Principles of Leadership Applied By Contemporary Leaders in Denomination Institutions

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ABSTRACT *The topic of leadership belongs to the study of organizational behavior, it has been a topic for many years, and has aroused the curiosity of many people over time. The philosopher Plato argued that his King should be rightly educated and a "philosopher king" to better lead his people, the Chinese general Sun Tzu, who was known for his leadership and for being a great strategist, saw his army as a single group. Leadership can transform a group of people into a fantastic team that can generate great results, if applied well, leadership can positively motivate the leader to achieve team goals. The main objective of this research is to analyze four attitudes of contemporary leaders: Decide with speed and conviction, conquer to make an impact, proactively adapt and transmit confidence. The methodology used will be explanatory, descriptive, bibliographical and the field research, which will be carried out with 70 leaders of organizations and religious, through a questionnaire with 8 questions about leadership characteristics.*
Keywords: Leadership, Leader.

I.   Introduction

This article aims to analyze the leadership attitudes used by contemporary leaders, and these attitudes can be effective in the corporate environment in the XXI century, also identifying those skills can help lead and succeed.

According to Nanus (1988), leadership is the ability to inspire people by translating the organization's vision and engaging followers on a voluntary basis. In this way, we can say that leadership is a process that intentionally influences one person over others, directly or indirectly.

Leadership aims to guide, through a determined path, to structure processes and activities, facilitating in general the relationships in a group or in an organization (FONSECA et al., 2015). Thus, leadership can help in choosing the path to follow in an organization, facilitating the conviviality.

According to Manz (2013), the moment of choosing a person to lead is very challenging, because for many the leader is someone superior and special, the leader must know how to solve any problem and know how to develop all the functions. In this way, this feeling of superiority may end up creating a certain resistance and even a difficulty to lead.

Vergara (2012) comments that when we manage without regard for people, many things become morally permissible, organizations and leaders must be open to the spiritual values of people.

Serafim (2010) points out that some organizations are based on the belief of honesty and trust, which are reinforced by religious discourse, strengthening social ties, which can have positive economic consequences. With this the leader must see his team with a human look, and not as machines, people have different values, ideals and visions. They are visions that are completed in pursuit of the same goal.

We live in an age where change is sudden and with technological advances, information comes at a great speed, making the decision time of a leader increasingly difficult. In view of this difficulty, the present article has as justification the need to identify the main attitudes of contemporary leaders, and to find out if these attitudes provide a better result in their leadership.

II.   Literature Revision

2.1. Leadership

To facilitate the understanding of the subject addressed, we need to understand some of the terms used in this work; the source used is the Aurélio dictionary (Ferreira, 1999).

LEADER – 1. Individual who leads, commands and / or guides, in any type of action, company or line of ideas. 2. Guide, leader or conductor representing a group, a chain of opinion, etc.

LEADERSHIP – 1. Leader role. 2. Ability to lead; spirit of leadership. 3. Form of domination based on personal prestige and accepted by the targeted.

In this way, we can define that the leader is the driver and supervisor is the person who will lead to the result.

According to Lara (2012) the theme of leadership is difficult to address, even as an old theme, with numerous publications that appear each time, brought up several gaps, and some difficulty to cover the subject, making it difficult to pinpoint the most accurate way and correct to define characteristics for the leader.

Hunter (2006) defines leadership as the ability to influence people to work enthusiastically to achieve the same common result, inspiring trust in the led through strength of character.

Prior to 1950, it was believed that there were some personal and personality traits that defined a leader, a group of qualities that worked in any situation, from the 1960s the studies turned to the behavior of the leader, his productivity and the moral conditions of their team (FONSECA et al., 2015).

According to Garcia (2012), the leader isn't chosen because he has the answers to all the questions, but to meet the requirements and create the conditions to carry out the work, therefore the figure of the leader is essential to achieve positive results through a good leadership.

Maxwell (2007) says that leadership is based on goodwill, it is a clear and sincere commitment to help those who follow us, for great leaders gain authority with their team when they give it up.

