

THE IMPORTANCE OF LEADERSHIP STYLES IN STIMULATING THE DEVELOPMENT OF ORGANISATIONS FROM THE MINING INDUSTRY

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Your fate is the reflection and result of your character

Johann Gottfried von Herder

Purpose: in the cognitive space, the article focuses on the study of the leadership style in organisation from the mining industry¹ at the same time, in the utilitarian sphere, on the activity of improving the organisation so that it focuses on the needs of people and production at the same time, i.e. being able to choose the ideal management style.

Methodology: the theses presented in the article were verified using Blake and Mouton's method of examining management styles (managerial grid).

Result: the result of the research in organisation from the mining industry in an interdisciplinary way supports the view that developments in the theory and practice of organisational management lead to changes in both. The interdisciplinarity in the space indicated should focus on the pursuit of change that develops and perpetuates best practice in the management and organisation of -Plant from the mining industry - in two caesuras, up to 2025 with an outlook to 2030.

Originality: in the space of Plant from the mining industry, the outcome of the research determines the contribution to its development, which consists in identifying knowledge that becomes a unique body of work that develops, on a cognitive and practical level, the canon of the functioning and development of the organisation and the possibilities of managing it in a dynamically changing socio-economic environment.

Keywords: human, knowledge, organization, management.

¹ The authors of the article reserve the confidentiality of information enabling identification of the organization where the research was conducted.

1. Introduction

Management theorists and practitioners have long tried to define reality somehow, if only for the conviction of their own stability and security. The relatively precise definition of elements and phenomena in an organisation creates a false sense of knowing what is at stake. The question of what people are like, what can be expected of them, how they might react in certain situations, arises very often in organisations, as it reduces the level of uncertainty. It applies to both subordinates and managers. Both sides of management want to know as much as possible about the behaviour of the other side. This is because it gives them the opportunity to choose the right behaviour (Foltyn, 2006, pp. 83-97).

Choices - and this is very important - are made in an increasingly complex environment. At present - and this is something that managers, supervisors and subordinates alike should bear in mind - a picture is emerging of a future in which people, industry and the reality around them will be shaped by processes such as automation, digitisation and robotisation, which are developing at an unprecedented rate. The processes indicated are accompanied by the development of directions of global development hitherto unknown to societies, determined by Revolution 4.0. leading to the emergence of knowledge-based economies (Śledziwska, Włoch, 2020).

It appears that the processes and patterns described may lead to the disappearance of a world determined by the industrial age and a transition to a new era shaped by technologies dominated by data flow and analysis. The changes taking place will focus on selected economic fields and social areas (Kłak, 2010, pp. 13-29). In this light, it seems that the future of human teams and their associated management styles will be determined by two trends. In the first of these, teams and management styles will be on the margins of those taking place. In the successful variant, they will, on the basis of their development potential, become involved in the indicated processes of change and the described regularities, As a result of their inclusion, they will derive the resulting benefits - through management styles appropriate to the surrounding reality - on an equal footing with the other participants.

2. Leadership and the key concepts of Blake and Mouton

In the field of social sciences, the discipline of management science and quality - narrowing down - management theory the leadership of employee teams by means of so-called soft actions is referred to as leadership. In this perspective, it is assumed that managers should behave towards their subordinates in a certain way. According to the Encyclopaedia of Management, leadership is defined in different ways, as it is a term that does not have a recognised and

