

LEADERSHIP COMMUNICATIONS AND QUALITY

Slavko Arsovski¹, Srđan Nikezić²

¹ Faculty of Engineering, University in Kragujevac, Kragujevac, SERBIA, e-mail: cqm@kg.ac.rs

² Faculty of Science, University in Kragujevac, Kragujevac, SERBIA, e-mail: srdjan_nikezic@yahoo.com

***Summary:** An effective leader must be able to effectively communicate, because communication is the exchange and flow of information and ideas from one person to another, which includes the sender, ideas or information transmission to the receiver. The organizational structure should facilitate the process of communication. Skill leaders play a key role for the efficient process of quality management (TQM). In their work, the leader is focused on "things" and "information about things". In order to successfully accomplish the efficient organization of the communication process and the willingness of members to communicate with each other. It is not possible for someone to be a successful leader that has no ability and disposition to be a quality communicator. For directors and senior management of the economy, political parties, the public sector in all developed countries, effective communication skills, a trait must possess. Leaders of most of their time communicating with their co-workers or circulation. Communication involves mutual understanding and followers leaders and listeners, which requires leadership self-awareness, and increase awareness of the needs of others, or developed emotional intelligence. In the code of ethics is very important that the external leadership position in the communication process is compatible with its internal character. Changes in the environment require that this commitment involves a key leadership role in the level of preparation for the acceptance of the new company's business philosophy based on the concept of quality and preparation of certain conditions, which are essential for the successful application thereof.*

***Keywords:** leadership communication, quality, efficiency and effectiveness, TQM*

1. INTRODUCTION

Communication is the exchange and flow of information and ideas from one person to another, which includes the sender, transfer ideas, information or knowledge to the receiver¹. Effective communication is established only if the receiver understands the exact information or idea that the sender intended to pass. Many of the problems that occur in the organization or environment are a direct result of the failure of the communication process, which leads to confusion and failure of good plans, goals and objectives.² The study found that leaders spend most of their time in communication. Communications occupy 70-90% of leaders every day.³ Mobile phones, e-mail and text messages, if the same study did today, the percentage would be even higher. They do, in fact, spent on speaking, listening, understanding and action. Implementation of quality through the process of communicating with followers is a complex process that requires commitment of leaders and employees to enter into business process change in philosophy, change the profile, behavior and acceptance of a new form of certain values and norms, in order to equip the company for a successful competition and market pozcioniranje with new chances and opportunities. The amount of time spent in communication leader emphasizes the importance of communication skills for leaders, especially those who want to progress. For such leaders leadership communication are a priority for the management of the organization, party or company in the public or private sector, as well as in establishing contact with the external environment: the media, customers, vendors, country, etc. stakeholders⁴. Communication process consists of five elements which are: the communicator, the message, the medium, the recipient (Receiver) and feedback. In other words: who, what, where, how, and with what effect⁵. Communication is thus a process of transmitting information and understanding through the use of

¹ U.S. Army Military Leadership, FM 22-100, Government Printing Office, Washington, DC, 1983.

² Mistry K., Jagers J., Lodge A., Alton M., Mericle J., Frush K., Meliones J., *Using Six Sigma Methodology to Improve Handoff Communication in High Risk Patients*, Advances in Patient Safety: New Directions and Alternative Approaches. Vol. 3. Performance and Tools. AHRO Publication, Rockville, 2008.

³ Mintzberg H., *The Nature of Managerial Work*, Harper & Row, New York, 1973.

⁴ Barrett D., *Leadership Communication*, McGraw-Hill, New York, 2006.

⁵ Gibson J., Ivancevich J., Donnelly J., *Organizations: behavior, structure, processes*, Business Publications, 1982, pg. 532.

common symbols. Common symbols can be verbal or nonverbal.⁶ Shannon and Weaver Schramm describe the general model of communication that can be used in all situations.⁷ The basic elements of the communication model are: communicator, encoder, message and medium, decoder and receiver.⁸

The initial basis for the change of plan implementation and quality within the available capacity and business projection, based on the new requirements and the needs arising from the philosophy of quality, transforming the system to a higher level of performance and results.⁹

Communication is a vital process of each structure. Communication provides the appropriate organizational structure to carry out its tasks and the leader to make the right decisions. The quality of leadership decisions, among other things, on the information available, the efficiency of the communication system and follower readiness to cooperate in the communication system. Every follower (organized in party structure, media, government institutions, etc..) The communicator (the recipient) whose messages relating to the functioning of the whole system.

