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2016   **Jan Vaněk**

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**Leadership skills:
A survey of companies to find out
the most important leadership
skills for organizational success.**

Jan Vaněk

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Vedoucí práce:

Alok Kumar, M.A.

Katedra anglického jazyka a literatury

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Prohlašuji, že jsem tuto práci zpracoval samostatně a použil jen uvedených zdrojů a literatury.

Plzeň, duben 2016 ……………………………………………

Poděkování

Rád bych poděkoval svému vedoucímu práce panu Aloku Kumarovi, M.A. za jeho pomoc, rady a připomínky, které mi poskytoval při vypracování této práce.

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Content

1 Introduction

The term of a leader was already known and used by cavemen. The cavemen usually chose someone who led their tribe as its head, or who led them hunting. Throughout the whole history of mankind, the leaders were those people who were able to lead others in any difficult situations, people whom others believed in. This term is generally used in relation to business nowadays.

The aim of the bachelor thesis is to introduce the reader with the problematic of leading a company. The main goal of the thesis is to find all the important skills and abilities which a successful leader should possess when managing a leading people. Another aim is to find out how any person could become an actual leader. The thesis is divided into two main parts the theoretical and the practical part.

The theoretical part consists of four subchapters which are then divided into lesser subchapters. The first part of the theory tries to define the terms leader and leadership and their functions within a company or group of people. Next part appoints several skills and abilities which are useful for a leader. The third part of the theoretical part defines the term manager and then tries to compare functions of leader and manager. In the last part of the theory will be mentioned few persons who are known worldwide because of their leading skills.

The practical part extracts information from two interviews which were aimed at either confirming the facts which will be written and claimed in the theoretical part or disproving them and finding the important useful abilities and also responsibilities. This part will focus on analysing of the interviews which were provided by two Chief executive officers who will both be described together with their companies.

2 Theoretical part

The theoretical part is focused on leading and management of companies and relationships between employees and management. The first part of the theory consists of important and necessary skills which every leader should know of. These skills are further described. Management and leadership and it functions are then described in part 2.3. This topic focuses on describing the term management and then it describes how it differs from leadership and in what ways lie the greatest dissimilarities between them. The last part of the theoretical part mentions some leaders throughout the history and various professional disciplines who certainly affected the whole mankind in both good and bad way and who definitely left an indelible mark on it.

2.1 What is leadership

Leadership is a term which describes the ability of some person in the company to lead his or her team over all possible obstacles to reach common goals. The first part of this chapter is focused on describing the term leadership more precisely and whereas the second part focuses on its functions

2.1.1 Defining the terms leader and leadership

Although, there is no unambiguous definition of the term leader and leadership in the social sciences, a significant number of definitions is possible to find. Since it is difficult to define the term leadership, I am mentioning the quotation from Bernard Bass from 1990:

"Leadership is the interrelationship between two or more members of a group that generally includes structuring and restructuring of a particular situation and also perception and expectation of members. Leaders are moving a force of changes, They are individuals, whose behaviour has on others significantly greater influence than the influence of behaviour of others on the

leader. Leadership shows itself when one member of the group modifies the motivation or powers of others in the group."[1]

According to this definition is clear that in a particular system, which has given the order, are elements whereas one element is superior to others and spontaneously, thanks to the influence of the leading element, the influenced elements voluntarily follow orders of the leading element. In other words, the leading person is perceived as the mover of group processes, evokes changes and instigates activity. For the group are essential the skills, qualities, traits and character of the leading person. These abilities should be appreciated by members of the group. He also creates the structure and interrelations between members of a group or a company.

There is only a slight chance of becoming a leader without sufficient prerequisites. Possessing the required skills may not suffice if the person does not develop himself or herself through a never-ending process of self-study, education, training and experience. The right leader has to continually work and study to improve his skills and never rest after his achieved accomplishments. Therefore desire and willpower are major aspects of becoming a successful leader.

2.1.2 Functions of leadership

To become a successful, leader needs to have a clear great idea of how to accomplish the common tasks, how to work as a team and how to satisfy the need of others. Whether the objective is considered sufficiently significant, members of organisations will feel the need to finish it successfully so they will try to find a leader who could be able to help them. Without a leader, they only feel the need of assembling and sticking together. Every individual has his own basic needs, such as food, roof over head and sense of safety in case he or she

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[1] BASS, Bernard. From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*,: 1990. doi:10.1016/0090-2616(90)90061-S vlastní překlad autora

feels jeopardised. Humans simultaneously strive for social status and recognition for having contributed achieving of the common welfare.[2]

In order to work as a team, the members have to accomplish concrete key functions to reach common tasks. A group has to select someone who determines the task, ensures a plan and its achieving. who will be trying to find possibilities of improvement and keep uniting the team together. It is obvious the right people have to be chosen for the right places. Eventually, someone should be responsible for securing of individual needs such as rewards, encouragements and reprehension.

These mentioned functions can be described as leading ones. However, it does not imply that a leader has to perform them all by himself or herself.[3] They can be transferred to someone else. On the other hand, when a leader is moved to another branch, his or her success shall depend on obtaining new information and the ability of his or hers adaptability. The current advances in technology make moving of leaders quite complicated nowadays. Therefore companies often educate their own leaders.

People generally need someone, who is helpful by accomplishing their tasks and who can support them during hard times and share their affliction at the same time. In other words, someone who will show them his or hers awareness of their individual needs.

2.2 Skills

A person of a leader is quite necessary for any company. A significant number of people act naturally as leaders even without formally appointed to the function. That means a group leader does not have to be the actual

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[2] ADAIR, John Eric. Leadership and motivation: The fifty-fifty rule and the eight key principles of motivating others. London - Philadelphia: Kogan Page Publishers, 2006. ISBN 978-0-7494-4798-4 p.10

[3] BASS, Bernard. From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*,: 1990. doi:10.1016/0090-2616(90)90061-S . p.12

manager. On the contrary, the most influential person in a group may not be its leader.

The abilities of a leader may surface themselves already in childhood. Almost each group of children principally has someone who tells others which game to play that day, what to build or who tells them what story to act. These people often become managers in companies in the future.

2.2.1 Ability to lead

One would say it is obvious for a leader being able to lead. However, it is necessary to say that not everybody has the potential to do so. This skill refers to how a leading person imagines his or her vision, how he or she shares it with employees and thereby inspires them to support that vision. The importance of leadership is necessary for motivating employees in order to get the desired business results. The leader is as well responsible for showing the employees their contributes for the company's goals. Instilling this information helps the employees to feel motivated and have a sense of purpose.

2.2.2 Communication

Effective communication surely is a key to be successful. All great leaders are excellent communicators. One of the most important duties of a leader is describing and explaining the company vision to his or her employees. Leaders must understand how to manage to make the employees understand or believe in company's goals and ensure daily tasks are getting done. Their communication skills help to facilitate office conversations. The leader often has a sense when to call for a meeting. The leader is responsible for telling new employees what is the job description and on the other hand, he or she must explain the reasons for making someone redundant. Training new employees and creating a comfortable work environment also depends on the communication of large quality. To stay close to employees, the leader should always have an open door to his or her office to discuss company and staff matters. If not, he or she should make sure to talk to them on a daily basis.