Uris (1975) defines that in a moment of crisis, leadership arises when an individual assumes a role satisfactorily, and his voice is heard, indicating the direction for the group.

Tzu (2013) defines leadership with the phrase "Leadership must contain wisdom, sincerity, humanism, courage and discipline."

We can conclude that the leader will be responsible for leading his team, influencing and motivating the team in search of the best result, providing conditions for the execution, listening and making the direction indicate.

2.2. Principles of Leadership

Botelho (2017) notes that a study by Pwc in 2014 with the 2500 largest companies in the world, says that companies can lose about US$ 112 billion per year market value with the sudden departure or personal relocation occupying areas which makes it increasingly difficult to choose a leader and intimidates those seeking a leadership position.

Maxwell (2007) comments that many leaders find it difficult to lead sideways because their approach doesn't take a long-term view and try to gain influence too quickly. Leadership is a continuous process, it has no shortcuts, if the leader seeks influence and credibility with the people who work alongside him, it is necessary to complete what Maxwell (2007) calls a circle of fire, which are: care, learning, appreciation, contribution, verbalization, leadership, and success, these seven specific points that begin with care and end in success are needed for the leader to have a good relationship with those around him and to achieve leadership success.

According to Botelho (2017), there are four essential behaviors that can help leaders achieve the expected position, stay in it and thrive, are considered simple behaviors, however it seems to be the great challenge for leaders to be able to practice.

Maxwell (2008) comments that the greatest challenge of a leader is to lead himself, for our sense of right can rightly be taking us to the wrong side, being honest and realistically accepting failures and how we should improve failures, help in leading yourself.

2.3. Decide with speed and conviction

Botelho (2017) comments on the article in the Harvard Business according to the study, high-performance leaders don't stand out for making optimal decisions at all times, but to be assertive, the study also says that leaders who have great complexity intellectual who generally make good decisions are the ones who suffer more to make a decision quickly, the study found high-performance leaders prefer to take a wrong decision, not to take any decision.

Stettner (2006) comments that decision-making can't be a long and tortuous process because it leads people to doubt their ability to lead, analyze information and choose the best option because uncertainty creates tension in people, and doubt in the results.

Wheatley (2006) posits that we live in a culture that leads is to give a task, and soon after to verify if the task was done, but the people need information, access to each other, resources and confidence, to know what they are doing, everything this quickly, so the leader can get them involved to do an excellent job.

Culligan (1988) comments that the decisions were fed only the facts, would suffice a computer to give the answer "yes" or "no", so the ability of a leader must analyze, evaluate and make a decision, developing critical judgment every day.

King (2008) comments that in the competitive world over-concern in making a safe decision may pose a greater risk and lead to hesitation, which is why we need to risk more and make a decision. When leadership is

competent, you can always find a way out of problems, many leaders seek illusory perfection, believing that they will always make the right decision, and this decision often leads to failure.

Baron (2002) comments that even with public disapproval the leader needs to maintain his courage and make the decision, and Baron (2002) emphasizes "Strong managers should prepare to make painful decisions for some people, at least in the short run," uses the example of the biblical character Moses, who decided to go against the Egyptian government and this resulted in more severe conditions for the people until he was freed. White (2007) comments that if Moses had only relied on his wisdom and greed, he would be unable to complete the work. White (2007) points out, "The fact that a man feels his weakness is at least some proof that he understands the magnitude of the work he has appointed and that he will make God his counselor and strength."

2.4. Conquer for cause impact

Botelho (2017) comments in the article in Harvard Business that leaders need to garner the support of their employees and their shareholders as well, finding out what the shareholders' needs and motivations are, creating the desired support, leading people to commit to goals and seek the best result. Leaders get the support of their team, injecting confidence that they will lead the team to success, even if that means making an unpopular decision.

According to Levine and Crom (1997), the leader's job is to develop authentic motivation, making the team believe that they are together and that they are part of something grand, showing that they are willing to take risks and encourage the team to do the same, making them want to achieve the goal together.

According to Maxwell (2012), for a group to be called a team, it is necessary to cooperate, communicate and commit. With these strengths it is possible to develop a team where efficiency is greater, because members take care of each other, know and understand what objective of the whole and of each one and grow together, trusting that they seek the best result.