2. RELATIONSHIP BETWEEN LEADERSHIP AND COMMUNICATION

Leadership can be defined in various ways, but most researchers agree that leaders are individuals who direct, manage, motivate and inspire others. They are men and women who influence others in organizations or communities. Leaders have the ability to persuade others to follow them in order to achieve the objectives that have defined leaders. They, at the same time, control the whole situation and improving the performance of the organization in order to achieve the intended results¹⁰.

Through effective communication leader leads followers. Good communication skills allows, nurtures and creates trust and understanding necessary to encourage others to follow the leader. Without effective communication, managers exercise little. Without effective communication manager can not become an effective leader¹¹.

Effective communication allows a manager to exercise its leadership position in an organization or community. One of the first studies Harvard Business School as one of the key elements required to achieve success and emphasizes the importance of communication to starting a leader who wants to advance on the job "is being able to communicate, make important decisions, and do things with and through people."¹² What is effective communication and effects in achieving objectives through and with other people are bigger.

3. LEADERSHIP ROLE IN COMMUNICATING QUALITY

Skill leaders play a key role for effective quality management process. Every successful leader must possess the ability and potential to be a quality communicator. Hence, the ability to communicate is considered the most important characteristics of leaders and personalities who wants to become a leader. Without the ability to communicate has no charisma or transporting their own vision of followers and other social actors. Participative style of delegating or not possible if the leader is not able to communicate effectively and influence spread to other members of the team or organization.¹³ Through effective communication to achieve real-world interaction, creates trust and mutual understanding between the leaders and those who receive and transmit his ideas, concepts, warrants, orders, instructions and instruction. According to some data, leaders spend about 70% of the time to communicate. Good communication capabilities provide significant advantages leader: precision of expression of their views, providing vision, the power to incite others to action, to gain skills, and respect of associates and better utilization of the available time.¹⁴

There are four parts of successful communication:

- a) **transmissions**, which means that the information is to be transferred must be in the form of user-friendliness and lakoprenosiva each recipient;

⁶ Ibid, pg. 532.

⁷ Ibid, pg. 533.

⁸ Stefanović Ž., *Menadžment*, Ekonomski fakultet u Kragujevcu, 2003, str. 225.

⁹ Stefanović N., Stefanović Ž., *Liderstvo i kvalitet*, Mašinski fakultet u Kragujevcu, 2007, str. 126.

¹⁰ Baret D., *Leadership Communication: A communication Approach for Senior-Level Managers*, Handbook of Business Strategy, Emerald Group Publishing, 2006, pg. 385-390.

¹¹ Ibid, pg. 385-390

¹² Bowman W., Jones W., Peterson A., Gronouski A., Mahoney M., *What helps or harms promotability?* Harvard Business Review. 42(1), 1964, pg. 6-18.

¹³ Nikezić, S.: *Leadership role in the function change of attitudes towards quality*, 6th International Conference, ICQME 2011, University of Montenegro, Faculty of Mechanical Engineering and Government of Montenegro, Ministry of economy, Tivat, Montenegro, 2011.

¹⁴ Mertins K., Heisig P. and Worbeck J., *Knowledge Management*, Springer, 2003, pg. 212.

- b) **receipt**, of which is the ability to recipient receives the message in a manner and form that is acceptable for him to fit his needs and capacities that are defined in the appropriate organizational roles;
- c) **interpretation**, as ability individual to successfully interpret certain messages received IT content, in order to understand the intention of the sender and take any appropriate action;
- d) **fair use**, to use the information in accordance with the purpose, which involves the implementation of specific actions, the consequences of expected and desirable in a given organizational units.



Figure 1: The Westinghouse Total Quality Model¹⁵

In Figure no. 1 shows a TQM program in Westinghouse through communication channels which are involved in all parts of the company and achieved complete unity of purpose and ultimate goal, customer satisfaction, through participative leadership. Participative leadership, which is based on the vision, energy and stimulation of followers which demonstrate how a leader:

- a) develop the mission, vision and values and the impact of innovative culture and climate,
- b) establish and maintain a system of managerial teams and followers as a continual process,
- c) include customers, partners, and social groups,
- d) motivate, support and recognize the organization that manages the¹⁶.

