



MANAGEMENT THROUGH LEADERSHIP – THE ESSENCE OF THE CONCEPT

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This article aims to clarify the concepts of management and leadership, pointing out significant similarities and differences between the concepts themselves, both as theoretical terms and as actions, and on this basis to suggest assuming the concept of management through leadership as adequate, efficient and effective option for managing an organization. The research methodology includes systematization of scientific statements about management and leadership; study and presentation of etymology, origins and meaning of basic concepts; consideration of the relatively new modern integrated psychological theory of leadership. Demonstrating the logic of acceptance, building and introducing authentic and shared management through leadership in every organization and system, including the military one, is a result that the authors aim at.

The etymological explanation of the basic concepts and terms, revealing their meaning and origin using emphatically authoritative literary resources is of particular importance.

Keywords: manager; leader; commander; management through leadership; authentic and shared leadership.

„The best way to help one person to overcome his or her weakness is to offer him or her a new way of thinking, a new way of life, a new value system”¹.

Educational textbook on Christian ethics

The effectiveness of the functioning of any complex organization is directly and decisively dependent on the correctly formulated policies and their implementation in the existing management system. The severity of the problem of increasing the managerial efficiency of the activities of organizations is exacerbated by the sharply increased requirements for the quality of management decisions, the shortage of certain resources and the need for their intensive and rational use².

Any change in the organizational system and functioning of a particular organization stems from the specific situation in which the organization finds itself, and the main reasons that necessitate changes in the structure and functioning of an organization are usually related to changes that occur in its environment³, as the changes are usually related to the progress of society and the need for continuous improvement of an individual and society. Today, more than ever, we need to look at a new concept of management – management through leadership. In terms of content and implementation, both phenomena are very different, but although they

may exist separately, this is not the goal of the modern organization, which strives for continuous improvement, development, progress and rise. Undoubtedly, both phenomena must be seen as inextricably linked, because otherwise the organization is doomed to failure, and it must be recognized that each of them contributes to the fuller functioning of the organization.

Management and leadership – essence, similarities and differences

The successes and failures of an organization depend on a large extent on its leadership, which is one of the most important parameters determining organizational appearance, development and functioning. There are a number of similarities between management and leadership, but also significant differences. The most important difference between the two phenomena is that a manager is an officially appointed person and management is regulated in a formal way, while a leader is informally elected by a group. The manager's power is legally and officially established with a high degree of mandatory tasks and secured with administrative sanctions. The power of the leader lies mainly on personal qualities and resources to highly impact social and psychological aspects. The leader's authority is due

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to socially significant qualities and a significant contribution for achieving group goals. The leader is an example, ideal, expert, recognized by the followers.

Etymologically examined and looking at the origin and meaning of the term "manager" shows that it is often used as a synonym or substitute for "director", "head", "boss", "supervisor", "administrator". To manage is a much more institutionalized, formal and rational act, while to lead is a much more informal, unregulated act which relies on emotional commitment. The manager was officially appointed to the position and if one wants to be a leader should be influenced not only by legal, rewarding and forcing power, given formally to him or her, but should hold the expert and reference power, based on personal qualities. While management is rather directing and coordinating the work of team members, leadership can be determined as a process of such influence in one organized group, which make people strive to achieve a goal is a process of social influence⁴.

manager (noun)

Meaning: a person who directly manages an institution, enterprise, organization, etc.; someone who controls resources; director; decision-maker; someone who administers business; a person in charge of running a company, etc.⁵ It is logical that a manager is a person who "manages" or takes responsibility for something. The origin of the word manager comes probably from the Latin word "manus", which means "hand; manual; guiding hand". It is connected with the Italian word "maneggiare" which means "to control" and is used especially in terms of training and work⁶.

Synonyms: ruler, lord, master, director, chief, overseer, curator, administrator⁷.

Etymology: In the early 1580s it acquired the meaning "one who leads or controls". The specific meaning of "a person in charge of running a business or public institution" is from 1705.

manage (v.)

In the 1560s, it meant "to handle, train, or direct; horse training; equestrian skill". The word derives from the Old French language word "manège" – "horse mastery" and from the Italian language – "maneggio" and „maneggiare" with meaning "processing". The word expanded its meaning

with "control or direct influence through abilities" and management of any kind of business by the 1570s. The meaning "effect through effort" (hence „success in achievement") dates back to 1732⁸.