These procedures helps the employees to trust and depend on their leader, making them less hesitant to work.

When a company deals with some troubles, it is the responsibility of a leader to guide his or her team through the trouble without panicking. The leader should radiate positive energy and attitude to boost a morale of his or her team. Encouraging the employees not to be sad because of failure is important in the process of improving the work environment into a happy and healthy space, where everyone looks forward to work in. Even the pranks on new employees may help to create friendly background and also help the new ones to quickly integrate into the team.

2.2.3 Charisma

"Charisma is a strong emotional relationship which grants the leader extraordinary devotion, appreciation, admiration and trust. In other words, it is an undisputable belief in the rightness of what the leader is doing and belief in the leader himself or herself. Charismatic leaders set an example to their subordinates via their actions which needs to be followed. Charismatic leader gladly and with passion speaks of his or her future job tasks, dedicates himself or herself to reach goals with maximal energy, does not think about his or her personal benefit, cannot be discouraged, surprises what he or she can sacrifice to complete the task, openly admits obstacles and perils, which await on the way to the goals and is ready to fight them."[4]

2.2.4 Commitment

Commitment is a willingness to give time and energy to something that the person believes in or a promise or firm decision to do something. A great leader has to lead by example to his or her employees. Seeing the leader working alongside everyone else and showing that hard work is being done on every level is probably the greatest motivation. Leaders are committed to their

[4] BĚLOHLÁVEK, František. Jak řídit a vést lidi. 1. vydání. Brno: Computer Press, 2000. ISBN 80-7226-308-0 p.19

business, their employees and even to their customers. They understand that it is an ongoing commitment to make products or services great. They are also earning the respect of their team by proving their commitment and thanks to it they may also instil the same hardworking energy and passion among their employees. Furthermore, the leader is obliged to keep his or her word and promises. However, lack of this ability to his or her employees might end up abusing them. Equally, lacking a commitment to the customers may mean the customer service will decline. In other words, a leader should listen to customer complaints and suggestions and according to them innovate and improve services of his or her company and thereby prevent the company of losing them. These are the reasons why such person should not be leading a whole team.

2.2.5 Confidence

Confidence is a personal quality of being certain of his or her own abilities or having trust in people, plans or the future. Confidence is important when a leader makes important decisions concerning his or her business or a business of the whole company. A right leader has to be decisive because of great demands of the business. A leader cannot change his or her mind often because such proceeding might cost the company time and money and in an extreme case even put to an existential risk the whole company. The indecisive leader also loses the respect for his or her team. On the other hand, a leader who is decisive, calm and confident, makes the employees feel the same and that helps to keep everyone working and moving ahead.

2.2.6 Relationship Building

This ability requires a significant investment of time, emotion and a lot of effort to maintain business relationships. A leader wonders how to make a successful team from a group of several different individuals. Creating and strengthening relationships with both employees and clients is one of the marks of a leader truly dedicated to his or her company and position. Unselfishness and effort of a leader in making so cannot be overlooked by the employees nor

customers. An employee who sees in his or her leader a role model is more likely to work more strenuously for him or her, even beyond the ordinary job description. Making a small team of skilled people which helps the leader with common tasks such as bookkeeping or management of small departments may be also worthy of the leader when he or she has to be concerned with prior tasks.

2.2.7 Honesty & trustworthiness

Business and employees are a reflection of a leader. Therefore honest and ethical behaviour is a key value to be a proper example. It may be helpful for a leader to make a code of values and basic beliefs and according to them he or she behaves and acts. By promoting and displaying them himself or herself leader encourages employees to follow him or her and these values. Hopefully, these values influent the office environment and make the work conditions more friendlier and helpful.

Being as trustworthy as possible increases commitment of the employees to their goals and inspires their best efforts. By showing his or her probity and honesty, leader gains the respect of clients and employees. It helps the communication process because the employees are not scared of coming to their leader with any problem which complicate their work or to give him or her some suggestions, how to better deal with some problems.

2.2.8 Time management

Time management is about arranging of duties according to their importance. It is considered as a valuable skill for employees, but even more important for a leader. A great leader does not manage his or her own time, but the time and efforts of an entire company. The term time management includes knowing how and where the leader spends his or her own time, understanding how employees spend their time, and what objectives each department should spend its time on. One of the responsibilities of a leader is deciding where to spend time and resources of the company, which clients have a good return on

investment, which business ventures will benefit customers, which employees require a little more guidance, and so on.

2.2.9 Creativity

A leader is sometimes forced to make a sudden and quick decision. In situations like these creativity proves as a valuable ally. When facing the difficult situation, a leader is supposed to guide his or her team by making these sudden decisions instead of his or her employees. It is up to a leader to choose which one of two bad choices to choose as a better option. Just like everywhere else, even here is valid the rule that the first or the easiest option is not always the best possibility. A leader has to consider all the options thoughtfully and may even ask his or her team for their opinion. After considering all the possible options leader reaches the end conclusion he or she was aiming for.

2.2.10 Inspire & Motivation

It does not matter, in which phase of development a company currently is, employees always need to by inspired and motivated. An effort of every leader should be inspiring the employees to see the vision of a prospering and successful company which they may together reach. And what else may be the best inspiration than gaining rewards for a job well done. Being able to properly motivate the employees is great for focusing on the future goals as well it is important for the current issues. A leader is the one whose job is to keep spirits up and who should acknowledge the dedicated work of the employees. And to achieve that, employees have to feel appreciated for their hard work, especially in times when the morale is low, there is a lot of work to do or everyone needs a break.

2.2.11 Industry expertise

A leader who does not understand what he or she is doing or who is less qualified than the employees is difficult to follow. He or she must represent an authority that is admired by clients employees and even other companies. This

expertise must manage important decisions and help the leader to understand what is and what is not possible to do for each position. A leader is expected in suggesting alternate and possibly better solutions of certain problems. Such expertise is important when the leader sets goals according to the current situation on the market, because it helps the leader and the whole company to decide what should be most profitable to do or make during an actual situation on the market.

2.3 Theory of Management and Leadership

This chapter will focus on comparing of the terms leadership and management as functions of a company. In this chapter the meaning of the term management is described. This description allows us compare the dissimilarities between management and leadership. The next part then consist of the problematic when comparing these two terms. In conclusion of this chapter the differences of leaders are discussed either according to their functions in the company or through other aspects that may help to distinguish them.

When dealing with this topic, the quote by Warren G. Bennis is definitely worth mentioning:

"Managers do things right. Leaders do the right thing."

Since the term leadership was already described in previous chapters, I am beginning this chapter with describing the term management.

