110 - THE AUTHENTIC LEADER

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1 INTRODUCTION

In an era of constant technological change and increasing transformations , leadership in organizations becomes an increasingly crucial process , insofar as is the drive element for motivating people (Padoveze , 2000) .

The basic purpose of the leader has been monitoring the activities performed by people in essential to control the behavior of their subordinates , the primary function of managing and compare the results meaningless.

The leader must identify, iterating all the facts that somehow affect the company's situation , whether , economic , financial or equity . With this accumulation of data , suitably classified , it seeks to provide an orderly fashion , the results on the different needs .

Leadership is a process that comprises the existence , growth, and behavior change across the organization and is determined by necessity and convenience , both for the company as part of her that are integrated directly or indirectly . The leader is a considerable tool within an organization , this is a process that works management and motivation , setting goals , defining strategies, actions and integrating decisions for better interaction with their followers always focusing on achieving results and in people management (Hersey and Blanchard , 1982) .

The motivating factors are associated with positive and negative feelings of employees on the job. They relate to the content of the post and cause satisfaction or not people with their work (Silva , 2000) . This demonstrates that the leader can influence the motivation of people as well as the results may appear through a healthy relationship between leaders and followers

Based on these factors , the aim of this paper was to investigate the concept of leadership , explaining his methods , timing and situation where its precepts were formulated . So , the question is : how leadership has reached the point of having a theory that considers authentic ?

2 THEORETICAL REVIEW

2.1 HISTORY OF LEADERSHIP

The ability to exercise leadership over others has always been naturally assuming that humans are sociable since the beginning of its history . As in other societies an individual assumes the role of leader of the group and what sets this choice varies from one society to another .

In the organizational context, this situation arose when people started to feel the need for a more defined division of labor , because that way , each member could devote to a task of their everyday lives holistically, improving their performance , knowing that another member would be responsible for another that would take time and would not give him his " expertise " .

Thus, from this division , the need for allocation of leadership roles to some individuals was inevitable . Then began in 2500 BC Old Age in the early states : India , China, Egypt , among others , characterized by the Asiatic mode of production , then their greatest leaders were chosen because they have direct links to their deities . And precisely this time that second Bass (1990) the first record written on the subject , dated 2300 BC by Pharaoh Ptahhotep written saying that leadership is transcendental and designates superior qualities .

Throughout history many authors have written about how to lead , as Sun Tzu in The Art of War (IV century BC) Machiavelli in The Prince (1513), Miyamoto Musashi , in The Book of 5 Rings (1645) . From the nineteenth century these studies became more systematic and thereafter led the theories that are presented in this article. The first focused their studies on the great personalities who should serve as models for the intended one day power lead. These studies were constructed from observation of the personality of these people gave Trait Theory (Seters ; FIELD, 1990) .

In the period between the two world wars , studies on these characteristics taken these personalities followed toward a universal form of lead, however not demonstrated consistency (STODGILL , 1974) . And later discoveries revealed the absence of such traits (ROBBINS , 2002) .

Soon after began studies not about personalities but about his behavior in leading the assumption was to understand how people in leadership acted in a second time to train these people to express such behaviors (BERGAMINI , 1994; HORNER , 1997) .

From this, researchers at Ohio University (United States) investigated seeking to link the performance of leaders with the effectiveness of their companies . Resulted in two types of leaders who were linked to tasks and that bound people .

Parallel studies ,Likert (1961) conducted at the University of Michigan came to similar results enumerating leaders " employee -oriented " and " production-oriented " . For him the leadership style that involves a democratic decision making process promotes greater satisfaction and productivity (BERGAMINI , 1994) .

The contingency character , Fiedler (1967) and Hersey and Blanchard (1969) is one who not only leading but also led with the situation are analyzed and determined to be compatible . For Fiedler (1967) , leaders are more effective in scenarios of high acceptance of subordinates. The question becomes how to assemble this leader / subordinate rather than seeking the best way to lead relationship.