For Culligan (1988) a person is a leader as he has his followers, and these followers follow him on a voluntary basis, believing that the leader is competent and knows the best method to achieve the desired result for all, they see the leader as a model for the satisfaction they seek through work, and will be loyal to the leader as long as he satisfies those satisfactions.

Maxwell (2008) comments that people end up giving up on the leaders first of the company, about 65% of people quit because of their leaders. Maxwell (2008) points out four profiles of people that employees give up, the first profile is "People give up who depreciates", the second, "People give up who isn't trustworthy," the third, "People give up who is incompetent, "and the fourth profile is" People give up who is insecure, "people want to work for leaders who encourage them, make them grow, be an example, and care about them.

The task of gaining the trust of a group requires great involvement and often-risky attitudes towards the leader. Using the example of Jesus as the Biblical character, considered one of the greatest leaders that ever existed,

White (2007) comments on the case of the Samaritan woman at the well, as Jesus did not despise or deviate from the excluded of society, regardless of any barrier, according to the author Jesus' phrase for that woman was "If you asked me, I would give you living water" showing great care.

2.5. Proactively adapt

Botelho (2017) comments in the article in Harvard Business that an essential skill for a leader is to adapt quickly to a changing environment, and situations that aren't planned, that is the great challenge because these situations appear constantly, and according to the study leaders who adapt quickly to these situations have a 6.7 times greater chance of success.

For Maxwell (2008) effective leaders are always willing to take risks, there is no way to avoid risk and expect people to progress at the same time if they don't intend to take risks, leadership isn't the right place for you. The role of a leader in the organization is to do certain things that others don't have the ability to do, that is why they should be the front line, and be accustomed to sudden changes, risks and difficult situations, because if everything need for a leader.

For Douglas and Teixeira (2012), in the midst of a difficult situation, all suffer setbacks, failures and failures, this is part of the game of life. The leader needs to remember that a defeat is often not synonymous that you have done something wrong, or made a bad decision, in this situation we must analyze what could be done to achieve a better result, this way we prepare for the future, and phrase of the writer Claus Moller "when the winds of change blow, some build shelters and feel safe; others build mills and take risks." The leader becomes more competent, when he has the courage to face change and learn from it.

Baron (2002) comments, for many times it is no use mitigating the situation, sometimes giving the real name to the crisis is the only way people move. When everyone recognizes and admits the crisis, a sense of survival comes in, which opens the way for new ideas, and new doors open.

Culligan (1988) comments that when leaders resist the changes proposed by the boss, leadership loses its effectiveness, effective leadership requires extreme care in change management, and completes with a quote

from Woodrow Wilson "If you want to make enemies, try to change something, "most people don't like change as it usually brings influence to their lives and habits.

Stettner (2006) comments that managers often end up giving too much importance to the bad news, leaving the situation seem much worse than reality, forgetting that setbacks are part of the game, the manager has to take a safe stance, passing for their security team, who came out of that situation together.

2.6. Transmit Trust

In Harvard Business Botelho's article (2017), one of the four essential conduits for a leader, the conduct of transmitting trust was the most powerful, as investors and employees look with importance on this trustworthiness of the leader. The study points out that investors look for leaders with constant and predictable results, according to the article about 94% of the candidates analyzed in the trust, consistently conclude their projects.

For Maxwell (2007) one can give the position to someone, however, the real leadership is achieved, with the position the person has the time to test his / her capacity to lead, after this time one discovers their level of influence in the team and the level of confidence that they put in their leadership was good or bad. Good leaders will have a greater influence than their position mentioned, and bad leaders will lessen influence in a lesser way than that which came with the position.

Leaders don't manipulate people to have results, they lead to the team achieve the result, when the leader's motivation is the result as a team, no matter their position in the hierarchy, people will want to follow that leader.

