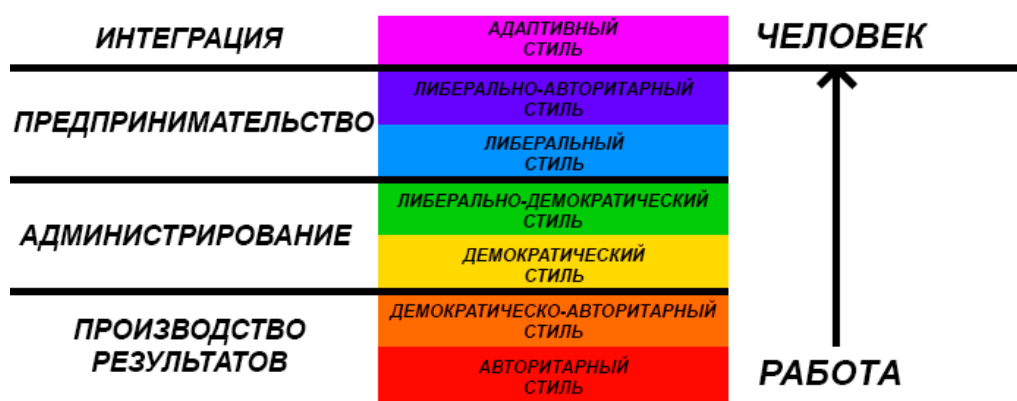


Fig. 7. Representation of the leadership style in the management system

The diagram shows that the sphere of human activity is expressed through his work, which consists of heterogeneous management elements formed by the flow of one or another energy. Management, as a process, is divided into stages: production of results, administration, entrepreneurship and integration. Each stage is characterized by a specific leadership style — basic (authoritarian, democratic, and liberal) and transitional (democratic-authoritarian, liberal-democratic, and liberal-authoritarian) for each type, respectively. Special attention is paid to the adaptive style: this leadership style is chosen by the decision-making manager, taking into account the changing nature of the task and flexibility in the real time sector. Therefore, integration, as a function of unification, is carried out outside the system.

A person, as a subject-oriented object, is not a part of management, but only its end result. It turns out that the system functions only if a person is involved in the work.

A person is not an element, but a "charger" of this system, because he is a living organism. And since the energies of the planet and space pass through organisms, the management system begins to function energetically as an independent unit.

This confirms the assumption made earlier that a leader is not just a manager who constantly performs his duties, but someone who is outside of space and manages it, because he draws knowledge from within himself as a source of energy.

Our analysis is an attempt to systematize social, psychological and energy knowledge into a single plane, which is the beginning of all beginnings: if a person enters into a particular system, then either he controls it, or it controls him. It depends on whether there is a spiritual core inside a person.

It doesn't matter what color the aura of a manager is, what issues he solves at work, which abilities are more pronounced in him, etc.: if he is a leader inside, he will be able to manage any system professionally and successfully.

This proves that self—development is the ultimate goal of any manager: if a melancholic who solves more socio-moral issues than a choleric person is put on a production site, he will either break down as an inferior manager or continue to work effectively as a strong leader.

Hence the conclusion: man is the crown of creation, and it depends on him how the management system, which is the basis of professional life, will work.



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