accepted single definition. In broad terms, leadership can be understood as the ability to influence individuals or a group to achieve certain results. Managed, on the other hand, should be understood as the ability to influence employee behaviour in order to achieve specific goals. Leadership is based primarily on a person's authority and the power that others voluntarily accept. Leadership is about setting direction, developing a vision for the future of the organisation, as well as giving direction to people. Leadership is also about motivating and inspiring, releasing energy in people. Leadership is necessary to create change and management is necessary to produce results in a systematic way (Encyklopedia Zarządzania, <https://mfiles.pl/pl/index.php/Przyw%C3%B3dztwo>). Anticipating the above definition, leadership behaviours perceived as the ability to influence individuals or a group to achieve specific outcomes are classified in the literature as management styles. As Hanna Fołtyn notes in this cognitive area, two key management styles can be defined democratic and autocratic, although their interpretation is currently not at all that clear (Fołtyn, 2006, pp. 83-97). In another view, a potential management style is a rationally conceived model (pattern) of a manager's organisational behaviour towards subordinates in order to optimally (most favourably) fulfil managerial roles (to achieve set goals) (Żukowski, Galla, 2009, p. 22). Mroziewski classifies management styles in an equally interesting way, who lists three approaches (Mroziewski, 2005):

- personal, which relates to the individual characteristics of the manager and his or her views on directing,
- situational, which assumes that leadership is influenced by circumstances, conditions and requirements external to the leadership process,
- personality-situational, which is a synthesis of the first two approaches.

In the literature, further classifications of management can be found, including:

- a classification derived from Blake and Mouton's theory, already described, called the theory of the managerial grid, which, as has been noted many times before, describes two key elements for classification, which are people orientation and task orientation analysed on a scale of 1-9 (Farey, 1993, pp. 109-121),
- the classification according to Likert and Bales, who defined two further styles: autocratic, autocratic benevolent (Wojnarowska, Winiarska, 2011, pp. 173-183),
- leadership styles according to Reddin: sociable (friendly), comprehensive (integrated), isolated (separative) and zealous (self-sacrificing) (Evans, 2004).

In conclusion, it is possible to distinguish from among the known management styles three basic ones: autocratic, democratic and liberal (also known as *laissez-faire*) and the complementary mixed style (Roślak-Olczyk, 2015, pp. 237-252).

Following Fołtyn, it seems most appropriate - despite the diversity of definitions of management styles or the term management itself - to adopt the traditional approach corresponding to the two styles of democratic and autocratic. This approach corresponds most

closely to the method used in the research, called the leadership grid theory (Foltyń, 2006, pp. 83-97). Most generally - in the perspective of the leadership grid method - the democratic style focuses on the people-oriented, democratic behaviour of the leader (manager, manager). In this style, the leader delegates a significant amount of authority, but retains ultimate responsibility for task performance and the means of control and intervention to ensure that the team's goals are met. Subordinates have a large degree of freedom to divide up tasks and determine how they are to be carried out. Two-way communication between the managerial and executive levels prevails. The advantage of this management style is that it fosters employee involvement by providing opportunities for participation in decision-making. On the other hand, its disadvantage is that it is a participative way of making decisions, which is time-consuming.

In contrast, the autocratic style is characterised by the leader retaining all authority and responsibility. Decisions are made without consulting subordinates. Tasks and how they are carried out are determined by the leader and one-way communication - leader, employees - is dominant. A distinct advantage of this management style is the orderliness of the organisation (team) and predictability of results. The weakness - undoubtedly - is the weakening of the initiative and independence of thought and action of the members of the team (organisation) (Kuratko, Hornsby, Bishop, 2005, pp. 275-291). In summary, according to the management grid method, taking into account other members of the team (organisation) in the management activities corresponds to a people-oriented approach, i.e. a democratic behaviour of the manager. In contrast, focusing on the structure of the organisation is regarded as adopting a task-orientation, i.e. autocratic behaviour.

Focusing solely on the management grid method, it is worth noting that Robert R. Blake - an American management theorist - was a psychologist by training. He received a master's degree in psychology from the University of Virginia in 1941. In 1947, he received his Ph.D. in psychology. at the University of Texas at Austin, where he worked until 1964. Robert Blake also taught at Harvard University, Oxford University and Cambridge University, among others. Together with Jane Mouton, he developed the concept of a grid of management styles in 1964, which described them according to the degree of the supervisor's attitude towards people and tasks. American management theorist Jane Srygley Mouton, on the other hand, received a master's degree in psychology from the University of Florida in 1951. In 1957, she received her doctorate at the University of Texas.

