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The Development of Sustainable Leadership for Tomorrow

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Abstract

The paper summarises the best managerial practices and principles of success of the most prolific managers, researchers, and specialists in personal development at this time. The successful businessman/businesswoman respects the ethical and moral standards of his time.

As a practical part, the article presents three successful ideas, two famous iconoclasts, and a new business idea. The 3 ideas of success with impact for humanity are: marriage, laws of motion, and universities. A special importance is given to iconoclasts like Henry Ford and Picasso. The COVID-19 pandemic necessitated the emergence of a new business in tourism: the Cube Concept, which responds to the need for social distancing.

At the conclusions, the matrices of the main traits of the leaders/entrepreneurs of tomorrow are detached, following the strong ideas of the analysed literature and the presented case studies.

Keywords*:* the matrix of sustainable leadership, case study, iconoclast, business in tourism, Rentakub.

Jel Classification: A12, B21, D.85.

1. Introduction

Tomorrow's leader is based on solid principles and focuses on business partners. To be human, warm, approachable, and empathetic. Castro (2007) considers that ,,the intangible values are: forgiveness, discipline, responsibility, commitment, honour, generosity, sacrifice, cooperation, tolerance, creativity, humility, understanding.''

According to Allal-Cherif et al. (2023), ,,sustainable entrepreneurship means: environmental activism, open sustainable product innovation and suppliers as true long-term partners.'' Mead (2018) concludes that ,,business, society and nature are related and we have to be resilient with our innovation goals''.

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Alvehus et al. (2022) conclude that ,,to understand the framing of leadership situations, is multimodal approaches involving time, space, materiality and attention are necessary ''.

Vanichchinchai (2023) considers that ,,leadership and culture are strongly connected with human resources''. According to Tari et al. (2023), Li et al. (2023), leaders may ,,inspire their employees to achieve organisational goals''. Andrade (2023a) conclude that ,,psychology can help leaders understand themselves'' and Alvehus (2021) considers that ,,leadership involves choices of Others being influenced by various practices like management, discipline, manipulation.'' Kopnina (2016) concludes that ,,environmental sustainability can be learned by business students using case studies''. For these reasons, the author use case studies to understand tomorrow leadership.

2. Leaderships, Types of Leaders

According to Ford et al. (2021) ,,the ways to evaluate leadership success are task accomplishment, group integration and maintenance outcomes''. Lundmark et al. (2022) found ,,a good relationship between role clarity, employee well-being, and laissez-faire leadership''. Birasnav et al. (2023) consider ,,that an internal school competent workforce needs a total quality learning-oriented leadership''.

According to Ogaga et al. (2023) and Srivastava et al. (2023), ,,there is a good relation between ethical leadership, sustainability of firms and firm behaviour''. Jain (2023) considers that ,,spiritual leadership means interpersonal trust and knowledge sharing.'' and Hoang et al. (2023) conclude that ,,trust in leader facilitates innovative behavior''.

According to Rabiul et al. (2023), Andrade (2023b) and Iqbal et al. (2023) ,,servant leaders play an important role in helping others to become creative self-efficacy'' .

Topic (2023) and Lewis et al. (2023) consider that ,,feminine women demonstrate feminine leadership styles''. Liu et al. (2023) conclude that ,,relation-oriented leadership and human resource management processes increase the employee performance''. Silver et al. (2023) consider that ,,resolving selective destructive behaviour and resolving generalised manifestations of destructive leadership have the same severity''. According to Tura (2020), there is ,,an important correlation between leadership style, work experience and dependent variable employee turnover intention'' and Hilton et al. (2023) conclude that ,,transformational leadership can help improve employee job satisfaction''.

3. Case Study

Sikarwar (2017) considers that ,,cases bring to life events that managers have to deal with on day to day basis''. According to Yin (2017), ,,a case study is a detailed examination of a particular case (or cases) within any individual, group, organisation, belief system, or action''.