In general, management should be defined as a process of influencing subordinates so that the goals set in advance can be achieved, thus coordinating the joint activities of the people and is a type of human activity aimed at facilitating the achievement of positive results by an organization. In all its forms, it presupposes gathering people and uniting them to achieve common goals and objectives.

But what makes a man or woman rise above others and take on the mantle of leadership, and what makes an ordinary manager a leader?

A more traditional managerial view of leadership is that it is something possessed by a person because of his knowledge, skills, experience, role and authority.

According to the Cambridge Dictionary "leader" is⁹:

- someone or something, co-agent which won at time of contest or other situation in which people are competing;
- a person, who manage or control other people, due to ability or position;
- a person, who controls a group, country or situation;
- a person, who is responsible for the group, state, situation.

The word „leader" origins from an old English word "lædere" and means "one, which leads, first or best known for", originating from "lædan" – "to manage, to lead". It has been known for "head of an authoritarian state" since 1918 (Fuhrer, Duce, Caudillo, etc.). Meaning "writing, a statement intended to start a discussion or debate" is established from the end of the 13th century. The word "leader" has been in use since 1837¹⁰. The term „leadership" appeared in 1821 with the meaning of "position of leader, to command". Its meaning is enriched at the end of the 19th century when associated with "performance, necessary for to be a leader and ability to lead"¹¹.

leader (noun)

Meaning: leader, leader of a political party or socio-political organization; the one who leads, the one who attracts.



Synonyms: chief, boss, chief².

Etymology: Derived from an old English word "lædere" to mean „one, who leads, first or best-known to manage"¹³.

leading (verb)

Meaning:

to be in front;

to control a group of people, a country or a situation;

to show a path to reach or doing something;

to take someone somewhere having gone and with him;

to move and in a certain direction or there is a certain achieved result;

winning position during a competition;

act of showing a person or group of people is nothing to be done;

act of managing or controlling a group of people;

to be the one who decides and who others choose to follow;

to be paving the way for something to happen;

to be responsible for a group of people, organization or situation;

to influence someone to do something;

to achieve greater progress than others in the development of something.¹⁴

Etymology: The term "lead" comes from Old English word "lædan", which means „drive you; march ahead, go and stand in front of others; to guide; to accompany; to go on; to go forward". The timeless meaning of "act as a leader" dates back to the 1570s. Meaning "direction given by example" dates from 1863 and meaning „the key to the solution or something that must be followed" is from 1851.¹⁵

Leadership is both a research area and a practical skill that encompasses the ability of an individual, group or organization to lead and influence or lead other individuals, groups, organizations. It is a process of social influence in which one can attract the help and support of others in performing a common task¹⁶. Leadership involves setting and achieving goals, taking action, and beating the competition. It provides direction for an organization and provides a positive example for followers. Effective leadership involves showing a strong character on the part of the manager.

Leaders show honesty, integrity, reliability and ethics. Leaders act in a way that speaks, listens to staff members, answers questions and concerns, empathizes, uses effective communication skills to move the organization forward, supports their followers, and is truly concerned about the well-being and prosperity of people who manage.

The lack of a standard definition of construction, the too narrow focus of research on leadership and the tendency to theorize unnecessarily lead to a number of hesitations about its significance and contribution to public life. Some of the criticisms levelled at leadership research go as far as formulating it as an artistic rather than a scientific phenomenon¹⁷. Equating it as a main function of management gives it a more tangible look and shape, but at the same time simplifies it from a complex, dynamic and process-oriented construction and equates it into an element that is not amenable to special development.

Leadership, although widely talked about, has been described as one of the least understood concepts in all cultures and civilizations. According to some scholars, leadership is determined by the distinctive characteristics available at birth, however, there is evidence to show that leadership develops through hard work, careful observation and self-observation. Unlike individual leadership, some organizations have adopted a group form of leadership – so-called shared leadership, in which more than one person gives guidance to the group as a whole. It is also characterized by shared responsibility, cooperation and mutual influence between team members.

Leadership represents the elevation of the human imagination to greater heights, striving for higher standards of performance, forming a personality beyond its normal shape. Therefore, leadership must be a part of management, and it is not a random part, but mandatory for the effectiveness of an organization.