Empirical research and theoretical analysis allowed the authors of the managerial grid to distinguish 5 areas (fields) in the grid, relating to 5 basic managerial styles: 1. task style - in which the manager manifests exclusive and high interest in tasks; 2. personality style - exclusive and high interest in people; 3. evasive style - no interest in people and tasks; 4. conservative style - medium interest in tasks and people; 5. optimal style - high interest in tasks and people.

The main assumption of Blake and Mouton's concept is that the ideal leadership style is one that is simultaneously people-oriented and task-oriented. On this premise, the "Managerial Grid - Management Styles" is a method of assessing management style, and its purpose is to teach managers the activities of organisational improvement so that they focus simultaneously on the needs of people and production, i.e. they are able to choose the ideal way of behaving. "The Management Grid" serves not only, to make managers realise what they are like and what they need to do to change for the better, but also questions a little about the possibilities and direction of management style conversion.

3. The leadership styles grid - a method of research

The anticipation of theoretical considerations of leadership and management styles determined the application of research in the set organisation using Blake and Mouton's method of the concept of management styles (leadership grid). As noted earlier, the research was conducted in H1 2022. The object of the research is a plant operating at Institution, within which, on the day of the research, full-time and permanent employment was characterised by a total of 37 employees. From this population, the site manager selected a group of nine experts for the study. The indicated group was deliberately selected on the basis of a subjective criterion, which was the assumption that the employee entering the sample was a leader in his or her area of professional activity. In the entire participating population, only one person did not have a university degree. The research was conducted under the criterion of anonymity.

The research was carried out by the indirect interview method, using a tool - a survey questionnaire developed by Blake and Mouton, with the CAWI technique - (Computer-Assisted Web Interview). This is a technique for collecting information in quantitative market and opinion research in which the respondent is asked to complete a survey electronically.

The questionnaire makes it possible to self-evaluate leadership in the surveyed organisation and to diagnose subjective behaviour, participants in two key areas: a) people management and b) task management. In the research, the participants' attention is focused on a precisely described few specific work situations that they most often deal with or have to deal with. The survey questionnaire consists of nine cognitive areas. In each area there are five possible answers, which most closely correspond in the first variant to the research participant's most frequent way of acting or thinking in similar circumstances. In the second variant, the research participant answers identical questions, but from the perspective of an alternate solution, i.e. the solution they would have adopted if the first solution had not been possible for some reason (Appendix).

The results obtained from the study were analysed according to the results table developed by Blake and Mouton (Tab. 1). For each of the nine cognitive areas, five response scores are assigned according to the given numerical values. The first value refers to the responses concerning habitual behaviour. The second refers to the alternate solution. The answers obtained in these variants are to be summarised.

Table 1.
Blake and Mouton scoreboard

Area/ question	A	B	C	D	E	Column 1 Customary behaviour	Column 2 Alternative solution
1	0.5/0.5	0/0	0/1	1/1	1/0	/	/
2	1/1	0/0	1/0	0.5/0.5	1/1	/	/
3	1/0	0/0	0/1	0.5/0.5	1/1	/	/
4	0.5/0.5	1/0	0/0	0/1	1/1	/	/
5	0/1	1/1	0.5/0.5	1/0	0/0	/	/
6	1/1	0.5/0.5	0/1	0/0	0.5/0.5	/	/
7	1/1	1/0	0/0	0/1	0.5/0.5	/	/
8	0/0	1/0	0.5/0.5	1/1	0/1	/	/
9	0.5/0.5	0/1	1/0	1/1	0/0	/	/
Total						/	/

Source: based on: Wołyszyn, Wiedza dla eksperta, http://adik.57.pl/style_kierowania.pdf, 6.02.2022.