In the process of communication, the leader must ensure that the top management communicate the language of money, operational management of the bilingual manner that is required in the production process, and the lowest level of operational management should be discussed only on the quality of products and services¹⁷.

To communicate effectively, are important certain rules to be followed, such as:

- a) Successful communication requires a specific transmission (transmission) of information, their reception, and the correct interpretation of fair use,
- b) speak and write in audient level
- c) avoiding big words "in small business,"
- d) the use of communication to achieve the necessary communication and not for impressing others, recipient information and its examiner,
- e) use of informal language where necessary, in accordance with the circumstances,
- f) reliance on facts and feelings of individuals and use them in a correct way,
- g) Communication should focus on behavior, not on the personal aspects of a situation,
- h) recognize that there is a big difference between intentions and consequences,
- i) in communicating a positive, natural, and know what to say, use the six Cs of communication processes such as: clear (clear), concise (concise), correctly (correct), complete (complete), politely (courteous) and far (convincing)¹⁸.

The above rule is particularly evident in the stage of communicating the vision of quality and convincing followers that the vision of the path to progress and prospects of the organization. Success largely depends on the

¹⁵ Omachonu V. and Ross J., *Principles Of Total Quality*, CRC Press, Florida, USA, 2004, pg. 25.

¹⁶ Nikezić S., Jakupović S.: *Leadership and Quality, as a business paradigm success in the organization - assumptions joining the EU*, I International Scientific Conference on economic development and standard of living, „ECONOMIC DEVELOPMENT AND STANDARD OF LIVING“, EDASOL 2011, Panevropski Univerzitet Apeiron, Banja Luka, BiH, 2011, pg. 394-401.

¹⁷ Juran J., *Juran on Leadership for Quality*, The Free Press, New York, 1989, pg. 105.

¹⁸ Mertins K., Heisig P. and Worbeck J., *Knowledge Management*, Springer, 2003, pg. 216.

persistence and determination of leaders to develop their own beliefs as feelings of followers and that the responsibility for the challenges that need to be shared embrace. It is a complex task facing the leader and his followers and includes an adequate form of communication acceptable to all participants with different levels of education, conviction and willingness to risk.

4. BARRIERS TO EFFECTIVE COMMUNICATION

Communication is the transmission of a certain meaning from one person to another person or several other people, verbal or nonverbal. Communication between one person to another is usually described as a triangle made up of simple context, sender, recipient and message. In Figure 2 shows the communication triangle.

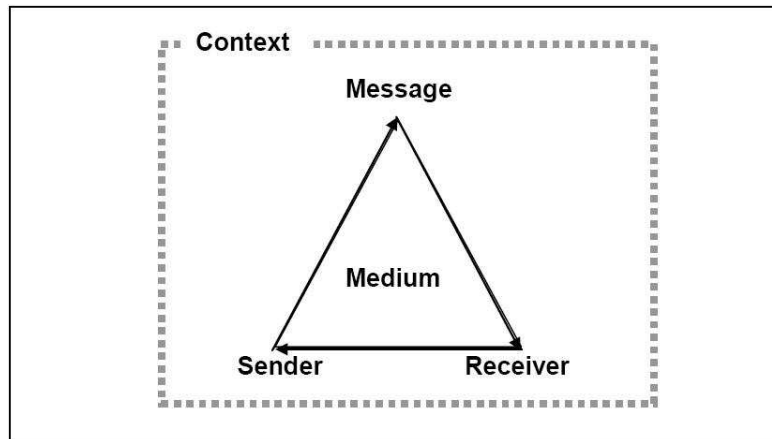


Figure 2: The Communication Triangle ¹⁹

This is a simple and ideal form of communication. In this communication, as a rule, there is no misunderstanding or poor communication. Sender understand the context of the message and select the appropriate media, in order to send a message that the recipient will understand, just in the context that the sender wanted. In reality, noise resulting in the communication process have resulted in a delay in the transmission of messages and decision-making. Hence it is necessary you das communication process elements are aligned and oriented "cooperation" and removing visual faults and shortcomings. It is necessary, at the outset to establish an appropriate framework of communication and relationships through the process of communicating just forwarded messages, whose scope, content, significance and purpose within a known and accepted range. In a way, this implies similar results "field experience" the one who sends and receives messages and stacking "field experience" the process of coding and decoding - the communication system. In Figure 3, shows the field experience.