2.3.1 Management

This term is defined as the process of planning, organising, leading and control of people and their activities within an organisation with methods which ensure reaching of set goals. Management is often defined as reaching the goals through other people in formally organised groups. It is a process consisting of series of steps that require a large amount of time and effort. The

structure of the managing process was described by Peter F. Drucker in four points:[5]

- deciding and planning (developing a plan that links all the way back to the strategic goals of an organisation)
- organising (focusing and arrangement of resources that can help reach the goal of creating an organisation)
- operational management and leadership (regulating of the procedure during its process)
- creating a feedback (gaining a feedback information and final control of the results)

Drucker also defines the main task of the management as the importance to allow people collective efficiency through common goals, common values, appropriate structure, vocational preparation and development and everything else they need to submit the required performance and to be sufficiently flexible. Summarily, management has to work, support and develop human capital. The form of the management differs according to pertinence to given country. Managers in various countries do all exactly the same as managers in other countries but there is a difference in the way they are doing it.

Management is continuously more and more theoretical discipline and practical activity at the same time. In his book Drucker calls management as the liberal art, because it deals with basic categories of knowledge, self-knowledge, wisdom and leadership skills. He calls it art because it is about practical and application field. Managers take advantage of all knowledge and findings which social sciences such as psychology, philosophy, economy history and ethics offer. They also make use of natural sciences. And then, the manager should be able to use this knowledge to increase the effectiveness and reach better results.

2.3.2 Dissimilarities between Management and Leadership

The differences between leadership and management are only slight and negligible to a certain extent. As already mentioned in the chapter Skills, as a leader may act even an ordinary employee without being formally appointed to the function. However, this individual shows potential to lead the group which its official leader either may not have or intentionally leaves to its colleague for a purpose of better functioning of the company. The boldest difference between these two terms is that the function and position of a manager can be defined whereas it is impossible for a leader.[6] By leader is necessary to consider personal qualities, style of his or her proceeding, behaviour and decision making.

In the structure of a company, the manager is usually a person who starts an entire proceeding of the company, who coordinates it and has the ability to influent everything connected to it. However, a significant number of people currently call and believe that a manager is anyone who is in charge and leads other people despite the fact, that this person may often work only slightly with his or her employees. It is an example of companies which either have only a few employees or their managers work in departments of an organisation which deal with technical, economic and financial processes. Even though the acts and conduct of the manager may have a great impact on the course and functioning of a company, it often affects the employees only vicariously.

On the other hand, this cannot be claimed about the conduct of a leader. The conduct of a leader involves encouraging people to work, affecting and regulating their performance, controlling, evaluating, awarding and leading their professional career.[7]

This implies that it is necessary to differ the terms leader and manager because of their functions, even though, they often look the same in the eyes of a layman.

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[6] BEDRNOVÁ, Eva, NOVÝ, Ivan a kol.. Psychologie a sociologie řízení. 3. vydání. Praha. Management Press, 2007. ISBN 978-80-7261-169-0

[7] ibid

2.3.3 Differentiation of leaders

Since it is difficult just to properly define the term leader, it is also logically difficult to distinguish the types of leaders. They can be distinguished according to a significant number of criteria which are based on particular definitions. The leader is supposed to be solid and permanent will when leading crowds of people. He or she should also have prestige which enables him or her to rule. This prestige is closely interwoven with charisma.

The most general resolution is to distinguish the leader as formal or informal one. Formal leaders usually hold a certain office in a company and they are elected to that position. The formal leader is usually marked as a manager as it is already mentioned above. The informal leader can have nearly the same influence in a company as the formal ones even though they are not directly involved in the leading spheres of the company. These leaders do not gain supporters thanks to their position, but through their thoughts and acts they express by how they behave and express their emotions.[8]

In connection with the fact in whose favour the leader asserts his or her power, we can distinguish personalised and socialised leaders. Whereas a personalised leader aims largely on his or her own goals and the employees devotees serve him or her only as a tool to reach the given objectives, on the contrary, a socialising leader emphasizes the others and reasons for applying his or her powers are principally centred on or concerned with society or the community rather than the individual. This sort of a leader uses his or her abilities to raise the performance of their employees. To this resolution are slightly connected the terms "push leadership" and "pull leadership." A leader who, necessary to say, subconsciously practises the push leadership is trying to push his or her submissive devotees to their own goals and needs. On the other hand, pull leadership means that a leader steadily pulls his or her devotees to move forward.[9]

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[8] COVEY, Steven R.. Sedm návyků vůdčích osobností. 1. vydání. Praha. Pragma, 1994. ISBN 80-85213-41-9

[9] LUKAS, Josef, SMOLÍK, Josef. Psychologie vůdcovství. 1. vydání. Brno. Computer Press, 2008. ISBN 978-80-251-2139-9

Furthermore, leaders can be distinguished according to their function in a company. One of the options is a leader so-called the Innovator. This sort of a leader is enthusiastic or his or her work. He or she inspires the employees and leads by example, tries to assert changes and creates standards and laws. A Conservative type of a leader is prevalently authoritative person who promotes order and keeping rules. He or she bets on proven methods and refuses the changes if they are not necessary. The third type of a leader according to his or her function is so-called the Retread. This person is accommodating whenever it is required. He or she creates the feeling of safety for his or her followers who are then grateful in return and stand behind their leader in all circumstances.

These three types of leadership are naturally occurring simultaneously to varying degrees whereas one type always prevails.

2.4 Significant leaders

Miscellaneous leaders practised various types of leadership. Everything depended on their personalities and the period they lived in. The term leader does not occur only in the theory of management and within the business jargon but also in politics, sports and in the matters of war. Throughout the history, a significant number of people who led someone lived, even though they were not part of any company. Nevertheless they went down in history and the children in school learn about them and their acts nowadays.

2.4.1 Steve Jobs

One of the greatest people of the modern era of technology and I.T. Steven Paul Jobs (born on 24. February 1955 in San Francisco, USA) became famous through his company Apply Inc. he founded along with his high school friend Steve Wozniak in 1976. He was known as an unconventional leader whose management style was not defined in any of the books describing the term leadership. Regarding his style of leading and approach was called "High-

maintenance co-worker" who demanded excellence from his employees despite the fact that he was known for his blunt delivery of criticism.

Thanks to his sheer genius combined with the ability to perfectly articulate his vision he allured employees, investors and customers for his company despite the fact that he was not interested in consensus. It was a type of a man who insisted on doing things his way even though people would not agree with him because of the feeling of knowing more than employees and even the customers. He successfully practised the "push leadership." In other words, he pushed his employees extremely hard and work together to accomplish goals they did not believe they could achieve.

Jobs did not confuse leadership and management and thus he surrounded himself with the team of skilled people who did the management task instead of him and who complemented his style. All members had to have an opinion on things happening within the company to maintain their positions which had proven to be a great step in times he was on medical leave. The meetings with the management were held every first day of the week to discuss and set the goals for a particular week.