These theories have resulted in many myths of recipes of how to create a good leader . However their results have not been confirmed . In fact , what we saw was an attempt to change people in an attempt to turn them into great leaders (BERGAMINI , 1994) . But should not be underestimated or dismissed completely , because although there is little systematic at least offered descriptions of the persona of the leader and their importance . (Fiedler, 1967; BERGAMINI , 1994).

Studies of political leaders , James MacGregor Burns opens a new field by proposing a theory which lists two types of leaders : transformational and transactional . For him, leadership is not a one-way street that goes from leader to subordinate , but a two-way influence of transactional leadership is located in an exchange between leader and follower, to reward followers by promoting better performance on tasks (Burns , 1978).

2.2 LEADERSHIP THEORIES

2.2.1 THEORY OF TRACES

This theory describes leadership as an innate ability of the individual , eliminating the possibility of becoming a leader through personal development techniques . The leader according to the Theory of Traces born with certain personality traits and certain qualities that define it as a leader , such as : ambition, confidence , determination , security and the desire to lead.

Warren Bennis (2001 , p.113) explains the theory as follows :

At one time it was thought that leadership skills were innate . No one becomes a leader , but is born with this condition , this conception of the leadership might be called the Great Man would have to . " For her , power is embodied in a reduced amount of people whose heritage and destination for the converted leaders . Individuals of the appropriate type could lead all others should be led . Or if it had or had not characteristic . Neither learning nor the desire , however great they were, could alter the destiny of an individual.

This theory was predominant until the 40s , but remains popular (even if not among the researchers) and presents a consistency in the fact that it is possible to identify some of the qualities and traits that distinguish a leader not a leader. But it fails when it is observed that a leader is not always the same , often does not act the same way in similar situations and shows that these leadership characteristics are not always acting in an effective leader .

Because it is difficult to apply a study and observation, was abandoned by the researchers , who chose the study of Behavioral Theory .

2.2.2 BEHAVIORAL THEORY

Since the theory of traces lost ground in the scientific field , the Behavioral Theory was developed , focusing on the behavior of individuals and how these behaviors differentiated effective leaders . Unlike earlier , this theory suggests that leadership skills can be acquired during life , even with training .

Another difference is in the fact that the behavior of a leader could be , or not appropriate at times , considering the many factors that involve the situation . Following this reasoning , the researchers divided the aspects of leadership into two groups :

Leadership Styles:	Leadership Roles:
autocratic Task	Group Maintenance
autocratic Task	Democratic
Liberal	Troubleshooting
	social

Table 1 - Styles and functions of leadership
Source : Robbins, 2002.

Under the Liberal leadership , the group tends to have low income, individualism , dissatisfaction and little respect for the leader. The democratic style features high quality production , and the group demonstrate satisfaction , responsibility and commitment. However the most amount of production is achieved under the autocratic leadership .Thus , if the same person can play well all the functions of leadership , will be an effective leader .

2.2.3 CONTINGENCY THEORY AND SITUATIONAL

This theory seeks to identify and establish some leadership skills for every situation , so the leadership is as efficient as possible . She also argues , contrary to the Behavioral Theory , there is no defined leadership styles as these styles work in different ways in different situations

The most important point of this theory is that leadership effectiveness depends both on the situation in which the group is as the leader. If the theory is right , it means that a program involving only the aspects of personality of the leader or just the situational aspects of the organization is doomed to failure . A leadership style is not in itself better or worse than another, nor is there a type of leadership behavior appropriate for all conditions .Thus , almost everyone would be able to succeed as a leader in some situations and almost everyone is able to fail in others. If we are to improve organizational performance , we must deal not only with the style of the leader, but also the factors that promote the influence on it . (FIEDLER , F. E.1967 pg . 75)

Following this reasoning , the leader depends not only on their skills and training , also depends on the work environment and the situations encountered in this medium . Thus , the focus of the theory and design leader is flexibility in both the leader and the group and the working environment .

2.2.4 THEORY OF TRANSACTIONAL LEADERSHIP

Leadership is a process of influence in both hands , between leader and follower, as an exchange or transaction without lasting bond between the parties , whether political , economic or even psychological condition that both parties believe in the benefit of the exchange. The role of subordinates in the leadership process begins to emerge as an element that can promote efficient formation of this bond. Until then , existing studies only directed his attention to the characteristics that typified the leaders . (BERGAMINI , C. W 1994 pg . 69) .