Evolutionary perspectives on leadership

The study on both management and leadership concepts dates back to the works of Plato, Sun Tzu, and Machiavelli but it has become the focus of consideration by the modern academic world in the last 60 years of the 20th century and especially in the last two decades. Research on management and leadership has created many theories for both



phenomena based on a variety of qualities and traits, situational interaction, function, behaviour, values, charisma, collaboration and mutuality. Compared to the Roman tradition, Confucian views of the right way of life most often refer to the ideal of the leader as an individuality. According to Sun Tzu, leadership is a matter of intelligence, reliability, humanity, courage and discipline consequently and:

"Relying solely on intelligence leads to rebellion. The exercise only of humanity leads to weakness. Fixing trust leads to stupidity. The dependence of courage on strength and power leads to violence. Excessive discipline and strictness in command lead to cruelty. When one has all five virtues combined, then one can be a leader"¹⁸.

Some of the earliest management and leadership studies include:

- Theory of great people;
- Theory of traits;
- Attributive model for leadership;
- Theories of behaviour and style;
- Situational theories for leadership;
- Theories of leadership roles;
- Functional leadership theory;
- Theories of transactional and transformational leadership;
- Theory of leadership through social perception;
- Shared leadership;
- Integrated psychological theory of leadership.

Leadership is related not only to human survival, but also to social adaptation in the environment, where people need to recognize and identify a certain amount and quality of leadership potential. Although it is evolutionarily important to identify potential leaders in the group, it is also important to consider why people often place themselves in the subordinate position of followers of leaders. In human domination-oriented hierarchies, leadership evolves from prestige-based tribal leadership, goes through formalized and hereditary-based leadership (kings and military leaders), and reaches the level of a centralized, democratic leadership structure (state and business leadership, management, governance)¹⁹.

The theory of the great man, or the trait theory explains leadership with genetic differences between individuals and inherited physical characteristics, i.e. with heredity.

Using factor analysis to explain the variability of the observed relationships, the behavioral approach to leadership adopted by a team of researchers at

Ohio State University explored different specific leadership behaviors and derived two directions in them: attention (concern for people) and initiating structure (concern for the task).

Another wave of leadership research focuses on factors in the situation that can change the effects of a leader's behavior and planned outcomes. In other words, the most appropriate style of leadership, behavior, approach to decision making is considered dependent on the situation.

For the first time, Fiedler combines leadership traits with situational variables. Leaders are thought to exhibit either task-motivated or relationship-motivated style, which is measured by the least-preferred colleague scale (the person the respondent least prefers to work with). It is believed that those who describe their least preferred colleague in a more positive way use a human relationship-oriented style, while those who use more negative ones are dominated by the desire to achieve the goals of the task. Fiedler does not believe that leaders can change their leadership style. Instead, leaders should be chosen for situations that suit their style²⁰.

The field of leadership was on the verge of scientific collapse and practical inappropriateness before the development of the ideas of charismatic and transformational leadership. What these approaches have added to the study of leadership is an emphasis on important and neglected aspects of inspiration, identification and vision.

For the first time, the vertical dyad of the leader-follower relationship was introduced through the theory of exchange between them, which explores in more depth the processes of creating new roles between the leader and his followers. According to the theory, leaders develop exchange relationships with some of their subordinates, and over time, their relationship can develop into a mature partnership.

Some researchers approach leadership as a fundamentally socio-perceptual phenomenon. In other words, leadership is in the eyes of the perceiver and is defined as a process of perceiving by others a person as a leader. Although this is too extreme a definition and ignores important aspects of leadership behaviour, what makes this approach compelling is that it recognizes the essential role that followers play in the leadership process, because it is through them that leadership can build or lose²¹.

The process of recognizing a leader is a process of shaping and consolidating the perceptions of followers, and success is a key feature of these theories of leadership, as it is difficult to maintain a perception of a leader if you are a failed leader.

The idea for more inclusive forms of leadership is to show how followers can be actively involved in this process. Followers are vital to the success of the organization and need to be shown that they too can become leaders. In this case, leadership smooths out a two-way, not a one-way, relationship.

The traditional view is that leaders serve to improve leadership in teams by acting on followers. A different approach is based on team leadership, how leaders act to create a leadership team. This particular type of leadership is shared leadership, in which leadership emerges through the interactions of group members, rather than flowing from the leader to the followers. In this way, leadership exists as a result of effective social processes and structures, and not just as a contribution from the individual leader who helps the team work more effectively. This is shared leadership in its purest form, as there is no one recognized leader. Leadership lies in the connections and relationships between team members, not in the actions or behaviours of any individual²².

Integrated theory of leadership – a scientific basis for understanding management through leadership concept

An integrated theory of leadership is an attempt to integrate the strengths of the older theories, i.e. theories of traits, behavioural theories, situational and functional theories, introducing a new element – the need to develop leadership presence, attitude toward others, and behavioural flexibility through the practice of psychological mastery. Integrated psychological theory began to attract attention after the publication of the model "Three Levels of Leadership" by James Scouller in 2011.