Jobs proved his visionary approach even after his death in 2011. Before he left the company due to cancer, he bestowed plans and innovations to the leaders of Apple for next few years which looked futuristic at that time.

2.4.2 Vladimir Putin

Born on 7. October 1952 and growing in Leningrad, Vladimir Putin was bullied due to his small figure. Therefore he always wanted to stand out among others namely in sports where he even achieved a Black belt in Judo. His difficult childhood naturally reflected on his character.

He spent his childhood in the post-Stalinist Soviet Russia when the atmosphere in the country was not so strict and tense. Despite this, the Communist party pursued to form soviet children and youth according to the desired image of obedient citizens who would never deconstruct the decisions of their leaders just for the reason they are leaders.

During his work in KGB Putin realised that capable, rational, confident and greatly informed leaders are able to influent other people. Putin considered two people as his gurus. The first was Napoleon Bonaparte who, despite his small figure, could influence the behaviour of millions of people in the whole Europe and thus became one of the greatest general in the history. The second one was Ludwig Erhard, German post-war economy minister and then Federal Chancellor who helped to build a new Germany through his pragmatic approach and the ability to successfully define the values for the society which was for more than a decade under the rule of Nazis and their ideology.[10]

Putin is also characterised by his pragmatic approach and style of thinking. His need for power and rule is characterised by making important decisions for other people rather than controlling others. His disadvantage called as reduced perception of danger became the hallmark of his leading style. This attribute of behaviour is defined as slowed reaction of an individual on a provably emergency and threatening situation. Putin himself said that he was aware of this approach and tried to change it. In spite of modern psychology which would call this approach rather as escaping reaction, it came to be a tactic which can be applicable to resolving practically every occurred situation and even despite the fact that the response often comes with a greater delay. Thus he is able to manage such situations that cannot be resolved immediately because they would not be rationally deliberated.[11]

2.4.3 Adolf Hitler

A significant number of people mistakenly think Adolf Hitler was German. However he was born on 20. April 1889 in Braunau am Inn which was part of the former empire of Austria-Hungaria. In 1913, after the death of both his parents, he moved to München and a year later he joined the German army in the first World War. In 1919 he joined the Nazi NSDAP party and thanks to his excellent speeches, charisma and populist rhetoric he quickly became the head of the party. Hitler and his party took advantage of the economic crisis

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[10] LUKAS, Josef, SMOLÍK, Josef. Psychologie vůdcovství. 1. vydání. Brno. Computer Press, 2008. ISBN 978-80-251-2139-9
[11] ibid

in Germany and promised jobs to unemployed. He also gained followers because of the threat of the communism. In 1933, when Hitler was already its head, the NSDAP became the strongest party in Germany and Hitler alone became a Chancellor. A year later the German president Paul von Hindenburg died and it enabled Hitler to unite the function of the Chancellor and president into one and thus he became "Führer" - Leader.

Hitler gained his power thanks to his leadership talent. Among other things he believed the myths about his own superhuman leading skills, especially in the military field. When dealing with people he asserted his inner strength and thereby induced feelings of awe and loyalty. A large number of people who got close to him could not stand his gaze which he knew and therefore he looked everyone straight in the eyes unblinking. He created the charismatic phenomenon of the great rhetorician through his strong sonorous voice punctuated by his energetic gestures was necessary and speeches which ended in shouting almost every time.

Hitler did not prepare the speeches alone. His companion became German propaganda minister Joseph Goebbels whose task was to make an image of a leader who has all the preferences of the German nation. Goebbels thus became the first expert on public relations, whose task was to arouse a feeling in people that their clients spread charisma around themselves.[12]

Hitler had a particular preference since childhood. His ability was to know the ropes of people which is a key preference for a leader and it gave him an extraordinary power over others. He could estimate the people thanks to his instincts, feelings and intuition. Thus he knew when to flatter someone, what are the strengths and weaknesses or what the person considers as his or her own preferences. However this ability arouses in him the feeling of contempt for the people, even those who followed and trusted him.[13]

People who met this leader could not express the way he influenced them. Some say that the power he radiated was so intense that it was tangible.

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[12] ADAIR, John Eric. Leadership. Učte se od velkých vůdců. 1. vydání. Brno. Computer Press. 2006 ISBN 80-251-1256-X
[13] ibid

2.4.4 Jaromír Jágr

Jaromír Jágr is a typical example of a leader who does not need an official function to be able to lead. Thanks to his talent, effort and excessive toil he is portrayed as an idol perhaps for every young sportsman, who constantly shows that hard work can beat talent.

Jágr who was born on 15. February 1972 In Kladno, played ice hockey since childhood. As an extraordinary talent he was drafted into the NHL club Pittsburgh Penguins in 1990. In the next two years he won the Stanley Cup with Penguins. In 1998 he won the Olympic tournament and in years 2005 and 2010 the world championship with the Czech national team. Thus he is a member of the Triple Gold Club which unites players who won all these three trophies.

It is a personality which every coach wants to have on his team. Jágr is an idol not only for small children and his fans but he leads by example the team he plays in. He instils the courage in his teammates and with his ever growing age he gains more and more respect of his teammates and also his opponents.

3 Practical Part

The previous part has enlightened who is a leader and what are his or her attributes according to which he or she is recognisable. A significant portion of the theoretical part was concerned with finding the valuable and useful skills and abilities which can make anyone a great leader. After enlightening both the terms leader and manager, the theory was then focused on the comparison of functions and influence of both positions on the functioning of the enterprise. Several facts about live and acts of four extraordinary persons were also mentioned.

The practical part will now aim at the facts mentioned in the previous part as the actual leaders of the companies see them from their perspective. It will focus on which skills valuable for them, which functions does the chief executive officer perform or what are the greatest challenges for any leader.

The goal of the practical part is an attempt to confirm the facts mentioned in the theoretical part on the actual field of entrepreneurship and leading positions of companies. The respondent persons were selected according to the information ascertained about them and their behaviour within their company and how they might respond to the questions. Meanwhile one of them would answer the questions from the point of view of a true leader, the second one was expected to answer them as a regular manager of the company. These expectations may hang together with the branch both gentlemen work in.

In terms of the practical part I have asked two gentlemen, Ing. Jakub Červenka, Chief executive officer of the company Zbirožská a.s., and with Mgr. Michal Kraus MSc, Chairman of the Board in Plzeňské městské dopravní podniky a.s. for an interview about the issue concerning the terms leadership and management. Both gentlemen were warm-hearted to respond to my request when I have written them to arrange a meeting. The interviews took place on 14. respectively 15. March 2016 in the offices of both respondents.

The following part consists of a description of the companies both gentlemen are leading. Both their careers so far, education and previous

employment are described afterwards.. This information was also gained through the interviews.