2.2.5 TRANSFORMATIONAL LEADERSHIP THEORY

In transformational leadership , the leader encourages followers individually , or treat it as a person and knows both the business side as the staff officer . The aim of this attitude is that there is a mutual moral elevation , where the employee feels well , is advised and becomes to some extent a leader and a moral agent which consequently influences the other employees .

Already on transformational leaders Burns (1978) , says :

[...] The transformational leader seeks potential motives in followers , in order to meet the needs of high-level and assumes the follower as a total person . The result of transformational leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert them into moral agents . (Burns , 1978 pg . 24) .

It is a kind of leadership that creates a strong bond in terms of where mutual influence and leader -led learning together in situations faced . This strengthens the harmony in the workplace , where everyone feels truly useful and each has its significance .

2.2.6 THEORY OF CHARISMATIC DOMINATION

Finally , the Theory of Charismatic Leadership , which is also related to stimulation of the employees in a personalized

way . This implies a process of influencing people , and not to master them , for this, the charismatic leader who promotes revolutions arises stimulates desires professionals and has the role of change agent , causing their team to grow and achieve their goals personal in working on projects involving the group and its success .

For Weber and Whimster , a position of power ordinarily designated as the master can emerge from the most diverse social relationships , whether in a living room in the market for a platform , from a command post in sports or academic discussions and even in an erotic or charitable relationship. (Weber , 2004; Whimster , 2009) .

A large part of this leadership theory is the moral content of the leader , led by encouraging reward, even by trying something that did not look possible. There is a great similarity between the charismatic leader and the transformational leader , especially in the matter of being agents of change in the workgroup , turning problems into opportunities for employees.

2.3 THE AUTHENTIC LEADER

With the need for leadership , the emergence of a leader has always been linked to the ability of an individual to influence others. It is a challenging and controversial topic , which displays all the various theories and difficult to verify , but all also have merit in the field of organizational studies .

Although there are numerous definitions for the phenomenon , leadership can be defined as a process of influence of the activities of a towards achieving your goals group through an interaction between two or more people who frequently engage in the construction or deconstruction of situations , perceptions and expectations (HUGHES ; Ginnett ; Curphy , 2005) .

Some critics argue that some of these theories on leadership are questionable because the leader can induce led to a direction that is not necessarily the one that best protects the interests of the group , beyond which use of their charisma and leadership qualities to have power over their followers . Luthans and Avolio (2003) define authentic leadership as the ability of an individual to promote positive attitudes , from psychological skills that result in a greater awareness of their behaviors .

This self-knowledge and self-regulation of this positive behavior by leaders and transparency and honesty in the relationship with their followers make that authentic leadership is distinct from other leadership theories . For example , while charismatic leaders use rhetoric to persuade , influence and mobilize followers , an authentic leader energizes followers through the creation of meaning and construction of social reality in a positive way for himself and his followers (AVOLIO ; GARDNER , 2005) .

Therefore , authentic leaders are distinguished by having a high self-knowledge, and always taking positions according to their ideals and beliefs . Also has the characteristic , the fact transmit through actions or words , what we really believe , still manage to win the trust and respect of his followers .

3 FINAL THOUGHTS

The leadership definitely is not an exact science , and thus , various theories have been developed on the subject . Studies on the subject have undergone a kind of evolution , where the first theories were the leader as an individual who already born leader and he had skills that made him as such .

These leaders had certain behaviors , which also came to be studied , and how the human being is not a perfect being , the same individual shows different behaviors for similar situations , and again theories developed for the study besides the leader, their skills and behaviors . Began studying leadership also taking situations and the environment in which the leader was found to be important variables .

When studies were deepened, it was found that the interaction between the leader and his followers was of great importance , and that the influence was not only transmitted from the leader to the led , but as the led to the leader and even led to led , causing them to become moral agents and act as an extension of the leader .