According to Levine and Crom (1997), employees need to feel that they are part of the company, that they are respected, heard and understood the company's vision, to trust the leader, and complete using a quote from Dwight Eisenhowen. "I prefer to convince a man to cooperate because, once convinced, he remains with us. If he scares him, he'll stay while he's still scared, but then good-bye. " Victorious leaders understand this, knowing that they need to gain the trust of their team and involve them in processes to feel part of the group and the company, thus bringing greater results to the company as employees are motivated.

For Maxwell (2007) trust in the leader comes when employees can feel that they can count on the leader, who are on that project together, who will win or lose together, can't feel that there are different goals between leader and leader.

We have in the biblical story of Joseph of Egypt an example of trust, his example led him to be trusted servant of the Pharaoh's commander, he was unjustly accused by the wife of the commander, and imprisoned. After a while for his stance and faith, he left the prison, gained the trust of Pharaoh, and became the second most powerful man in Egypt, below only Pharaoh. White (2006) comments that Joseph's response to persecution reveals the power of the religious principle, for he would not betray his master on earth, regardless of consequences, for he would not sin against his God and be faithful to his lord of heaven. Trust leadership becomes paramount for the leader because your team needs to trust you to follow it, have to trust your choices and feel that the decision was the best for the group, investors need to trust their results, know that are constant results and not sporadic, after this confidence conquered the results naturally, for the reason of not being alone, but with the support of its people.

III.   Methodology

A questionnaire with eight semi-structured questions will be used as an instrument of data collection in recognizing the complex difficulties faced by leaders, and incidences in companies such as financial loss, loss of employees, rework, lack of training, dialogue and orientation. The questionnaire will be applied to 70 leaders of financial, religious, business and departmental institutions in the Metropolitan Region of Campinas, having in their alternatives options constituted by Likert scales. The Likert scale is used in questionnaires, and their alternatives range from "I fully agree" to "I strongly disagree", which are possible to measure various context-related dimensions.

The research is characterized as descriptive, since its main purpose is to describe the characteristics of a given population (Leaders), or the establishment of relations between variables.

For Triviños (1987) and Gil (2008) the descriptive research is one that has the desire to know the community better, requiring that the researcher obtain a series of information about what he wants to research. One of the characteristics is the use of standard techniques for data collection, such as systematic observation and questionnaire.

The means to achieve the ends sought in this research are from a literature review through scientific articles and books on the subject, and an empirical study with a sample of subjects as reported above.

According to Gil (2008) bibliographical research is essential for the researcher to acquire a broader knowledge of the phenomena studied, through material already elaborated, consisting mainly of books and scientific articles.

Data analysis will follow a qualitative and quantitative approach, since it will employ quantification, both in the information collection modalities and in the treatment of them through statistical techniques, and will work the data searching for its meaning, based on the perception of the phenomenon within its context. With the use of the qualitative description, one will try to capture not only the appearance of the phenomenon but also its essences, trying to explain its origin, relations and changes, and trying to intuit the consequences.

3.1. Data Collection Process

The data collection process was performed in the form of a questionnaire, with the purpose of graphically representing the most evident abilities in the leadership, in order to analyze these abilities.

The questionnaire was sent via SurveyMonkey questionnaire platform to 70 leaders, which included leaders from religious institutions, midsize business owners, multinational department leaders and leaders of banking institutions. The applied questionnaire presented questions, proposals of situations in which the leaders pass in their routine of work. Based on the questions answered we are given data necessary to present as key skills of the leaders.

The results were obtained through a tool of the program of the results platform, which contains the answers and other necessary information. Based on these data we obtained the final results enlightened graphically.

IV.   Analysis Of Results

The following charts represent the positioning of leaders in decision making.