3.1 Description of the visited companies

The both conversations were carried out with Chairmen of the Board of the relevant companies. In this chapter both the companies will be presented. It will be mentioned in which branch the companies operate, when they were established, what is their business, how many employees they have and last but not least, who are their major customers.

3.1.1 Zbirožská a.s.

Zbirožská a.s. is a company with the seat in Zbiroh which operates in the field of agricultural and livestock production. The company came into being in 1978 by uniting of four lesser agricultural cooperatives as one great agricultural cooperative. Later, in 2002, was the company transformed into a joint-stock company. The company currently operates on approximately 3500 hectares of farmland of which 2800 hectares is a fertile ground and the rest perennial crops and pastures. The General meeting is the supreme governing body of the company which has currently 95 employees. The agricultural part of the company specialises in the cultivation of grain, cereals and consumable crops whereas the animal production focuses on beef, pork and turkey meat and also on sale of milk for further treating. One of its major customers are dairies who buy milk and then make milk products of it. Zbirožská a.s. sells also beef, pork and turkey meat for further processing. Other customers are companies or even individuals who need grain and other crops for consuming or for making flour and other products.

3.1.2 Plzeňské městské dopravní podniky a.s.

The history of public transport in Pilsen dates back to 1899 when the proceeding of the company started. The company belonged to the royal city of

Pilsen from the very beginning and except for the period of socialism when it was a state owned enterprise it was always connected with the administration of the city of Pilsen. First vehicles on the territory of the city were trams which were powered by company's own water turbine near the river Radbůza. In 1929 buses were added to the site of public transport and then, in 1941 trolleybuses were added due to need to spare the fuels for the needs of war. Two-thirds of the public transport presently operates on a function of a bound traction which trams and trolleybuses work on. That makes the traffic more environmentally friendly. The rest of the traffic consists of buses. All the vehicles of public transport in Pilsen cover about 15 300 000 km per annum. The main and the only one customer of Plzeňské městské dopravní podniky a.s. is the city of Pilsen which is also its major owner.

In the recent years, the company achieved two projects important for its further developing. The first one was a project of Pilsner Card which fully came into force in 2005. This project was even appreciated with the international award "Innovation of the year" in 2015. The second one is a building-up of the new premises (Depo) and purchase of its equipment and service needs for its vehicles in the pilsner district of Karlov which happens to be the largest public transport project in the whole Europe. The company currently employs about 860 people.

3.2 Respondent persons

As mentioned above, both persons are the current Chairmen of the Board of their companies. This part will tell who both gentlemen are, which college they studied and show their careers up to now.

3.2.1 Ing. Jakub Červenka

The Chief executive director of Zbirožská a.s. Jakub Červenka works at this post since 2010. He graduated from the Czech College of Agriculture in Prague where he achieved the degree in engineering. After finishing the college he worked company Primagra in Příbram on agricultural supply purchase and

repurchase. After few years he moved to Tekro with seat in Prague where he spent 7 years with selling the products for animal feeding and nutrition. And as mentioned, he currently holds the office of the Chairman of the Board in Zbirožská a.s. which is a subsidiary company of Tekro.

3.2.2 Mgr. Michal Kraus, MSc

In his career Michal Kraus has tried and experienced several jobs positions up to now. After graduating from the college of education in Pilsen he engaged in journalism for a certain time. Then he moved to the press department in Pilsner greatest company Škoda transportation and through the position of the office manager of the Chairman of the Board and the position of the director of the pension fund of Škoda he made it to the HR director and Chairman of the Board in 2002. Between years 2002 and 2003, after the restructuring of the Škoda he worked for Czech State Airlines. He got the job in PMDP a.s. in 2004 based on selection procedure.

Meanwhile, Michal Kraus has been supplementing his education in the Czech manager centre in Čelákovice, then completed a two-year training course in the company Inventa. He also completed a post-gradual course at the College of Law and Arts at the Charles University in Prague and three years ago, he successfully finished the Brno International Business School and earned the title of the Master of Science (MSc).

3.3 Interviews

In this part all the questions and answers will be described and then the answer of both gentlemen will be compared and then analysed. The goal of the following questions was to obtain information concerning a leading of a company according to the point of view of the respondents. Ing. Jakub Červenka will be mentioned as the First respondent whereas Mgr. Michal Kraus, MSc will be mentioned as the Second Respondent. The interviews were recorded and have been saved on a CD which is included in the appendix.

The intention of the first question was to obtain the information concerning the history and the area of operation of the companies as well as finding out the products and services they produce and offer. The goal of the second question was then to discover the information concerning the career growth and personal history of both respondents.

Since those two questions were already described and do not need a further analysis I am beginning with the question which asks for a comparison of the terms leader and manager and their functions in the company.

3.3.1 What is the difference between manager and leader?

According to the First respondent, a leader is a leading personality which can lead a team even without being a highly ranked manager. The manager is a defined function of a person in a company who leads and directs the operation of the company and is responsible for its acts, achievements and mistakes. The leader may act as a manager in the company, but it is often a type of personality such as Jaromír Jágr, who was mentioned in the theoretical part, who leads a team without having the armband of the captain. In other words, the leader is rather an ability than function.

The second respondent replied that the term manager is the inclusion of an employee within the structure of a company. In other words, Any toiler, who practices day-to-day business, can hold office the function of manager, even though he or she does not have vision nor structured view what his or her company could or should do in the future and what it could become. The term leader is not about reaching a particular qualification nor about inclusion in a company but it is about relationships to business, people and about having a vision and ability to formularise values which the company should abide by.

Both respondents have agreed that manager is a formal and precisely defined function within the company. The manager usually cares more about the business and things associated with it than the work with people. On the other hand, the leader may not be the actual manager in the company but a person who leads by an example and is not afraid to take the responsibility for him or her and even for his colleagues. The function of a leader is also more

about treating with other people and close cooperation with them. It can be summed up in the phrase which tells that leader is creative and the manager is an executive.

3.3.2 What skills and qualities are the most important for a leader?

A leader must be a personality whom his or her team and employees respect. This function cannot administrate someone who is afraid of taking it. Necessary is that the person is experienced in the branch. The person of a leader is supposed to be communicative, accommodating, friendly and above all fair, which is probably the most important thing nowadays. The first respondent also thinks that fair people who advise themselves with their team are frequently better than an expert who would solve given tasks alone. The leader cannot be afraid to tell which way the company should go when reaching its goals even though it would be revealed as a wrong decision.

Main qualities are usually the simplest ones. A person in some position with the feeling of a leader, who would eventually like to become a leader should always greet first. In other words, open accommodating communication while maintaining the simplest rules of good behaviour and manners is expected. It is hard to convince someone to follow the leader to the critical and conflict situations when the leader is not capable of greeting first. High degree of empathy and basic habits provided by the family background are also useful. The leader has to be capable of formulating things that should happen in the future, generating tasks for himself or herself and simultaneously bearing in mind a long-term vision where he or she wants to tend himself or herself and even the whole company.