In the next activity, the result should be transferred to the management grid in order to determine the dominant management style in the surveyed establishment. According to the described research methodology, on the X-axis the results corresponding to the sum of column one - habitual behaviour - are marked. On the Y-axis, the results corresponding to the sum of the second column - the alternate solution (Fig. 1).

9	X										X
8											
7											
6											
5											
4											
3											
2											
1											
		1	2	3	4	5	6	7	8	9	

Figure 1. Blake and Mouton results grid.

Source: based on: Wołyszyn, Wiedza dla eksperta, http://adik.57.pl/style_kierowania.pdf, 6.02.2022.

The results obtained in the research are interpreted according to two key schemes. In the first scheme, by management group (Fig. 2).

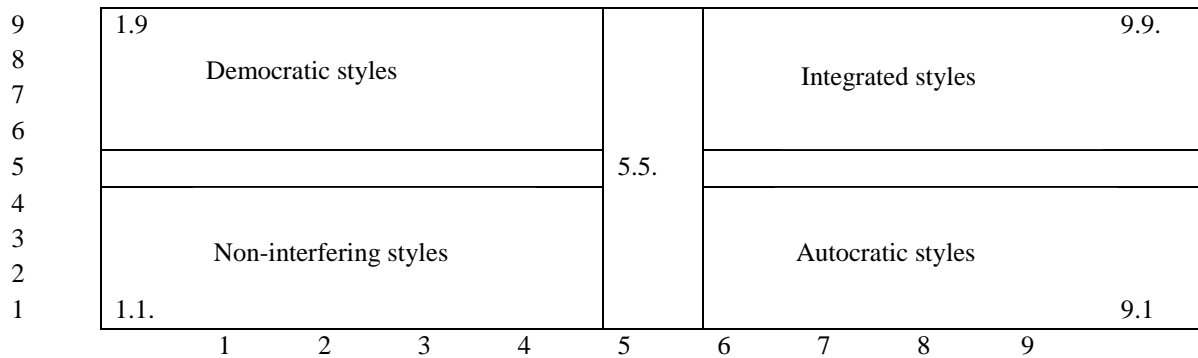


Figure 2. Blake and Mouton's performance grid by management group.

Source: Fołtyn, 2006, pp. 83-97.

In the second view, by management group with the classic names (Fig. 3).

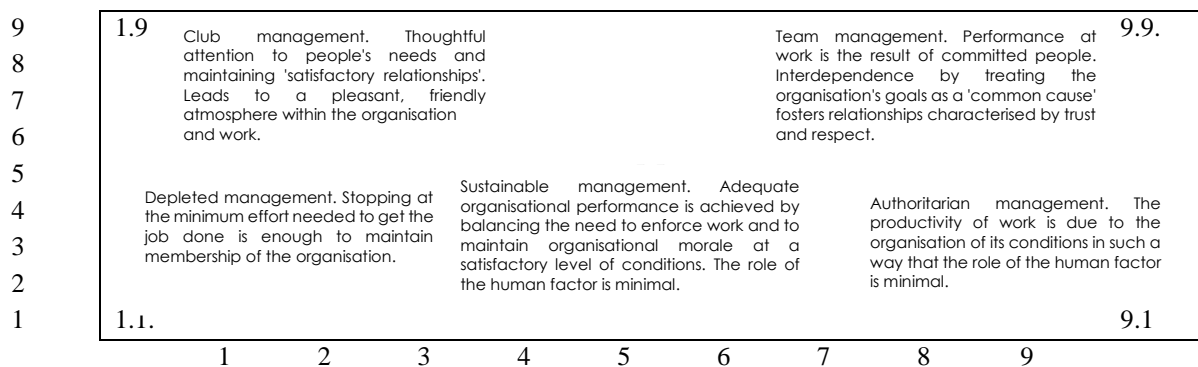


Figure 3. Blake and Mouton's performance grid by leadership style.

Source: Fołtyn, 2006, pp. 83-97.