In reviewing older theories of leadership, Scouller highlighted some limitations regarding the development of leadership skills and effectiveness²³:

- Trait theory: this approach fails to develop a universally consistent list of leadership qualities, and because trait theory gave rise to the idea that leaders were born, Scouller argued that the integrated approach is more appropriate for choosing leaders than for developing them.

- Behavioural theory: Blake and Mouton proposed five leadership styles based on two axes: task care versus human care. They supposed that ideal management and leadership style is "teamwork style" which balanced the concerns for the task and concern for people, but this ideal approach could not meet all the conditions imposed by the situation.

- Situational theories: Most of them suggested that leaders can change their behaviour on their own desire to respond to different circumstances, but for many people it is difficult to apply even after training, because the behaviour was unconsciously rooted in human beliefs, fears or habits.

- Functional theories: They assume that once a leader understands and has been trained in the necessary leadership behaviour, he or she will apply it when necessary, regardless of their personality. However, as with situational theories, many people cannot do so because of hidden beliefs and old habits, so most leaders may need to master their inner psychology if they want to adopt unfamiliar behaviour at will.

- Leadership presence: The best leaders usually possess something outside their behaviour – something distinctive that draws attention, earning the trust of the people, and enables them to lead successfully, which is often called "leadership presence." This is probably the reason why the trait approach has become the starting line of researchers for the sources of the leader's effectiveness. But this presence varies for different people and studies show that it is difficult to determine general characteristics of the individual, so that the approach of bounds failed to capture the elusive phenomenon of presence.

According to Scouller, trait theories that tend to reinforce the idea that leaders are born, not created, cannot be useful in building leaders; the ideal style would not be ideal in all circumstances; most of the situational and functional theories suggest that leaders can change their behaviour to respond to different circumstances or expand their range of behaviour at will, which for many is difficult to do in practice. None of the old theories successfully meet the challenge of developing leadership that challenges attention, inspires people, gains their trust, and makes followers want to work.

Scouller proposed a three-level leadership model that aims to summarize what leaders need to



do, that is, not only to attract followers to their group or organization, but also to develop technically and psychologically with them as leaders. These levels are public, private and personal leadership. The first two levels – public and private leadership are external or behavioural levels. Public leadership refers to the actions or behaviours that leaders take to influence two or more people at once. Private leadership refers to the individual attitude of the leader towards individuals. The third, the so-called personal leadership, is an internal level and refers to a person's growth. It is based on the leader's self-awareness, his progress towards self-control and technical competence and his sense of connection with others. This is the inner core, the source of the leader's external effectiveness. Personal leadership deals with the technical, psychological and moral development of a leader and his impact on his leadership presence, skills and behaviour. Personal leadership has three elements: technical know-how and skills; the right attitude towards other people; psychological self-control. The idea of the theory is that if leaders want to be effective, they must work in parallel on all three levels²⁴.

The model accepts the premise that the best leaders have something in them (the "presence of leadership") that makes followers see them as credible, inspiring, and reliable human beings. However, it is assumed that the "presence" is unique to each person and cannot be reduced to a short list of common traits. The model supports the idea of behavioural flexibility according to the requirements of the circumstances, but is based on the idea that the key to achieving it is to go beyond behavioural learning and also work on the inner psychology of man (i.e. limiting beliefs and emotions) as this controls our tendency to adhere to firm, defensive behaviour. Scouller argued that self-control was the key to increasing leadership presence, building trusting relationships with followers, and allowing for behavioural flexibility in changing circumstances while remaining connected to a person's core values (in other words, remaining authentic).

To support the development of leaders, he presented a model of the three levels of leadership, where "presence" is not the same as charisma. The leaders can be charismatic by relying on position, fame, skilful acting, or by projecting an aura of speciality but the presence is something deeper,

more authentic, more fundamental, and more powerful and does not depend on social status. He suggested that the authentic presence of each person is unique and outlined seven qualities of presence: personal power – the command of one's thoughts, feelings and actions; high but real self-esteem; the desire to be more, to learn, to grow; a balance of an energetic sense of purpose with a concern for the service of others and respect for their free will; intuition; to be in the present moment; achieving inner peace of mind²⁵.

"What is presence? It is based on integrity – a rare but achievable internal arrangement of self-identity, purpose and feelings which ultimately leads to liberation from fear. It reveals itself as the magnetic, radiant effect you have on others when you are authentic, giving your full respect and attention, speaking honestly and letting your unique character traits flow"²⁶.