Figure 3: Field of Experiences ²⁰

In addition to these barriers and still appear: selective listening, the value conclusion, source credibility, semantic problems, filtering, language group, status differences, time pressure and communication overload. ²¹

Nothing is so simple that it can not be misunderstood. All that prevents understanding of the message is a barrier to communication.

Physical and psychological barriers are:

- **Culture**, history and bias - often leaders allow their past experiences changes the meaning of the message. In essence, the leaders must own culture, past experience and impartiality are used as a positive performance in communication processes, creating a positive atmosphere for the new organizational sold in the market by quality, new technology and a new attitude towards the followers of resource and environment.
- **Noise** - clear communication can often prevent noise from within the organization or environment. The sender and receiver must be able to concentrate on the messages that are sent to each other.

¹⁹ Baret D., *Leadership Communication: A communication Approach for Senior-Level Managers*, Handbook of Business Strategy, Emerald Group Publishing, 2006, pg. 385-390.

²⁰ Gibson J., Ivancevich J., Donnelly J., *Organizations: behavior, structure, processes*, Business Publications, 1982, pg. 543.

²¹ *Ibid*, pg. 544-548.

- **Introspection** - can often be the determining factor in the ability to communicate well. Positively contributes to correct leader focused communication process, and a negative leader focusing on myself, not on the organization and followers, can lead to confusion and conflict. Some of the factors that lead to this are defensiveness (feeling threatened by the leader), superiority (in the sense of superiority and referentske possessing expert power), and the ego (the sense that the leaders at the center of the power).
- **Perception** - Followers of perceived leadership manner of speech, clarity, fluency and based on that decide to accept or not accept communicating with him. Also, the state leadership positions affect the willingness of followers to obey and support the leader. Followers, we unfortunately do not accept the attitude of critical high status in the hierarchy, and not accept the attitude of low status.
- **Message** - Message Too often leadership is obstructed when it is focused on the facts, not the idea. Semantic interference occur when using different word than expected. For example, if we focus on the word and quote the president of his statements, not to say "presidential idea," followers can follow the wrong words the president of the company, and not its essential message.
- **Environment** - witty, attractive person, unusual positive and eloquent can be a barrier to transmission of positive and clear ideas or information.
- **The blurring** - often leading followers to accept the information without any barriers, even though they may be vague, confusing and have led to some correct information before they lose value.
- **Stress** - When you are under stress: a problem about work, migration, wage cuts, job changes, etc..., Followers of a negative influence on the process of communication. What we see or believe at any given moment can be employed for the wrong, or under the influence of a strong psychological burdens the communication process is not the same as in normal conditions. Everything is on a review of beliefs, values, knowledge, experiences, and goals of the organization.

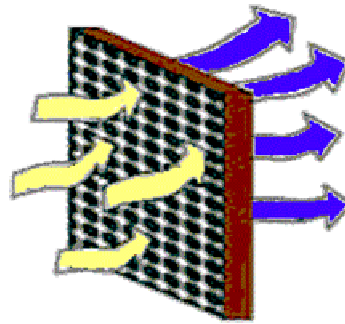


Figure 4: Leadership filter effective communication

All of these barriers can be seen as a filter for messages from the sender, passing through these filters arrive to the receiver. In Figure 4 shows a filter through which messages are transmitted to the end user. The task of the leader is to overcome barriers through a filter through active listening and feedback, ie the communication between the leaders and followers of the bidirectional permanently.

5. CONCEPT OF LEADERSHIP ROLES IN QUALITY MANAGEMENT PROCESS

Given the character, speeds, scope and magnitude of the changes, in most organizations, it is necessary to apply the transformational leadership that is based on the vision, energy, and encouraging followers.²²

According to Cox, there are two basic categories of leadership: transactional and transformational. The difference between transactional and transformational leadership was first formulated Downton, but the idea was developed by the end James MacGregor Burns 1979godine. Burns made a distinction between the ordained (transactional) leaders, who are loyal followers guarding awards and transformational leaders, who are focused on the essential needs of followers. The idea was further developed by Bernard Bass believing, unlike Burns, that transformational and transactional leaders are part of the same continuum, and that leadership can not be viewed in isolation.²³ Most commonly accepted concept of transformational leadership role, which is in continuum with the previous transactional leadership roles, based on:

²² Oakland J., *Oakland on Quality Management*, Elsevier Butterworth Heinemann, London, 2004, pg. 206.