Marriage is a norm in written society, it is good for the stability of society, it represents a lifelong commitment to another person, and it is based on love for the most part, not on the choice of the parents. 55 % of UK marriages last! Stevenson, apud Fardon (2010) considers that "Hope and love tend towards a perfection never realised and which become the salt and pepper of life."

According to Fardon (2010) the university originally „meant a community of teachers and scholars. The first three universities, Bologna, Paris and Oxford date from the 11th century and were financed by the Church. In the medieval arts, there were seven liberal arts: grammar, rhetoric, dialectics; arithmetic, music, geometries, and astronomy. However, the first university in the world is the Qayrawan Islamic School in Fez, founded in 859 AD. Today, the university professor still occupies academic chairs. The purpose of the university is to protect teachers and students from everyday temptations to learn about life in a completely different way. Thus, the great minds in science made their first discoveries at the university.

Newton's laws of motion and gravity show that the further an object moves in a circle, the slower it must go to give it the impulse to maintain a constant course. Thus, Newton demonstrated that every movement, large or small, on Earth or in outer space behaves according to these universal laws. These laws opened the way to Enlightenment!"

According to Berns (2010), „successful iconoclasts have the ability to connect on a social level that transcends the idea of self. (Berns, 2010) In this sense, to be successful, they use familiarity and reputation. Picasso was a maestro in this sense. He was very productive, creating over 13,000 paintings and 300 sculptures, being an even more prolific artist. People were attracted to him because of his charisma, being a real social magnet. He was what we call today, a true network node, practically creating a true social network. Picasso shows that by increasing familiarity with the world through exposure and productivity, you can shrink your own universe".

Berns (2010) considers that „Ford is a good example of how iconoclasts deal with fear. The first step is acknowledging that fear permeates any business. Once the fear is recognised, the next step is to deconstruct and reevaluate it. Ford also points out that when fear is broken down, it is found that the fear of losing money is at the root of it. Ford is a model of how the restructuring of the fear of failure, how it is possible to learn from mistakes, allows a negative potential to be transformed into a positive one".

According to Barabasi (2017) „the market is a oriented network: the companies, the financial institutions, the government and all the potential economic players are the knots". Powell (1996) considers that „in the network, the option is to create debts and dependences on long term".

Barabasi (2017) concludes that „the visible element for present is passing from the vertical structure to plate network, which many connections between knots". According to Sabie et al. (2020) „transpersonal dimension means that people understand as individuals, as groups and as organisations".

A Business Idea: The Kub (Rentakub). With an initial investment of 250,000 euros, a tourism entrepreneur laid the foundations of a holiday village in Slănic Moldova, a project that represented the beginning of Rentakub, a network of "cubes" offering tourist accommodation.

The idea started from the desire for the tourist to feel as if he were in a holiday home that he would share with his family. It is a way to be in the middle of nature without sacrificing comfort, as these cottages offer the conditions of a premium hotel. Rentakub is a meeting concept in the Nordic countries aimed at tourists interested in accommodation in their own holiday home, eager to learn about different accommodation concepts. A particularly important aspect, especially during the pandemic: accommodation in the mini-vacation houses in the Rentakub network is carried out without human interaction. Tourists stay exclusively online and receive the access code from the website by SMS, 24 hours before the stay. The Rentakub concept is developed by attracting new network partners who want to start a business in the field of tourism. For the development of the Kubs, any area or city with tourist potential in Romania is suitable, especially since the area will be one of the important criteria for the degree of occupancy with tourists.

4. The Matrix of Sustainable Leadership for Tomorrow

Carnegie (1997) considers that the ways to become agreeable: ,,show a sincere interest in those around you, smile, someone's name for him is the sweetest music, be a good listener, shape your speech according to the interlocutor's interests, do it in such a way that your interlocutor to feel important''. Hill (1998) identifies the following causes of failure: ,,the wrong choice of life partner, exaggerated caution, wrong choice of vocation, lack of concentrated effort, inability to collaborate with others, gaps in education, procrastination, lack of perseverance, one or many essential fears''.