4 METHODOLOGY

The methodology of the literature search provided a familiarity with the concepts , the search for published references , understanding and interpretation of cultural and scientific contributions on the topics studied . Well as possible the understanding and classification of literary data, which were related and turned into knowledge through content analysis .

Data analysis in this research was predominantly descriptive and qualitative , based on content analysis tool, which was used for discrimination of the manifesto of the opinions contained in the publications surveyed content. This technique allows to know facts , attributes and opinions of authors expressed in their formalized communication .

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THE AUTHENTIC LEADER

ABSTRACT

The purpose of this article was to investigate the concept of leadership, explaining his methods, timing and situation where its precepts were formulated. From the nineteenth century the concept of the individual leader as a man born with this "gift" evolved into the current resolution of cooperation, given the fact that in everyday dealing with this power relationship between leader and follower. The methodology used was about leadership theories were refined with time and today are seen as tools that should fit the circumstances of the work being done by the group. That said there is a leader who can work with a recipe but to adapt to all factors given him as a raw material to make the proposto.Portanto work, the concept of Authentic Leader, is the most widely accepted today.

KEYWORDS: Leadership, Authentic Leader, Moral Agent.

LE VRAI LEADER

RÉSUMÉ

Le but de cet article étaitd'étudier le concept de leadership, en expliquantsesméthodes, le calendrier et la situation oùsespréceptesontétéformulées. Dès le XIXe siècle, le concept de leader individuelcomme un homme né avec ce «don» a évoluédans la résolutionactuelle de la coopération, comptetenu du fait quedans la vie quotidienne face à cette relation de pouvoir entre le leader et suiveur. La méthodologieutiliséeétaitsur les théories de leadership ontétéprécisés avec le temps etsontaujourd'huiconsidéréscomme des outils qui doiventêtreadaptés aux circonstances du travail accompli par le groupe. Celadit, ilest un leader qui peuttravailler avec unerecette, mais de s'adapter à tous les facteursluidonnécommeunematière première pour faire le travail de proposto.Portanto, le concept de leader authentique, est la plus largementacceptéeaujourd'hui.

MOTS-CLÉS:leadership, leader authentique, agent moral.

EL LIDER VERDADERO

RESUMEN

El propósito de este artículo fue investigar el concepto de liderazgo, lo que explica sus métodos, el momento y situación en la que se formularon sus preceptos. A partir del siglo XIX, el concepto del líder individual como un hombre que nació con este "don" se convirtió en la resolución actual de la cooperación, teniendo en cuenta el hecho de que en todos los días frente a esta relación de poder entre el líder y el seguidor. La metodología utilizada fue acerca de las teorías de liderazgo se perfeccionaron con el tiempo y hoy son vistos como herramientas que deben adaptarse a las circunstancias del trabajo realizado por el grupo. Dicho esto hay un líder que puede trabajar con una receta, sino para adaptarse a todos los factores que le había dado como materia prima para hacer el trabajo proposto.Portanto, el concepto de líder auténtico, es la más ampliamente aceptada hoy en día.

PALABRAS CLAVE:Liderazgo, Líder Auténtico, Agente Moral.

O LÍDER AUTÊNTICO

RESUMO

O objetivo deste artigo foi pesquisar o conceito de liderança, explicando seus métodos, a época e a situação onde seus preceitos foram formulados. A partir do século XIX o conceito individual do líder como um homem nascido com esse “dom” evoluiu até a resolução atual de cooperação, haja visto que no cotidiano lida-se com essa relação de poder entre líder e liderado. A metodologia utilizada foi As teorias sobre a liderança se refinaram com o tempo e hoje são entendidas como ferramentas que devem se adaptar as circunstâncias do trabalho a ser realizado pelo grupo. Posto isso não existe um líder que possa trabalhar com uma receita e sim se adaptar a todos os fatores lhe dados como matéria-prima para realizar o trabalho proposto.Portanto, o conceito de Líder Autêntico, é o mais aceito hoje.

PALAVRAS-CHAVE: Liderança, Líder Autêntico, Agente Moral.