To summarize this part of the article, it is worth emphasizing that the interpretation of the research results using the Blake and Mouton's method is a key step in understanding the preferences and management style of a given person or team. This method is mainly used in the context of management and personal development. The essence of interpreting the results of this method is to understand what the preferences of a given person or team are in terms of two main variables:

1. Interest in people. It is a measure of how much a given person or team pays attention to needs, feelings and interpersonal relationships in the management process. This may include aspects such as support, empathy and developing relationships.
2. Interest in the task. It is a measure of how much a person or team focuses on goals, tasks, results and achievements in the management process. This may include aspects such as efficiency, planning and achieving goals.

4. The leadership style grid - research findings

The results of the study clearly revealed an integrated management style in the organisation. The diagnosed style determines the achievement of results at work as a result of the committed attitude of people (the organisation's leaders). The diagnosed management style reveals interdependence by treating the organisation's goals as a 'common cause', which fosters relationships characterised by trust and respect. The traditional management styles are evident in Figure 2: democratic, of which style 1.9 is an extreme case, autocratic (with extreme case 9.1), non-interfering (extreme case 9.1). Finally, a style of leadership not considered in classical theories called integrated, the extreme case of which is style 9.9 described as ideal. It is this style that managers should strive to use if they can locate their existing attitude on the management grid (Fig. 4).

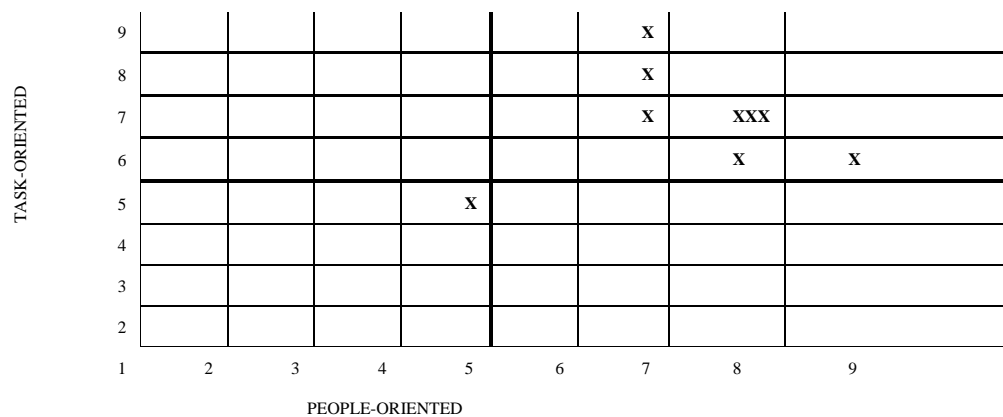


Figure 4. Grid of the results of the leadership survey.

Source: own calculations.

The management style revealed in the study indicates that Plant X is aiming for market success by 2025 (with an outlook to 2030). Based on the research, the following strategic objectives are identified by 2025 (with an outlook to 2030), the achievement of which will perpetuate the integrated management style. In this space, a key objective is to strive to maintain among the leaders of the studied plant X:

- existing commitment and attitudes to performance,
- interdependence by treating the goals of plant X as a "common cause",
- relationships characterised by trust and respect,
- high expectations of staff, including themselves and their subordinates,
- focus on teamwork,
- effectiveness of the incentives chosen to ensure that tasks are carried out efficiently,
- working together to achieve defined objectives,
- cooperate and support each other,
- the possibility to combine specialisations,
- collective responsibility of staff for the performance of tasks.

In the light of the strategic objectives identified above, the research carried out gives rise to the following challenges by 2025 (with an outlook to 2030). In this area, the leadership group should aim to:

- developing HR management with a task- and employee-oriented approach,
- consolidating the belief that staff want to and can work well,
- engaging staff according to their capabilities,
- ensuring staff satisfaction with their tasks,
- actively involve each member of staff in planning the tasks they will be involved in,
- inspire everyone to show their maximum potential in the tasks at hand,
- consolidating the principle of team evaluation of tasks carried out and regularly reviewing the activities carried out,
- limit the excessive autonomy of workers.