Graph 1 -I take decisions to find better alternatives
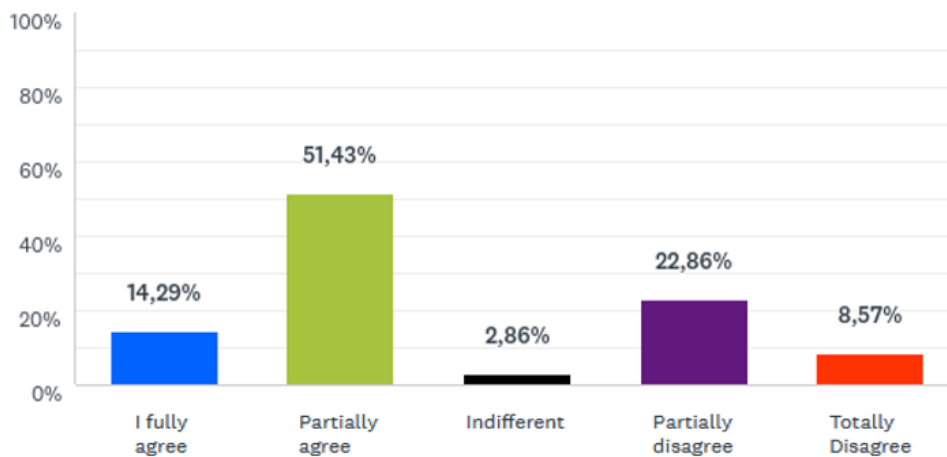
Fonte: O autor. Source: The author.

Graph 1 shows that 51% of leaders are slow to make a decision in search of the best alternative and 8% disagree with this statement. For King (2008), the search for an over-secure decision may present a greater risk of delayed decision making and may lead to hesitation in the team, the available information should be gathered and a decision made, more risk taken, not to pursue an illusory perfection in decision making, as this quest can lead the leader to failure.

Graph 2 - I prefer to make a wrong decision not to make any decisions
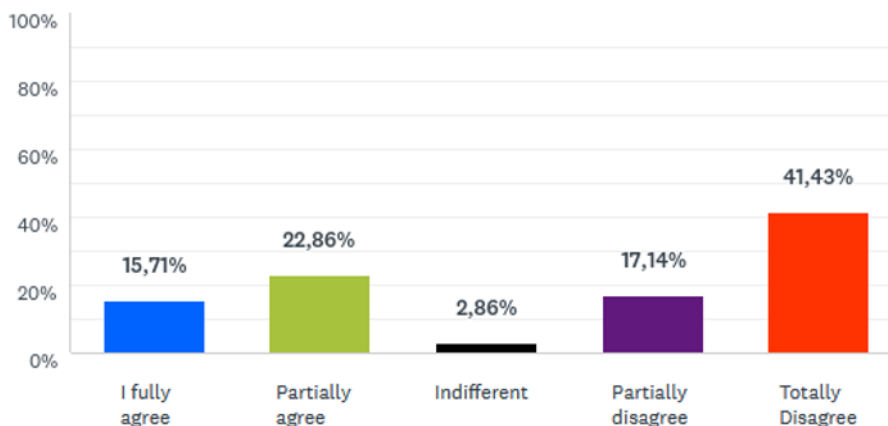
Source: The author.

Graph 2 shows that 41% of leaders disagree that it is preferable to make a wrong decision, and 15% of leaders prefer to make a decision even if they are wrong, to make no decision at all. According to Stettner (2006), decision making can't be a long and tortuous process, because it causes people to doubt their ability to lead, it is necessary to analyze information and choose the best path, because uncertainty creates doubt in the results.

Graph 3 -I always listen to my team before making decisions
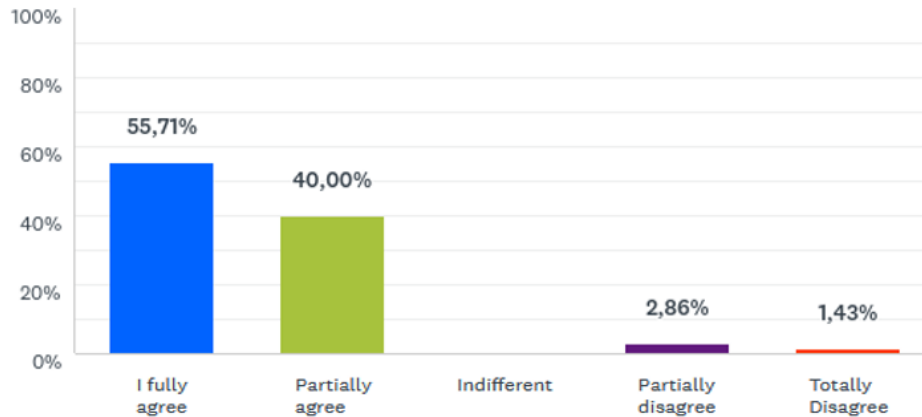
Source: The author