According to the model, presence is developed through the practice of personal leadership. The real presence of leadership is synonymous with authenticity – to be real and to express its highest values and to serve one's followers.

Management through authentic and shared leadership

In fact, the concept of leadership is almost impossible to escape in our modern world. The terms "leader" and "leadership" are used everywhere, sometimes as a clear call for what is most absent and necessary in society, and other times as a harbinger of the most necessary social evils²⁷.

The concept of leadership is well appropriated and preserved by military science and practice. Its beginning is set by the concept of "command", which is still used today. In the field of security and defence, and specifically in military affairs, the term "commander" is clearly distinguished from the terms "manager" and „leader". Let us point out some of its peculiarities, bearing in mind that initially, in the 19th century, when constructing the basic management functions, Henri Fayol included in them the "command" function.

commander (noun)

Meaning: head of a military unit, leader of a group formed for some activity; an officer in charge of a military operation, or an officer of a certain rank in the navies of many countries²⁸.



Synonyms: general, military leader, strategist, tactician, chief, commander in chief²⁹.

Etymology: Meaning "one, who has the power or authority to command" dates back to the beginning of 14th century. It comes from the Old French word with meaning „commandant; order; command". The term originated in 1300s with the meaning "have power" from the Latin language "commendare" with the meaning "to recommend, to entrust to, to be involved, to confide". The intransitive sense of "to act or to have authority to command, to have or to exercise supreme power" dates from the end of the 14th century. It has also been used since the end of the 14th century as "within the scope of one's influence". The meaning "control, compulsion to obedience" is from the middle of the 15th century. The meaning "control, knowledge of the situation" is from the 40's³⁰.

The last decade has seen an increase in publications on authentic leadership, creating new models, definitions and theories. The concept of "authenticity" can be traced back to ancient Greece. Ancient Greek philosophers emphasized authenticity as an important condition, emphasizing the control of one's own life³¹.

Authentic leadership is an approach to leadership that emphasizes building the legitimacy of the leader through honest relationships with followers built on an ethical basis. Authentic leaders are positive people who encourage openness. By building trust and generating enthusiastic support in their subordinates, authentic leaders can improve individual and team results. Authentic leadership is a growing field of research in academic leadership research, which has recently grown from complete obscurity to a fully mature concept³².

Several characteristics of the leader can be important for the emergence of authentic leadership behaviour. Leaders must first be aware of their values and beliefs in order to be perceived as authentic by their followers and must demonstrate consistency between their values, beliefs and actions. Some empirical research supports a construction of authentic leadership that includes the following four components³³:

- Self-awareness – an ongoing process of reflection and reconsideration by the leader of his own strengths, weaknesses and values;

- Relational transparency – balanced sharing by the leader of his own thoughts and beliefs, by minimizing inappropriate emotions;

- Balanced processing – requirement to express opposing views and fair consideration of these views by the leader;

- Internal moral perspective – resistant to external pressure, a positive ethical basis to which the leader adheres in his relationships and decisions.

Ken Blanchard described why the leader should tailor his style to the needs of the individual, how to diagnose the situation correctly, when to delegate, support and direct, and the symbol of the "One-minute manager" – one-minute reading from the digital clock face aims to remind each of us to take a minute of our day to look at the faces of the people he leads and to realize that they are the most important resource he has³⁴. In this regard, the validation of "Know Yourself" and "Know Your People" must also be supported, as must be the belief that in order to be a leader, you must know your people well. The weight of the evidence clearly falls aside from the positive relationship between leadership and empathy of the leader, and leaders are required to:³⁵

- know what the followers want;
- understand their different motives;
- be perceptive;
- be sensitive;
- take into account the opinion of the group.

Further research shows that leaders who act in accordance with the three components of positive psychological capital – hope, optimism and resilience are more likely to become authentic leaders. Leaders who can effectively explain their goals create a more promising environment for their followers. Optimistic leaders have a greater ability to motivate their followers and are better prepared to function in a changing environment as well as to support their followers. The high degree of self-control in the individual is also accepted as a precursor to authentic leadership.