In view of the results obtained with the grid method of managerial research, it is particularly worthwhile to discuss the integrated style in greater detail (Figure 2). In the most general terms, it can be said that the integrated style, already recognised as ideal, is characterised by a high degree of task-orientation and people-orientation at the same time. A person who is a leader - a manager - manifests a working style in which the belief that people want to and can work well prevails. He or she engages the team (its members) according to their capabilities, taking care to ensure that they are satisfied with their tasks. He or she tries to actively bring everyone into the process of planning the tasks in which they will be involved. The leader (manager) in this style of management simultaneously occupies the position of a member of the team (organisation), inspiring all team members to demonstrate their maximum potential in the tasks at hand. He or she prefers team evaluation of task performance and regular monitoring of the activities carried out. The only weakness of this method of leadership is the excessive autonomy of the team members, which can be disadvantageous in certain circumstances (Cwalina, Sobek).

In the above perspective, it is worth noting the indications of J.W. Reddin, who, in his classification of management styles, significantly enriched Blake and Monton's theory (managerial grid) by developing its content with a further element, which is management effectiveness. As a result of many years of work, Reddin identified four styles of leadership effectiveness: a - separative, b - self-sacrificing, c - sociable, d - integrated and the following eight complementary styles, which he named: deserter, bureaucrat, autocrat, benevolent autocrat, missionary, developmental, compromiser and administrator. Reddin considered the style called compromise to be the least effective. A person representing this style is very susceptible to the influence of the environment, agreeing with everyone and always. He or she focuses mainly on solving current issues, leaving tactical and strategic issues aside. A much more effective style is that of the administrator, or leader, who knows how to make and sets high demands on himself and his subordinates. He focuses on teamwork. He or she is able to select incentives effectively, ensuring that tasks are completed efficiently (Zieleniewski, 1981).

It seems equally important to look in the context of strengths and weaknesses at the integrated management style diagnosed at Plant X, in which teamwork is a key success factor. When defining the term teamwork, it can be assumed that it is a basic form of work organisation, which is understood as a specific degree of organisational bonding of team members in the work process needed to perform specific tasks and objectives (Encyklopedia Zarządzania, https://mfiles.pl/pl/index.php/Zalety_pracy_zespo%C5%82owej). In another approach, teamwork is defined as a type of collective action in which the execution of specific, ordered sets of activities and operations is entrusted to a specific group of people. These are also activities that they perform as a team and have been commissioned individually for each of them. Narrowing down the reflection on teamwork - given the subject of consideration - it is also worth defining another term 'team'. In this cognitive area, we find the work of M. Trotsky, in which he defines a team as a group of people who have a common goal to achieve, complementing each other with knowledge and skills, where the members are jointly responsible for the performance of a task (Trocki, 2014, p. 83.). In this light, it is worth focusing on the characteristics that determine the success of teamwork, which is a key factor in guaranteeing the functionality of an integrated management style, these are (Lencioni, 2016, p. 76):

- cooperation, working together towards a common goal,
- cooperation, helping each other,
- co-partnership,
- the possibility of combining specialties,
- collective responsibility for performing a task.

In light of the above findings teamwork is characterised by numerous advantages and benefits, which can be considered strengths. There are also a number of limitations associated with this form of work, which negatively affect the effectiveness of teamwork and sometimes may even make this work impossible, leading to the break-up of the team, which should be called weaknesses. Both strengths and weaknesses of teamwork are presented in Table 2.