The communication is a paramount quality in a significant number of professions, and especially, when it comes to leading or managing. A leader who is unable to be accommodating, communicative and fair cannot expect the employees would follow him or her. The leader is not supposed to do everything alone and should not be afraid of asking for the advises his or her colleagues. He or she has to define the goals the company should achieve and methods of

reaching them in their vision, which he or she reveals to the employees, and is supposed to vindicate it. Observance of basic good manners is no less important.

3.3.3 What are the challenges faced by a leader?

Obstacles can be found in the material structure. A significant number of complications may occur through the human factor, and also in possibilities of the proceedings of the company. For a leader is necessary to withstand all the difficulties and people who crimp him or her. Important is also persuading management, superiors or even owners who may disagree with his or her visions and ideas about rightness and usefulness of them and consequently putting them through. It is often better to begin with some low-cost project and get the maximum out of it than to begin with something financially demanding which has also a higher chance of failing. In agriculture may also appear some natural aspects such as frost or storms and other unexpected aspects that can affect the business and it is the task for a leader and his or her team of managers to minimise the losses as possible.

The answer of the Second respondent relates to the previous question. But the first thing the leader has to manage is to master himself or herself. He or she has to abide by the rules which a lot of others does not want to follow. Those people often have a feeling that when they moved to a higher position within the company then the rules of internal functioning do not relate to them. "*When I arrive in or leave work, I report myself to the system because I require that the others will do the same. I am also the first to greet.*" A leader cannot find himself or herself in a position when he or she has a feeling that the rules do not apply to him or her. The second thing is to manage the unpleasant things which are naturally not easy. No one wants to go to work for conflicts and few people want to persist in them for a long term because it would suit them. Nevertheless, it is one of the parameters how to recognise a person who is able to lead others. The next inconvenience is to learn to fire the employees because these situations are often emotionally stretched. The leader should manage the primary knowledge and skills in the economic branch and should also be able to

formulate the vision where he or she wants to move himself or herself and the whole company.

Before beginning dealing with any other obstacles, the person of a leader has to manage himself or herself through abiding the rules others do not want to follow and through permanent adhering of them he or she gives an example to people who follow him or her and follow those rules as well. A leader cannot find himself or herself in the position where he or she feels that those rules do not apply to him or her. Knowing where to move the company and being able to express it to the employees may prove as a significant ability of the leader, which helps to improve the whole company. Withstanding all the crimps and disagreement of superiors or community is as necessary as the ability to manage unpleasant things. The next obstacle may be the possible unfamiliarity with the branch and its technical terms. Such a leader who is not oriented in the branch may experience hard times when dealing with the given tasks. Depending on how the leader can prove to manage with the difficult situations may show, whether he or she is able to lead.

3.3.4 Were You trained or inspired by someone?

The first respondent said that he was inspired primarily by his parents. His father was an entrepreneur in engineering a thus he had a chance to catch and try some things in the engineering branch. His mother still works as head nurse in a hospital and that provides a lot of useful experience when it come to treating with people. But the main inspiration came from his grandfather who used to be the mayor of the village Lochovice and he had the chance to visit the meetings of the counsel. As he said, he noticed that those people were not simple as they may be in other branches. He is glad that those people shared their positive experience with him a thus he obtained a significant number of positive attitudes.

The childhood dreams of the second respondent were similar to the majority of children such as becoming a garbage man or joiner. Despite those dreams he has not a particular idol. One of the greatest experience was working in close contact with mister Soudek despite the fact that his role in Škoda

company led in overall restructuring of the company, nevertheless, he was a charismatic manager and it was interesting to watch him work. The second respondent had also a chance to work on the Board of Directors with mister Roman and together implemented the shakeout of Škoda company in the times when it had cumulated loss overlapping 12 billion CZK.

Although it is not a general rule, the main inspiration comes primarily from the family circle. Parents are those who offer the basic experience and then it is up to the individual, how he uses them. The second wave of inspiration stems in the environment of the individual. Every individual has in childhood his or her own dreams he or she would want to become one day and idol he or she looks up to and does not matter whether it is a sportsman, some famous singer or just the parents. The inspiration may also come from colleagues as well as from classmates and it is important to take the best of all these experiences.

3.3.5 What are the methods of reaching goals?

The First respondent always tries to think up and carry through own and even collective ideas because the company is a collective job. For example when the leader is not skilled in the branch, then they need a team who is skilled and able to help him or her. Thus the advice of the team are frequently respected. It is important to invent the idea from a certain vision and then realise it through counting, devising and consulting it with the team. The leader has to take responsibility for the idea, no matter whether it is his or her own or of the team and put it through in management of the company. The leader also has to drive a hard bargain when reaching goals and be able to break away from the idea that has been revealed as wrong.

The second respondent tries to use the argues which tend to arrangements. That means he bets on providing the people maximum of possible and available information and asking them to formulate their opinions and consequently in the collective discussion he analyses and tends them somehow. Nonetheless, sometimes come moments when the leader has to make the decision alone, for example in the case of equality of votes or when the majority opinion dodges from the main trend of developing of the company.

In these circumstances, the leader cannot be afraid of deciding the way of further proceeding. The colleagues have tightly defined goals, both within regular employee evaluation and within their own manager agreements. These goals complement each other. As the company was transformed to the mode of process management, a significant number of colleagues own the processes and thus they have a particular amount of tasks from which of them some are evaluated continuously and others are evaluated in a longer period of time in form of management tools such as controlling days or project committee meetings. Another management tools are meetings at the level of the leader of management that occur every week whose task is to define goals for next week.

For every company is necessary to hold meetings where all the tasks, results and everything else connected to business is discussed. A true leader is not expected to work alone but in cooperation with the employees because the proceeding of the company is a collective work. Thus the employees need the largest amount of information the leader can provide. The main goal of the leader when reaching any goals should be devising the collective ideas and then defending and vindicating them. Another useful method is to split work between all the employees and to give the experts the work they are skilled in. A leader is also expected to make a decision in case some idea collide with other and choose which one is better.

3.3.6 Which personality types are helpful for/in a team?

The First respondent claims that those people should be experienced in the branch. They should also be communicative and collective. People who pursue only their dreams and goals often end unapproved by the team, their ideas may be omitted. In the worst case they end eliminated from the collective. For people working in a team is more for anyone necessary to be straight, fair and having a passion for working.

The second respondent bets on a mixture of personalities because he does not think, that any company should be looking for just one type of personality. When literally compared with sports, any company needs someone who is unhesitating to bring balls, other who would stretch the net and another

who would sweep the court after the game. Thus the composition of people should be multifarious both in terms of expertness and also personal characteristics. Decorum and propriety are expected. Age and also gender should not be distinguished. So-called gender principle should adhere, at least in branches such as the economy, law and business.

To sum up these answers, it may be said that people holding some office should know the job description as well as they should be experienced in it. Such people have to be communicative and willing to work in a team which is composed of several different types of experts and characters. They have to respect the applied rules as well as their own colleagues. Age and gender should not matter.