Authentic leadership has been shown to foster team members' faith in their ability to succeed. Authentic leadership encourages team performance, trust in the group and the organization, increases loyalty to the organization. Authentic leaders evoke an emotional and psychological response in their followers, leading to increased individual and



team outcomes. Leaders who practice authentic leadership usually lead teams that perform better than teams with leaders who do not³⁶. Authentic and shared leadership is a type of leadership that distributes leadership responsibility so that people in a team or organization are guided by each other. Therefore, the emphasis should not be on the existence of subordinates, but the followers. In this regard, we explain the meaning, origin and etymology of the terms "subordinate" and "follower".

subordinate (noun)

Meaning: with a lower or less important position, role, status; a person who has a less important position in an organization; a person who has less power or a lower position than anyone else in an organization; subdue – to put someone or something in a less important position; to treat someone or something as less important than something else³⁷.

Etymology: The origin of the term is found in the middle of the 15th century with the meaning of a person with a "lower rank", derived from medieval Latin "subordinate, placed in a lower order or place; below someone; order, rank, series, arrangement". To subordinate means "to be placed in a subordinate position, to be made of lesser value, to be made dependent"³⁸.

follower (noun)

Meaning: someone who is very interested in something; someone who supports, admires, or believes in a particular person, group, or idea; a person who does what someone else does or offers; someone who likes, approves, supports and follows another person or his ideas; a person who has an active interest in something; a company or product that only makes new changes, enters the market, etc.; a person who watches something closely to see how it develops³⁹.

Etymology: The term comes from an old English word "folgere", which means "adhere servant, disciple heir, accompanied student; a man who moves in the same direction, follows pursued, subject not to rule or law a person acting in accordance with something"⁴⁰.

Although the definition for authentic and shared leadership obviously has several variants, they all

make the fundamental distinction between it and more traditional notions of hierarchical leadership. All definitions of shared leadership consistently include a "process of influence" that is built on something more than a downward influence on subordinates or followers of an appointed or elected leader. Almost all concepts of shared leadership presuppose the practice of "broad sharing of power between a set of individuals, rather than centralizing it in the hands of an individual who acts in the clear role of a dominant superior.

With the complexity and ambiguity of the tasks that teams often experience, it is becoming increasingly apparent that a leader is unlikely to possess all the skills and traits to effectively perform the necessary leadership functions. Shared leadership is defined as the optimal model of leadership when the characteristics of knowledge of interdependence, creativity and complexity meet. In this way, shared leadership is becoming increasingly popular in teams, as many team members emerge as leaders, especially when they have the skills, knowledge and expertise that the team needs.

Conclusions

Management and leadership studies originate from the social sciences (sociology, psychology), the humanities (history and philosophy), and from professional and applied fields of science (management, education management, pedagogy, military science). Today, there are numerous academic programs covering these subjects and many academic institutions related to them.

Leadership is as old as humanity itself, universal and inevitable because it exists everywhere. Leadership is directly related to a person's need for power, as one of the needs that must be met in order for a person to move on to meeting other needs in order to feel complete, approved and followed by other people.

Most traditional theories of leadership explicitly or implicitly promote the idea of the leader as the only hero and as the man with all the answers. In theory, and perhaps soon in practice, we will no longer speak of a leader and subordinates, but of a leader and followers, and here lies the key to understanding leadership – this is the purely human ability to inspire the people and let them follow you. Military science is an area in which leadership has



gained strong attention and where it is expressed in a holistic and integrated view, including both the psychological and physical presence of the leader and the influence one exerts. The conceptual abilities require the presence and development of agility, adequate judgment, innovation, knowledge, cultural and geopolitical consciousness.

Some of the research on management and leadership focuses on research at the individual and group level, trying to identify certain leadership traits or typical leadership behaviour, but in such models followers are missing and we must recognize that such approaches to these phenomena are limited and their study and application requires multidimensionality in research to help build more realistic pictures in organizations.

"I never force those who don't want to do something to do it, but I want my followers to follow me voluntarily and freely"⁴¹ (*St. Simeon the New Theologian*).

Today, management through leadership has moved away from its status as a "hero who owns and saves" and the status of "leader who is voluntarily followed", considered not only as a category owned by a single entity, but as a comprehensive process with a focus on followers, the social organizational environment, the diversity of areas of human activity in which it is appropriate, taking into account its diverse nature. It is a complex interaction between the manager who is a leader and the social organizational environment of which the followers are a part and at the same time a strongly developing dynamic process, which is not limited to a specific object, subject or position.

In the future, the theory and practice of management through leadership need to develop integrative strategies for building a theory that extends to the approaches that include all the basic components of management processes; moving towards more integrative and inclusive theories of leadership of various kinds; consideration of management and leadership in dynamics, as a multilevel and multidisciplinary construction. And as Dugan says: "The journey continues"⁴².

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