²³ Nikezić S., Marković S., *Transformational leadership as a factor profound changes*, 11th International Conference „RESEARCH AND DEVELOPMENT IN MECHANICAL INDUSTRY“ RaDMI 2011, SaTCIP (Scientific and Technical Center for Intellectual Property) Ltd., Sokobanja, Serbia, 2011.

- 1) Promoting Change,
- 2) creation of a vision,
- 3) of team,
- 4) motivating and encouraging followers to embrace change and to participate in them and
- 5) creation of appropriate innovative culture and climate.

In Figure 5, shows the "structure" of the transformational leader, from the perspective of the general framework konceptuonalnog:

1) The role of leaders is essential to identifying the needs of the changes and benefits of changes in the organization. The changes are based on the knowledge of the needs of the market which may exist independently of the organization and its internal structure. Environment, market products and services, and dictates changes affect the performance of the new organization. The key role of the transformational leader who has their proactive behavior creates the necessary consciousness of the followers of the necessity of change, as a condition for the survival and development of enterprises. In this process, a key role is played by the ability of leaders to identify areas of crisis and its aftermath, to create a coalition for change, translating resistant forces in the active forces, supporters of the change complacency Demystifying social actors or groups who are not inclined to change and glorify the existing state and business results .

2) Creating a vision is a key activity of an efficient and effective transformational leaders. It is a process that includes visible and invisible effects of leadership, especially in conditions of turbulent environments. Vision word derives from the Hebrew word Ruach, which means breath, or breathe life. The main characteristics of visionary companies is the high level of spiritual intelligence. These companies and their leaders possess excellent technical knowledge and skills continually refined and upgraded. Through the implementation of TQM and their basic applications, such as Lean (Eco) and 6 sigma manufacturing, and visionary company leaders realize the "ability" paradoxical thinking. That is, the commitment to high quality creative work with minimal production costs by applying TQM.

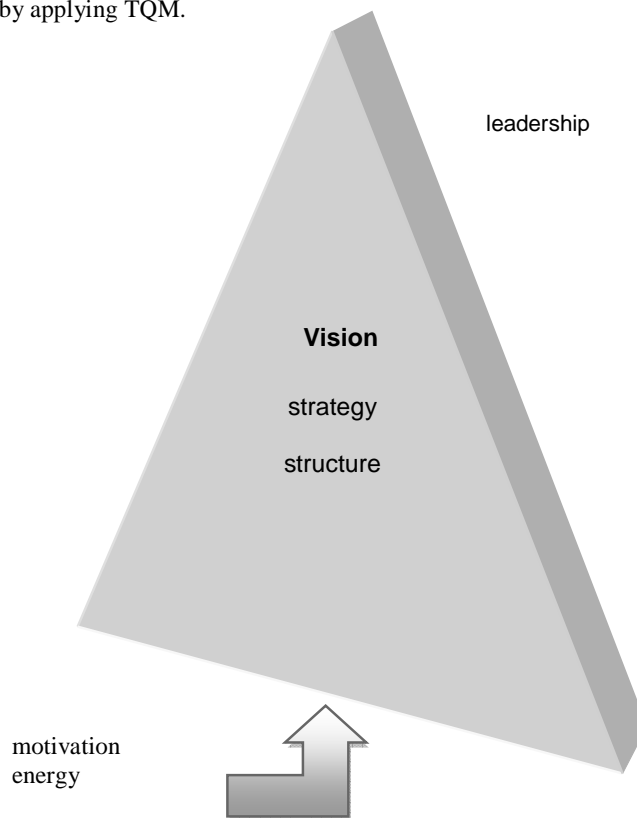


Figure 5: The concept of leadership roles

Vision, as well as the perception of the future, desired state that should be sought, provides the direction of the company, a real landmark and inspired effort and energy, motivate employees, develop enthusiasm, inspires hope and great expectations. The vision should be realistic, attractive and promising communication transmitted to followers and understandable. When creating the vision the leader has to take care of:

- the vision and manner of presentation followers

- the system of transferring or distributing their vision of social actors and structures and
- The removal of the tabular views, opinions and proposals on various aspects of communicating the vision and formulating valid conclusions to be discussed.

Consistency and credibility of leaders, as well as choosing the right goals, which are computed in a positive outcome, as a condition for the successful pursuance of changes that need to be effectively communicated by the leaders of the followers calculated to provide for the support of all social actors and social groups in achieving the vision.