3.3.7 How to motivate people to work successfully for a team?

The greatest motivation is the financial one nowadays. Therefore, it is an effort to acquire money for employees from shareholders despite the fact, that in agriculture the production is dependent on natural conditions, harvest and other factors and according to them rewards are granted. Financial bonuses are received for a well done work and other positive thing which were made by a particular employee to compliment him and motivate him to keep working that way. When it comes to negative things, the problem should be dealt with the particular employee according to relevancy of the offense. Even the slight offense should be punished a little. However, the employer should offer those employees another chance to rectify the mistake. Nevertheless, the mistake should be dealt with in private apart from meetings and public reprimands. At the meeting should be dealt with only those cases, which are failing to be solved or a particular employee does not solve it despite repeated exhorting. Those meetings then should function as the categorical example for other employees in order to remain respected leader or management. However, when it comes to stealing or intentional damage to property, the employee should be fired immediately without terminating the employment relationship by agreement. The first respondent thinks that it is a mistake to argue with the

employee whether the act was intentional or not. On the other hand, when the employer wants to compliment any employee, he or she should do it publicly as a possible motivation for others. The premiums motivate to repeat or even improve the performance and the awareness of possible rewards may motivate the others. On the contrary, the employer should not mention the financial premiums the particular person received because it might affect other employees conversely.

The Second respondent believes that the concept of motivation is a greatly complicated question. Thanks to working several years as a chief of Personnel department, he had been trying to supply the right motivation into the company. With hindsight he is more critical and knows that who does not have his or her own intrinsic motivation then it is difficult to offer him any external one. If a particular person does not want to then who would force or overwhelm him or her. The leader is supposed to be in close contact with his or her employees and respect the things that may truly motivate them. One of the greatest motivations is to offer people something they would not ordinarily reach. "*We have a colleague here who will never be motivated by his salary level, however he is motivated to remain in the company and work hard for it that he is allowed to drive the historical tram.*" There are people who are motivated by the possibility of broadening their education and in some cases even undertake their first college simultaneously with the job. A significant number of people are motivated by money. It is important to offer the employees not only some premiums, but also benefits such as allowance contributions, life and pension insurance and some other benefits and perquisites. On the other hand, the most discouraging elements are gossips. The only prevention from them is to supply the information on time. However, it may not always succeed and in those cases the complications may inflict a serious damage. When the leader encounters such complication, for example gossips between two employees, he or she is then supposed to solve the occurred problem immediately. Sometimes even things of the great character which are necessary for further development of the company may function as discouraging elements and may even end in resigning of some employees. Despite of this fact, the leader should regularly meet the affected employees, be in close contact with them and discuss with

them the things which are about to happen and after making a final decision he or she should tell them immediately the result of it. Thus it is more than important to communicate with the employees on time straightforward. For this purpose, the management of the company should have something as the Open day, where any of the employees has the possibility of meeting the management and discuss together some problems or propose some ideas.

What else is the greatest motivation these days if not money. Money is along with several other things such as public commendation, or few more days of vacation way how a leader can appreciate the work of the employees. The goal of all these ways is to convince and motivate the employees that for hard and strenuous work they can achieve these rewards. The leader and management should also provide the employees the possibility of career growth, insurance, meal allowance, additional education or chance of doing exactly what the particular employee want in order to motivate them and stay in the company. Nevertheless, it is hardly possible to motivate someone who lacks his or her self-motivation. On the other hand, the leader has to deal with elements which may discourage the employees. As already told, probably the most discouraging elements are gossips. Thus it is required to provide the right information to the employees on time. A solution of lesser mistakes should be a reprehension and eventually some penalisation. An offence such as intentional damage of property, stealing or disobedience of repeated reprimand should be punished by firing out the particular employees.

3.3.8 Which style of leading does the CEO practise?

According to the First respondent, the leader should not be directive, because that is not as effective as the collective style of leading. However, some things must be solved that way, for example, someone has to keep the company in the right direction and have the responsibility for its proceedings. Then, there are things by which does not matter how they are achieved, but it is better to leave it on the team to do it their way than to command them how to do it. One person can never do everything in the company because no one has the expert knowledge of all the domains of the market, economy and leadership,

etc. Therefore it is important to stratify the company according to personal expertise, but the leader or director has to be interested in proceedings of every department., The leader may act as directive person in the branch where he or she knows the ropes, but he or she has to be sure in the rightness of own made decisions. The leader should not be afraid to rely on the experts and their deuce of opinions when dealing with given problems in branches where he or she is not as experienced as them.

The function of the Chief executive officer is rather about management activities than dealing with the personal problem of the employees. Therefore man or woman in this position is usually not directly involved in leading of people as such. However, when he or she is, it is his or her willingness to turn to the employees with requests and discuss their problem whether within the company or personal ones with them. It may be also characterised as "first among equals."

The practise of leading depends on the kind of business the company is involved. The leader has to be someone who is respected among his or her colleagues and who can take the responsibility for direction and proceedings of the company. Probably the best leading style is when the leader can rely on his or her team in branches he or she is not skilled as them and according to them he or she makes the decisions. Even though, some things have to be solved by him or her alone, as already mentioned in 4.3.5.

3.3.9 Which functions do the CEO perform?

One of the major performances of the leader is the contact with his or her working team, with public and business partners. The leader has to be in contact with the general public in the name of the company because of all the possible obstacles and limitations which may occur during the activities and interventions of the company and during using lands or real estate of someone else. The business relationships, purchase and repurchase are also one of the responsibilities of the leader and his or her narrow team. Within the framework of the company the leader should visit the employees and go into operations at least from time to time. As already mentioned, the leader should be helpful to

his or her employees in solving their problems such as loans, insurance and other personal problems and primarily to be in regular contact with them. However, a significant number of managers does not take advantage from this interrelationship and rather hesitate to tie up these relations. In contrast to machines which are simply bought and put into operation, the new employees have to be hired, brought in and what is prior, the management should treat with them, so he or she would not lose an interest and desire to do his or her work. In other words, working with people is a greatly interesting, regardless, frequently exhausting.

As the Chairman of the Board, the Second respondent is directly responsible for the administration of him assigned section, and the employees of the whole company through control day, management meeting or some other utilities. He also leads the top management and within the framework of his section, he is responsible for leading the Personnel department, trusteeship and intern audit. The Chairman of the Board also signs the treaties and acts in the name of the company. If it is a speech about the joint-stock company, then the duty of the leader is to negotiate about a significant number of things with the shareholders, informing them regularly in sufficient advance. The shareholders are also allowed to select the members of the Board and discuss the financial plan of the company.