Table 2.
Strengths and weaknesses of teamwork

Weaknesses of teamwork	Strengths of teamwork
<ul style="list-style-type: none"> • the danger of placing personal goals and intentions above primary goals, team members may priorities their own goals over those of the team in order to gain advantage, • striving to maintain one's own distinctiveness - the individual seeks to present their own distinctiveness, • domination by an individual - especially by a stronger, more attractive individual, even if he or she has less analytical skills than others, this individual may end up having the greatest influence on the final decision, • the phenomenon of minority suppression - there are times when those with a different opinion than the majority are ignored and mistreated, • longer decision-making time - decisions made by a team take more time than if made by an individual, in addition, as the time required to make a decision increase, so do the costs, • lack or excess of leaders - a disadvantage can be the lack of a person to coordinate all the work of the team, to ensure that tasks are carried out, as well as too many such people, • the need to plan - there are many things that need to be planned in order for the team to work successfully, such as the time and place of meetings, and which involve an investment of time and money, • chaos - the danger of confusion if team members discuss different issues at the same time. 	<ul style="list-style-type: none"> • team members are motivated to act, teamwork produces better results than individual work. There is a synergy effect of teamwork, which is a combination of cooperation and synchronisation, • productivity increases, • job satisfaction increases, as team members can perform tasks that are suitable for them, • there is a lower sense of dependence on the supervisor, • team integration increases, the group becomes a whole and jointly takes care of the interest of the whole, • there is less turnover, thus reducing the costs associated with it, faster information flow, • there is a more favourable division of labour, a common pace of work, • barriers related to individual attitudes are overcome, • self-control is activated, • communication increases, thanks to a faster flow of information, • the need to belong to a group is fulfilled, • it is less painful to feel failure, because failure is spread over the whole team, • there is an opportunity to share ideas and select the best ones, • there is a higher quality of work, • team members motivate each other, • accidental errors are less frequent.

Source: own elaboration based on: Stracke et al., 2013, p. 6; Kisielnicki, 2011, p. 226.

In conclusion, in the perspective of the whole of the above reflection, the following overarching regularity becomes apparent. The division of management styles in the simplest terms adopts a two-dimensional structure, in which one direction is defined by the supervisor's strongly goal-oriented action and the other by people-oriented behavior (Penc, 2005).

5. Summary

Summing up the research in Department X - in the light of Blake's concept and Mouton - it should be considered successful in determining the key management style in the surveyed team. It clearly confirms that the key to achieving harmony in teamwork at the Department is to simultaneously direct the management style towards people and towards tasks. In this perspective, managers should focus on activities improving the organization so as to focus management both on the areas of deprivation (needs) and on the services that the

researched team performs in everyday work. They were able to make such choices that will determine the team to approach ideal attitudes and behaviors.

Equally important in this context is management interpreted in a radically functional way as maintaining a balance between the organization and its environment and between all its subsystems. Maintaining balance in the organization's relations with the environment consists in providing it with appropriate supplies that will allow the organization to maintain its separateness and integrity in this environment (in other words - survive) and the ability to formulate goals and its own strategy, as well as the ability to implement them (Bielski, 1997). The overriding goal of management and its measure of quality is the survival of the organization and its adaptation to the environment (Obłój, 1987).

The relations indicated above reveal another important regularity. The researched management styles can determine the success or failure of the researched organization. The disclosed management style indicates the market success of the researched team. For this reason alone, it is worth deepening the knowledge related not only to the surveyed leaders who are part of organization X, but also from the perspective of its other employees.

In the light of the above content and the described regularities, processes and dependencies, it is worth remembering the words of Konosuke Matsushita – a Japanese expert in management science – in whose opinion, in a globalized and internationalized economy, it is necessary to optimally extract every bit of intelligence of each employee (Matsushita, 2000).

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Appendix

Variant I - the most common way of acting or thinking

1. Execution of tasks:

- A. I am thoroughly informed about the progress of each employee's work and regularly summarize the performance of tasks with subordinates.
- B. I rarely intervene. I believe it's better to leave people to solve their problems at work on their own.
- C. I make sure that everything is going well and that no one is missing anything.
- D. I am up to date with the essentials. If necessary, I discuss goals and implementation plans with stakeholders.
- E. I keep a close eye on my co-workers.