3) for a successful implementation of changes required teamwork in which to successfully integrate different skills, experiences and abilities, enhances the ability to act in uncertain circumstances, reduce possible resistance to change and encourages respect, self-confidence and creates confidence that promote social interaction and shared responsibility. Leading role in the implementation of the concept of total quality can be seen in a simple and accessible model of John Adair's where overlapping circles representing:

- task setting,
- are building and maintaining team and
- Development of an individual.

In Figure 6, is represented by Adair's leadership model.

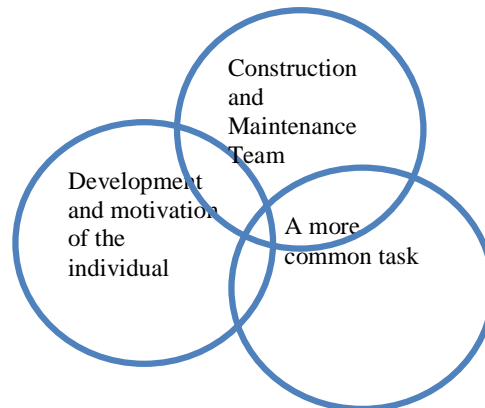


Figure 6: Adair's leadership model ("three circles"),

Leaders have a unique role in the establishment of adequate teams can engage in a process of change, the best, efficient manner. The process of forming a team to begin work groups constituting less formal entities, which share certain common values and have complementary skills and abilities. They have low levels of cohesion and synergy potential. However, in achieving the objectives of the organization in which the leader functions are implemented, organizations or groups can not function effectively if the task is well defined, and if it is possible to accomplish in a given time interval. The task must be clear to all members of the group and feasible from the standpoint of its actual feasibility in practice. Thus form a real team, with the successful leadership, becoming the desired form high team cohesion, synergies and economic performance.

4) leadership roles, according to Adair and the motivation and development of individual members of the group to intensify and concentrate your efforts to achieve the desired change in vision. Fostering involves the inner strength of the individual influence of the leaders and the willingness of individuals to meet their needs, clearly expressed or anticipated. The structure of the most important factors motivating place no salary and the opportunity to meet through her essential needs of the employees, but the motivation of leaders that enables the creation of stimulating atmosphere by means of which the leader positively influences team members to overcome any difficulties and achieve the set, and the realistic achievable goals. Personal example, a leader, build credibility within the team and among individuals and helps build motivation and efficiency of the individual. Creating a good atmosphere in the team, fostering synergies, informing each individual with the necessary knowledge and skills of controlling what happens, or how effectively obtain maximum results uzz minimal investment of resources, assessment of results and assessment process to identify the achieved performance is a prerequisite for the proper use of both External motivators such as rewards and incentives, as well as internal motivators of each individual.

5) The development of an innovative culture and climate makes the development of effective leadership, the limited character of organization, task and predispositions, attitudes, beliefs, values and assumptions employed in the company. With the radical changes in the conditions of high uncertainty, to reduced stress, strengthen cohesion and improve the satisfaction level of the individual, the leader must play a crucial role, including followers in the process of implementation and enforcement changes. They share the fate of the whole, and are unique in suprodstavljanju pressure environment. Functionally effective leader comes to the fore in the conditions of uncertainty and risk, the great crisis, the devastation of values and uncertainties followers for

taking appropriate action.

6 DEFINITION LEADERSHIP COMMUNICATIONS

Leadership communication is an effective transfer of knowledge that a leader influences a person, group, organization or community. Leadership communication is used and a full range of communication skills and resources to overcome interference, while creating and delivering messages that are direct, motivating and inspiring followers and for them to refer to action. Leadership communication is composed of several layers, involves the use of broad knowledge base and effective strategy writing and speaking, and their use in complex organizational situations.

Leadership Communication consists of three main tracks:

First core,

Second management and

3rd corporate.

Higher level of the organizational structure requires a more complex way of communicating. The main ring is extended to the senior managers, and the possibility of wider communication in corporate communications ring.

In Figure 7, shows the leadership communication framework with three rings.