In graph 3 it is observed that 55% always listen to their team before making a decision, and 1% of the consulted leaders disagree with this statement. For Maxwell (2012) the group is called a team, it requires cooperation, communication and commitment, with these strengths it is possible to develop a team where efficiency is greater.

Graph 4 - I feel flawed when I make the wrong decisions.
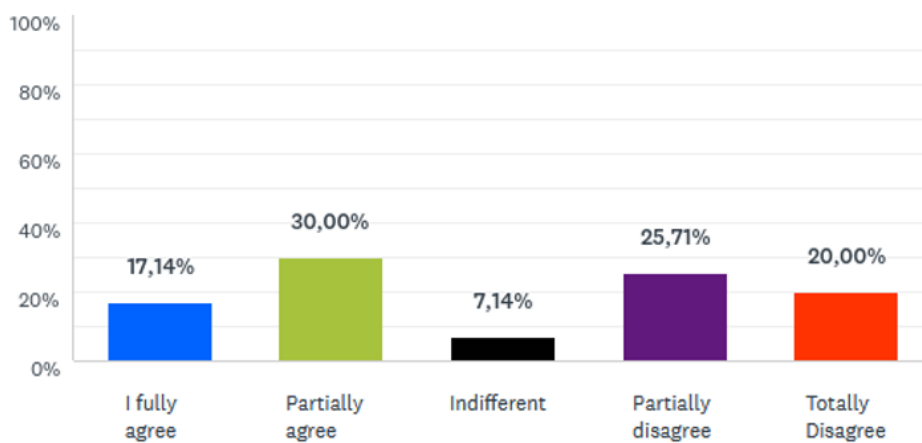
Source: The author.

Graph 4 shows that 30% of leaders agree partially that they feel failures when making wrong decisions, and 17% fully agree with this information and 20% of leaders disagree strongly with this statement. For Douglas and Teixeira (2012) the leader needs to remember that a defeat is often not synonymous that you did something wrong, or made a bad decision, you should analyze what could be done to achieve the result and prepare for the future.

Graph 5 - If I need to make a decision myself, I know that my team will give me credibility.
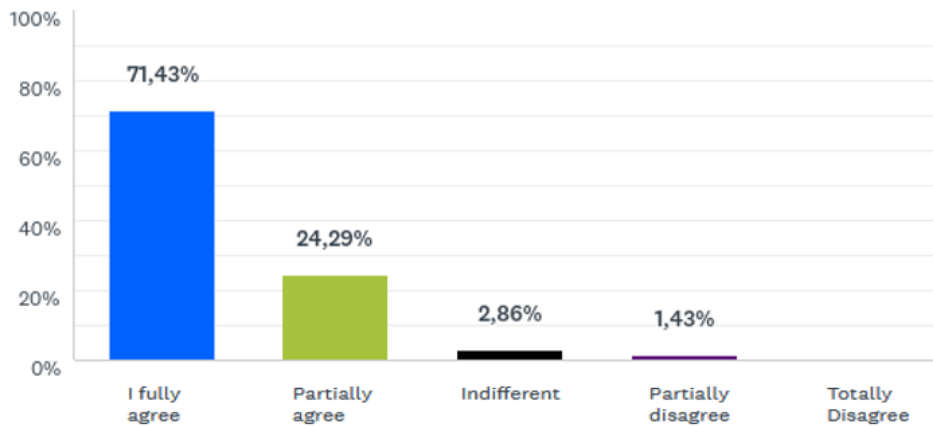
Source: The author

In Graph 5 it was observed that 71% of the consulted leaders fully agree that if it is necessary to make a decision alone they will have the support of their team, and 1% disagree partially with this statement. For Maxwell (2012), for a group to be called a team, it is necessary to cooperate, communicate and commit, with these strengths it is possible to develop a greater efficiency of the team, since members take care of each other and trust that the leader seeks the best result for the group.