2. Decisions:

- A. I make my own decisions, because the role of the boss is to lead and take responsibility.
- B. I try to ensure that my decisions are in line with the ideas of my superiors.
- C. I gather my selected collaborators and together we analyze what needs to be decided.
- D. I meet with each of the interested parties separately to find out their opinion. Then I make a decision and explain it.
- E. I try to "sell" my decisions to my colleagues so that they will accept them.

3. In case of violation of the rules:

- A. Uniform rules are necessary for proper functioning. If someone does not follow them, it should be made clear that they must be respected.
- B. If a rule is broken, it is better to close your eyes; many rules are made to be broken.
- C. The rules should be reminded only in important cases; rules are guides, too rigid a control would cause them to fall apart.
- D. Rules must be respected and employees must understand that they are in the general interest.
- E. When a violation of a rule occurs, discusses it with stakeholders to find reasons and determine whether or not there is a need to change the rule.

4. If a subordinate questions a manager's decision:

- A. I'm explaining my decision again to make sure it's right understood. If my co-worker still persists, I explain to him that he should do it, even if the decision seems wrong to him.
- B. I tell the worker: "It's an order: I know better what to do, please do what I recommended."

- C. I repeat my decision. If it's still being discussed, I say, "Okay, you can do what you want.
 - D. I am suspending the decision to avoid unnecessary confusion.
 - E. I give reasons for my decision, explaining those points that may not have been known. I will then become acquainted with new facts that could possibly lead me to change my mind.
5. At the request of the management, I have to revoke the decisions made:
- A. I don't think this change is beneficial. I have fought this notion, but no my objection was taken into account.
 - B. The decision has been postponed because... Let's try to use the experience gained to make decisions in the future.
 - C. That's how we're going to proceed. I had to make a change because...
 - D. Here are the new instructions. Now we will proceed like this.
 - E. Once again they changed their minds. Here are their new instructions.
6. My Own Superior:
- A. I believe I share responsibility with my boss. We are a team.
 - B. I want to get results with minimum friction. I expect my boss to be realistic. I report to him when something unusual happens.
 - C. I try to emphasize the good atmosphere of my team. My relationship with my boss must be cordial: he must understand that we will not be more productive without internal friction.
 - D. The less I see him, the better I feel. I prepare all reports and statements on time.
 - E. I try to let my results speak for me. I want my boss to leave me free to act as long as everything is going well.
7. Conflicts between subordinates:
- A. I bring them all together and we try to find a solution through discussion: conflicts must be faced.
 - B. Conflicts are unacceptable: they must be fought with all determination.
 - C. It's best to let employees handle their own affairs.
 - D. I meet with them and calm the "hot heads" by convincing them that it's not that important.
 - E. I split the sides, I talk to them to convince them that they are wrong. I look for the best compromise and let them know that arguing can be harmful to everyone.

8. To motivate employees:

- A. It is best to stimulate effort and enthusiasm by telling employees that they must serve the company by allowing them to work in peace.
- B. People prefer to take positions that require little thought and little responsibility.
- C. Most employees value a balance between performance demands and the ability not to be overly concerned about it.
- D. To keep coworkers interested in the job, give them the opportunity to make decisions for which they feel responsible.
- E. For most of my subordinates, it is more important how much they earn than what they do.

9. A holistic command concept:

- A. Be fair but steadfast. Establish a high level of satisfaction among team members. Watch over a good friendly atmosphere. Don't require too much work.
- B. Maintain a high level of satisfaction among team members. Watch over a good friendly atmosphere. Don't require too much work.
- C. Anticipate goals with an increased degree of difficulty, reward individuals who achieve these goals, and pay attention and admonish others. Organize, coordinate and control work so that employees do not reduce work efficiency.
- D. Meticulously deliver instructions. Give tasks to employees and give them a free hand. Prepare reports on the implementation of tasks.

Variant II - substitute (sets of questions as above)