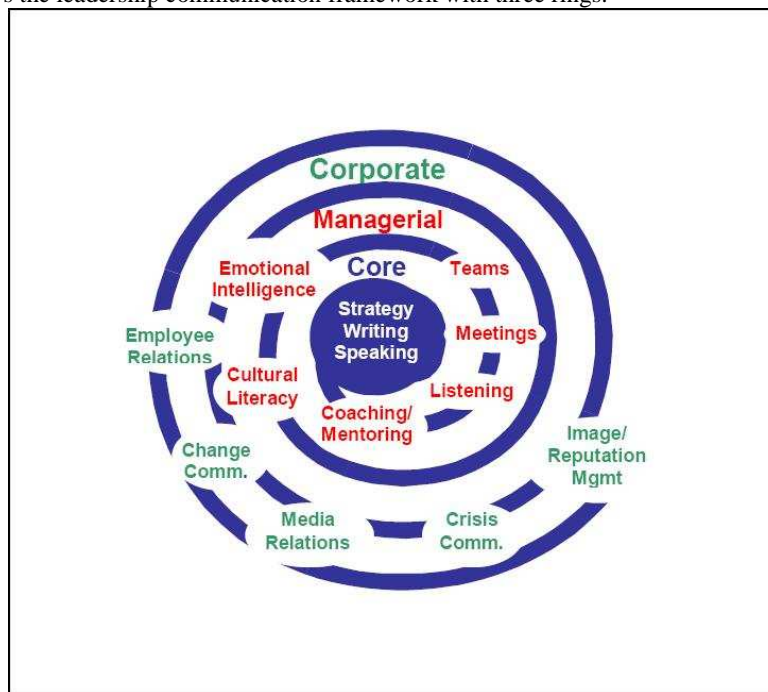


Figure 7: The Leadership Communication Framework

Leadership communication framework in essence, should not suggest a hierarchy, which is why it is given as a spiral. All effects vary from basic communication skills in the center of the spiral. These are the particular skills. Leaders in any organization must learn the core skills (strategy, writing and speaking), but they also need to expand their knowledge and skills which include group management, emotional intelligence, cultural enlightenment, listen, management teams and meetings, as well as counseling and mentoring. Leadership tasks at higher organizational levels include the use of new corporate knowledge and communication skills - relationships with employees, communicating changes, media relations, communications solution to the crisis and the image and reputation management.

First Communication core. Communication strategies are included in the core, and managers need to use it effectively for leadership communication. Strategy is the foundation upon which all effective communication. Leaders must be able to analyze their followers in every situation and to develop a communication strategy that facilitates the goals of the organization achievement.

Managers must possess the knowledge to allow them a clear and simple writing complex correspondence and documents, from emails to memos, agendas and reports. Speech must be clear, accurate and concise. Successful presentation should be persuasive, confident and placed in a convincing way, using graphics and images as aids and their referral patterns of expertise. Mastering the basic communications capabilities, a prerequisite managerial and corporate efficiency.

Second Communications management. Managerial communication credibility is built on basic communication skills. Communications management, a prerequisite of successful interpersonal relationships and integrating with individuals and groups. Emotional intelligence is the new managerial communication, as a basis for understanding, communicating with others. Listening to others is a prerequisite for successful leadership roles in managing teams, conducting meetings, as one of the basic skills of leaders today.

3rd Corporate Communications. Corporate communication is the most important form of communication in leading companies, because it includes all the necessary knowledge and skills to lower levels of communication. It is both external and internal communication. Each corporate communication should be based on a strategy, but if the larger variety of communication strategies must be more intricate and complicated. Leaders of corporate change corporate vision and mission, as a result of environmental changes and new demands of the market. They were confronted directly with the public and the society outside the corporation and for them it is a big responsibility.

Teamwork is a crucial segment of quality management models, using leading communication as the basis for the implementation of the changes, especially in cross-functional teams and their interactions. Under this concept, the commitment is a key element of successful cooperation, joint efforts and initiatives in solving various problems of individual processes in complex organizational structure of enterprises. Quality znananja social actors and the ability to fundamental understanding of the organizational mission, and the need to use a system of communication in all its aspects within the team, between teams, consultants and social groups whose work changes for the various interested stakeholders and shareholders is a basic requirement to planned changes on the overall quality of perform effectively, in the given framework and expected results. Businesses can avoid some problems if you are primarily oriented to the organizational processes and the fact that the roles and responsibilities of social actors should be linked to the processes in which they work and teamwork has a decisive role.