Graph 6 - I can usually motivate my team
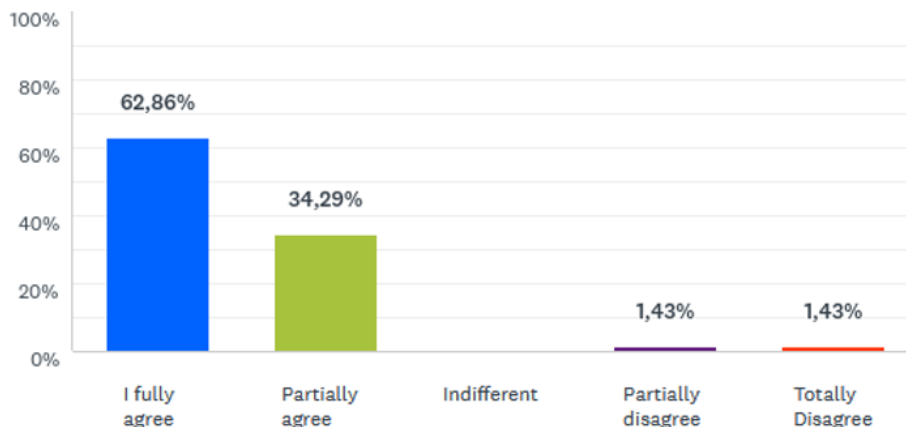
Source: The author.

In graph 6 it was observed that 62% totally agree that they generally manage to motivate their team, and 1% totally disagree with this statement. For Levine and Crom (1997), successful leaders understand that they need to gain the confidence of their team, engage them in processes to feel part of the company, thus bringing greater results to the company, because employees are motivated.

Graph 7 - I can easily adapt to unexpected situations
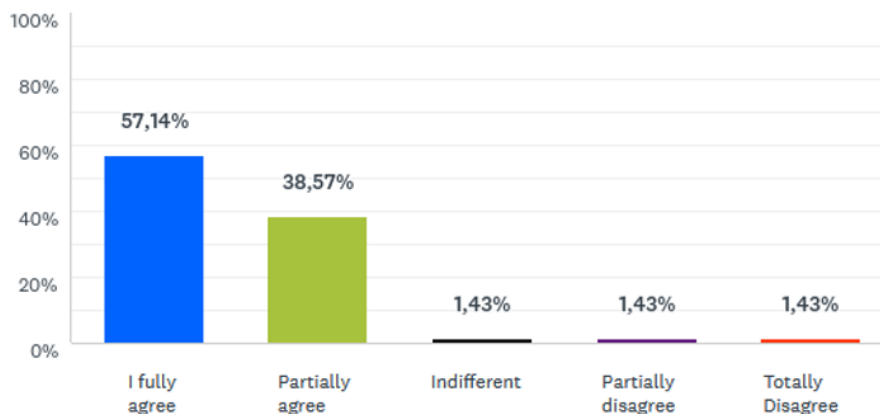
Source: The author

In Graph 7 it can be seen that 57% of the consulted leaders fully agree that they can easily adapt to unexpected situations, and 1% totally disagree with this statement. For Botelho (2017) an essential skill for a leader is to adapt quickly to changes and situations that aren't planned because these situations appear constantly, and leaders who adapt quickly to these situations are more likely to succeed.