According to Khushk et al. (2023), ,,authentic leadership incorporates self-awareness, moral perspective, respect for others, and expresses their personal values. Women as leaders establish supportive social relationships, possess mentorship, manage hard tasks''.

Collins (2017) identifies 5 hierarchical levels, according to the table below:

Table 1. The five hierarchic levels

Level 5	Level 5 Director	Builds excellent stamina through a mixture of modesty and will.
Level 4	Effective leader	It catalyses commitment and pursues a rigorous vision, stimulating performance.
Level 3	Competent manager	The principal purpose is effective pursuit of objectives.
Level 2	Team member involved	Collaborating effectively with other members.
Level 1	Individual with special qualities	Talent, knowledge and diligence.

Source: Collins, 2017, p. 40.

Level 5 leaders „build a company that can function without them. For this, people are selected based on their compatibility with the purpose and essential values. The values that employees are passionate about and that they would not give up really matter".

J. Maxwell (2009) talks about the following „qualities for a 360-degree leader: be your own exceptional leader, be willing to do what others refuse, invest in relationship chemistry, become a reliable player, be better tomorrow than you are today, complete yourself teammates". Boddy (2016) considers that „Robert Maxwell is a corporate psychopath and even a sociopath because the scores highly on the psychopathy measure used in his research.''

According to Tapscott (2011) „the values of the Net Generation are: freedom, customisation, vigilance, integrity, collaboration, fun, speed, innovation". Ridderstrale and Nordstrom (2007) recommend: „to love your neighbour, to appreciate the values, not to count the money every moment, to give from yourself, to know the wishes of the scientists".

Covey (2000) considers that „the quality of life implies: acceptance and love, challenge and growth, purpose and meaning, fairness and favourable occasions, life balance. This involves: personal sentimentality of the household, the managerial context, the professional challenge, the long-term and short-term perspective, ecological balance".

According to Stewart (2007) „successful business people have: passion, curiosity, work ethic, excellence" and Greene (2015) considers that the „strategies for achieving mastery: connecting to the environment, using strengths, training, assimilating details, broadening the vision, listening, synthesising".

Table 2. The matrix of sustainable leadership

Level	Name	Qualities
Level 7	Top leader	Holistic, ability to synthesise, vision, emphasis on values, chemistry of relationships, excellence, strategies, patient
Level 6	Responsible leader	Analysis and synthesis, focus on the result, empathy, tactics, Calm, synergy
Level 5	Proactive leader	Delegation, setting goals and objectives, content analysis,
Level 4	Mid-level leader	Time management, balance, growth orientation
Level 3	Proactive member	Self-discipline, propose improvements
Level 2	Active member	Punctuality, Work ethics
Level 1	Prepared individual	Diligence, professional skills

Source: Own considerations of author.

Each level implies different degrees of love, knowledge, truth, common sense.

5. Conclusions

All good thinking is first an idea! And, after, it becomes something practical: an article, a conference, a business company. Those two forces that make humanity go forward are the iconoclasts. From Ford we have the car and from Picasso we have the network, who is very good in business. From the point of view of tourism, the Rentakub concept for pandemic time is one of the best answers.

To make the matrix of sustainable leadership, first step is the leadership literature, second is the case study concept, and third is the hierarchical levels of Collins, because good ideas are coming from other good ideas!

The main contribution of the author is the matrix of the sustainable leadership on seven hierarchical levels. The most important qualities for level seven are: holistic, vision, excellence, values, strategies, and for six level: synergy, empathy, tactics, results. To go from level one to level two and from level two to level three and so on, you need abilities, competences, habits, knowledge and know-how.

The sustainable leader matrix has implications for universities, companies, local, regional, national and international authorities, to any leadership from level 1 to level 7.

The following research aims to validate this matrix by selecting some top multinational companies and identifying such leaders from level 1 to level 7. This will show you the close connection between theory and practice, being useful to both students and managers from different fields, as well as authorities and businessmen/businesswomen.

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