The Chief executive officer of almost every company acts as the person who is generally known in public through dealing with the public and other companies. One of the functions of the director is leading the top management and eventually administration of the section of the company he or she chose or which was entrusted to him or her. The contact with other companies, the general public, employees or even shareholders usually belongs to his or her job description and may prove as significantly gainful. When the company has not entrusted the function of dealing with the external business, then it is another responsibility of the CEO, as well as signing the treaties and other acts in the name of the company. To help him or her control the whole company, the director can use means such as control day and management or individual meetings.

3.3.10   Does the CEO have any feedback with the employees?

Every company should arrange regular meetings of the management and eventually meetings of particular sections, or the leaders should at least visit those sections. The necessities of the company are evaluations of the projects and according to them, the company finds out whether its proceedings were great or should be improved in some way. The company should provide the employees the needed tools and resources and try to improve the working environment. The company should also have a certain feedback from without, according to things which may affect the proceeding of the company and also pursue to obtain the information about themselves and public opinions from the public and its surroundings.

The majority of employees who visit the open days come to solve some sort of their personal problems, for example debts or some permissions. Several people come to solve some disagreements or other problem with their superior. The complications or advice are usually solved within the particular section of the company with the given leaders or colleagues. The company should also conduct an internal survey whose goal is to find out, what the employees like the least at the proceeding of the company and what would they change or improve. At the same time, those surveys are meant to find out what the employees evaluate positively and whether is it their financial security or other aspects of their functioning in the company. One of the goals of the company should be helping the positive and relaxed atmosphere within the company and thus make the employees feel more comfortably and better which would prove in the surveys.

The management of the company receives data about their acts and proceedings which are then evaluated. Those data are then discussed at meetings and utilised so the company knows, which proceedings were profitable but also which of them proved wrong and unsuccessful. To get to know the opinion of the employees about the business and working environment, companies often conduct an internal survey. In some cases, the particular employees may visit the director or respective section of management

to discuss their individual problems or their advice. A certain feedback from outside of the company may also prove as a valuable source of information about what is the public opinion about its proceedings.

3.3.11 Do You have any advice for people at the launch of their career?

The uttermost thing when someone wants to become successful is to gain the experience. The particular person cannot be afraid of the new challenges and offerings, indeed within the framework of the branch and praxis, which may come and which are able to move him or her further. By such challenges and offerings man cannot hesitate to accept them. When becoming a new leader of some section or even of the whole company, the leader should put through his or her own team of people, with which he or she understand each other and is capable of achieving the given goals. The leader has to determine the conditions and expectations and also fight out some privileges for himself or herself and even for the employees, such as higher wages. When the leader is new in the company and he or she wants to make it, hiring new and firing a significant number of old employees is generally usual. Nevertheless, this process cannot be thoughtless and done in one day. The leader should keep at least few original employees to keep the feedback with the previous proceeding and business of the company, unless he or she wants to begin with something totally new. One of the abilities of the leader should also be the aptitude to persuade the potentially new employees to work for him or her in order to reach a certain career growth and a higher wage, even though they might get minor wages than they currently get at the beginning. Necessary is also the behaviour as the employees were equal.

The advice of the Second respondent is an extract of what he already told. That means the leader has to act naturally and should not forget good manners. He or he should always try to work hard and righteously at the position which was entrusted to him or her and keep track of problems which were entrusted to him with a natural crossover. For example, it does not suffice, when the leader knows the current price of gasoline. He or she should look what are the predictions of the prices, what is the situation in the areas of the

world which are significant suppliers of oil and whether does it manage to secure its price in the future or not. In other words, a certain crossover is valuable to have, because it may help to solve the prospective problem. When a man keeps the standards that are given by the internal operation of the company and its rules and also the laws, then he or she has the chance to move forward in the hierarchy of the company and in certain moment recognise about himself or herself whether he or she is able to lead. As already mentioned, to become a leader cannot be learned. Important is, how the person looks at himself or herself ahead of the collective, because in the moment when he or she is not able to make fun of himself or herself, then he or she cannot make fun of anyone else. Facilitating the meetings in funny ways helps to break the ice and makes everyone comfortable. Another important thing is to admit own mistakes. these two things are the most what can help a man to move forward because it also helps to improve the self-confidence. Moving towards higher manager positions and with it connected leadership is to some extent about the training of the self-confidence.

3.4 Conclusion of the interviews

The both interviews provided a great deal of information. They explained how necessary is the feedback with the employees, how the leader should behave or what are the ways to motivate the employees and on the other hand, how to deal with discouraging elements. The information obtained are also quite useful in both branches the respondents work in because they show how are the particular branches functioning.

Both of them showed among other things even the career progress of the respondents and motivating elements that brought them in the places they currently work. The answers also confirmed that both the respondents see things slightly different, one of them as the leader who is able to work alongside his employees and the second whose tasks are rather concerned about the actual management often with a mediated contact with employees.

4 Conclusion

The goal of this Bachelor thesis was to take up the concept of leadership and its functions. The ascertained facts were supposed to help in finding the significant valuable skills and abilities which help to recognise a true leader.

The theoretical part defined the terms leadership and management and tried to compare both these terms and their functions. This part also showed the skills and abilities which are necessary for leading any company. All these ascertained facts were shown on particular examples of famous or notorious personalities throughout the history.

The practical part was focused on gaining the information according to practise and experience of two Chief executive officers. The information were obtained through interviews with both those gentlemen. In the beginning of the interviews both gentlemen introduced themselves and their companies and then answered the asked questions concerning the term leadership and things closely connected to leading.

The interviews revealed that communication with any colleague or employee and exemplary behaviour are the keys to becoming successful and well-respected leader. They also affirmed that leadership is a process of permanent self-improvement which requires either experience both knowledge of theory. Even the natural talent may not suffice without training and praxis. This path is lined with failures and fallacies as well as steadfast effort that help to create a true leader.

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6 Abstract

The goal of the bachelor thesis is to introduce the reader with the term leader and the functions of leader in the company and then to find valuable and useful leadership skills and abilities. Except from finding these skills, the theoretical part of the thesis compares leader and manager on a business field, distinguishes leaders into several categories or introduces a few examples of various leaders. The practical part then analyses the ascertained information in an actual business field through interviews with two Chief executive officers of two different companies. The aim of the interviews is among other things finding the necessary leadership skills, greatest obstacles when reaching goals and the means of motivation.

7 Resumé

Cílem této bakalářské práce je seznámit čtenáře s pojmem vůdce a funkcemi vůdce ve společnosti a dále nalézt cenné a užitečné vůdčí schopnosti a vlastnosti. Kromě nalezení těchto schopností teoretická část práce srovnává lídra a manažera na poli podnikání, rozlišuje vůdce do několika kategorií nebo představuje pár příkladů různých vůdců. Praktická část poté prostřednictvím rozhovorů se dvěma generálními řediteli dvou různých firem analyzuje získané informace ve skutečném podnikání. Cílem rozhovorů je mimo jiné nalézt nezbytné vůdčí vlastnosti, největší překážky při dosahování cílů a prostředky motivace.

8 Appendices

CD with the recorded interviews