Graph 8 – Don't like projects to be unfinished
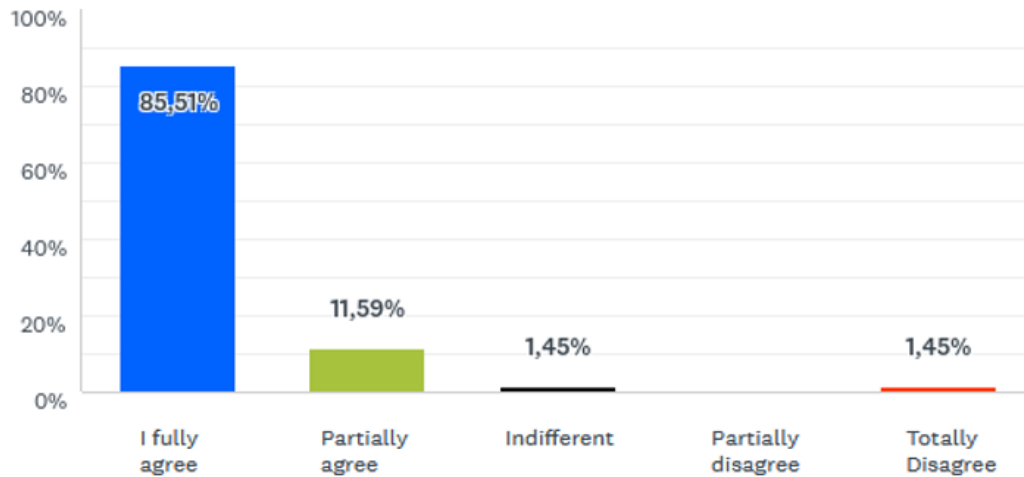
Source: The author

In graph 8 it can be seen that 85% of the leaders agree totally that they don't like projects that are unfinished, and 1% totally disagree with this statement. According to Botelho (2017) investors look for leaders who have constant and predictable results, for conveying more confidence and consistently completing their projects.

V.   Final Considerations

The purpose of the article was to identify the main leadership attitudes in contemporary leaders, finding out if these attitudes can provide a better result for their leaders, and find out if those skills make them more successful. To achieve this, a brief analysis was made of the field of organizational behavior to which the subject belongs. Next, we sought to study the specific skills: to decide quickly and with conviction, to conquer to make an impact, to adapt proactively and to transmit confidence. Through these four skills one can understand the influence of the leader in the climate of denominational organizations and in the behavior of the collaborators.

The study showed that the mentioned skills can directly impact the reaction of the employees, the organization's environment and the goals of the organization. Analyzing some points such as that of the question hear the team, where most leaders consult their team on decision making, which shows that team spirit is present in the institution, that the leader receives help from his team in the decisions, using in favor of the organization the whole experience of those around it.

We can also point out the question of how the leader sees a wrong decision, on this issue adding totally disagree and partially disagree that it is clear that most leaders see the wrong decision as a chance to reinvent themselves, find out where to improve, prepare for the future and the new challenges.

The issue of motivating your team, adding totally agree and partially agree with most of the leaders believe that you can motivate your team, seeking a better result and continuous improvement for the team.

The question of how leaders adapt to unexpected situations, in the sum of I totally agree and partially agree, has shown that most leaders are able to adapt to unexpected situations, today with the challenges that leadership poses, and the sudden changes in organizations, having the ability to adapt quickly is essential for the leader, to bring security to those at his side and confidence to the investors who are betting on him.

Finally, in the question that was trying to convey confidence, in this question most of the leaders answered that they don't like an unfinished project, which shows us the commitment in the leadership, the search for the support of the team to complete the functions, and how the leader ends up transmitting confidence for those around you who are pursuing together the best path, and because most of their results are always positive this confidence only tends to increase. According to the authors cited in the article, this is one of the most important skills the leader needs to have, because those around him need to trust that they are being led on the right path, and on the other side, investors need to trust their results, who will be able to complete the task and bring the objectives expected by the organization.

Based on the responses of the questionnaire applied, it was possible to compare with the authors' views cited in the article and to obtain information to conclude that the four skills studied during article development can influence the professional walk of the leader, as it directly influences the results of its leadership reflects on its leadership and organizational climate, regardless of its field of activity, since the questionnaire was applied from religious leaders to leaders of financial institutions.

The limitation of the article occurred due to the fact that it wasn't possible to apply the questionnaire to a larger number of leaders, and in more diverse areas, because this would have more data available for analysis. For future research it is suggested to cover more on the subject in institutions and corporations, seeking better results and acquiring more tools for the decision making of the leaders.

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