7. CONCLUSION

Based on previous analysis there are following conclusions:

- leadership and quality are interrelated,
- depends on quality goods different leadership are recommended,
- leadership and quality have synergic effect on business performance,
- enhancement of leadership and quality need a lot of organizational prerequisites.

REFERENCES

- [1] U.S. Army Military Leadership, FM 22-100, Government Printing Office, Washington, DC, 1983.
- [2] Mistry K., Jagers J., Lodge A., Alton M., Mericle J., Frush K., Meliones J., Using Six Sigma Methodology to Improve Handoff Communication in High Risk Patients, Advances in Patient Safety: New Directions and Alternative Approaches. Vol. 3. Performance and Tools. AHRO Publication, Rockville, 2008.
- [3] Mintzberg H., The Nature of Managerial Work, Harper & Row, New York, 1973.
- [4] Barrett D., Leadership Communication, McGraw-Hill, New York, 2006.
- [5] Gibson J., Ivancevich J., Donnelly J., Organizations: behavior, structure, processes, Business Publications, 1982, pg. 532.
- [6] Ibid, pg. 532.
- [7] Ibid, pg. 533.
- [8] Stefanović Ž., Menadžment, Ekonomski fakultet u Kragujevcu, 2003, str. 225.
- [9] Stefanović N., Stefanović Ž., Liderstvo i kvalitet, Mašinski fakultet u Kragujevcu, 2007, str. 126.
- [10] Barrett D., Leadership Communication: A communication Approach for Senior-Level Managers, Handbook of Business Strategy, Emerald Group Publishing, 2006, pg. 385-390.
- [11] Ibid, pg. 385-390
- [12] Bowman W., Jones W., Peterson A., Gronouski A., Mahoney M., What helps or harms promotability? Harvard Business Review. 42(1), 1964, pg. 6-18.
- [13] Nikezić, S.: Leadership role in the function change of attitudes towards quality, 6th International Conference, ICQME 2011, University of Montenegro, Faculty of Mechanical Engineering and Government of Montenegro, Ministry of economy, Tivat, Montenegro, 2011.
- [14] Mertens K., Heisig P. and Worbeck J., Knowledge Management, Springer, 2003, pg. 212.
- [15] Omachonu V. and Ross J., Principles Of Total Quality, CRC Press, Florida, USA, 2004, pg. 25.
- [16]

- [17] Nikezić S., Jakupović S.: Leadership and Quality, as a business paradigm success in the organization - assumptions joining the EU, I International Scientific Conference on economic development and standard of living, „ECONOMIC DEVELOPMENT AND STANDARD OF LIVING“, EDASOL 2011, Panevropski Univerzitet Apeiron, Banja Luka, BiH, 2011, pg. 394-401.
- [18] Juran J., Juran on Leadership for Quality, The Free Press, New York, 1989, pg. 105.
- [19] Mertins K., Heisig P. and Worbeck J., Knowledge Management, Springer, 2003, pg. 216.
- [20] Baret D., Leadership Communication: A communication Approach for Senior-Level Managers, Handbook of Business Strategy, Emerald Group Publishing, 2006, pg. 385-390.
- [21] Gibson J., Ivancevich J., Donnelly J., Organizations: behavior, structure, processes, Business Publications, 1982, pg. 543.
- [22] Ibid, pg. 544-548.
- [23] Oakland J., Oakland on Quality Management, Elsevier Butterworth Heinemann, London, 2004, pg. 206.
- [24] Nikezić S., Marković S., Transformational leadership as a factor profound changes, 11th International Conference „RESEARCH AND DEVELOPMENT IN MECHANICAL INDUSTRY“ RaDMI 2011, SaTCIP (Scientific and Technical Center for Intellectual Property) Ltd., Sokobanja, Serbia, 2011.
- [25]
- [26] Nikezić S., Kontroverze liderstva-uslov opstanka, Treći nacionalni kongres o deci i natalitetu (sa međunarodnim učešćem), „POUKE PROŠLOSTI I BUDUĆNOST OPSTANKA SRPSKOG NARODA“, Udruženje „Opstanak“ i Skupština opštine Ražanj, Tematski zbornik, Ražanj, 2012.
- [27]
- [28] Adair J., Action-centred Leadership, Gower, 1979.
- [29] Adair J., Strategic Leadership: How to Think and Plan Strategically and Provide Direction, Kogan Page, 2010, pg. 38.
- [30] Baret D., Leadership Communication, McGraw-Hill, New York, 2006.

