
Managing an Organization Through Leadership Based on the Values

Submitted 20/12/22, 1st revision 25/01/23, 2nd revision 11/02/23, accepted 28/02/23

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Abstract:

Purpose: Assuming that the concept of value-based leadership is one of the most effective ways of managing a contemporary organization, authors - based on their experience and a broad literature review - decided to identify key values that should be taken into account within the discussed management style.

Design/Methodology/Approach: The paper was created on the basis of the knowledge and experience accumulated by the authors in the course of their military service, both while performing official duties as officers in commanding and managerial positions in a military unit, and during the teaching process as lecturers at the Military University of Land Forces. The authors' participation in military operations in Iraq and Afghanistan was also an important empirical basis for the analysis of the issues included in the study. The research material was collected in the course of participant observation during the fulfillment of a number of the aforementioned leadership roles and functions, and in the course of the didactic process at a military academy.

Findings: One of the most important achievements in the field of leadership, which is the ability to build sustainable organizations, aimed at achieving a common goal, which is the common good, is leadership based on values. The research succeeded in identifying the key values that are critical to the effective management of the organization. The analyzes made it possible to conclude that the dignity of the person and the common good occupy a priority place in the hierarchy of values that should be followed by every manager.

Practical Implications: The search for sources of effective leadership usually begins with defining the classic requirements for creating an effective organization, i.e., presenting the vision, mission, strategy, goals and tasks of the organization, so that decisions can be made as to the appropriate ways of its operation. Therefore, this adequacy should correspond in the first place with the "big five" announced by the leader. Moving in the direction set out above provides value-based leadership.

Originality/Value: The article points the changes and challenges in the functioning of organization within last years and indicates the need to consider change in style of management by introducing leadership based on values.

Keywords: Management, organization, leadership, based-values leadership.

JEL codes: J24, J53, M12, M54.

Paper Type: Other, case study.

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1. Introduction

The currently observed problems in building a sustainable organization should be seen in an incorrect understanding of the leadership function. In practice, this means that their leaders are not real leaders and their employees are not real employees. Even a cursory analysis of reality may indicate the reason for such a state of affairs as the incorrect perception of the goal of organized human activity, or rather in its loss, which has not been difficult to notice recently.

Guided by a specific system of values, it can be concluded that the goal of human activity should be to improve the world, make people live better, and people who gather in organizations should multiply the common welfare, i.e., collectively improve the reality that surrounds them. As it is not difficult to observe, and in particular to hear in human conversations, the stereotype that professional work is a torment of human life, and at best it is a necessary obligation to obtain resources for living.

The effort of human work devoid of its original meaning, which is to multiply the common good, cannot bring him happiness (Arijanto, 2018). It is the multiplication of good that prompts a person to undertake even the simplest activity. The feeling of satisfaction with a positive contribution to one's own life and the life of others, even the seemingly unpleasant need to devote one's time and effort to strenuous activities, is the main motivator of human activity.

Another important element of the good functioning of the organization and leadership is the awareness of the purpose for which we undertake joint efforts (Dusya, Bornardi, Hitt and Withers, 2022). Indeed, every true leader must answer the question to what common good the cooperation of the team he leads is to lead to.

Therefore, an important task facing the leader is to identify and define the goal of the activity. The goal as a visualization of the final effect is a factor that inspires and stimulates creativity, and at the same time, during the implementation of sub-tasks, it allows you to make adjustments to the methods of operation, thus always focused on achieving the goal.

Good leadership is also characterized by the leader's responsibility for everything that happens in the organization, i.e., from personally made decisions, through collective decisions, self-improvement and improvement of employees, to their independent action directed at the goal. As part of this responsibility, the leader does not do what he thinks is good from his own point of view, but in the context of the good of the entire organization and all its partners.

In this context, problems arise in placing employee safety over financial results, the social impact of the conducted economic activity, and participation in creating a positive image of state institutions and organizations.

Therefore, main goal of the research, presented in this paper, was to identify the values significant from the point of view of effective leadership.

2. Key Leadership Competencies

Lachowski emphasizes that the basis for evaluating a leader is his effectiveness in action and ethics of conduct, therefore good leadership can only be effective and ethical (Lachowski, 2013). Thus, the ability to successfully complete tasks, achieve goals and fulfill mission should be a key criterion when hiring a person as manager of an organization. However, the question remains; what influences this effectiveness and which competences have a significant impact on the results in managing human resources?

According to McKee, Goleman and Boyatzis (2003), it is initiative and compassion, adaptability and the ability to persuade that make a decisive contribution to the greater efficiency and productivity of team leaders. Technical knowledge and the knowledge of the issues learned from school books play a supporting role. So the common belief based on the IQ cult turns out to be false because the intellect alone is not enough for success. According to the above-mentioned studies, in almost all professions and in all positions, emotional intelligence is of fundamental importance for outstanding performance at work, and self-control and maintaining good relations with people in the manager's immediate environment determine effective team management (McKee, Goleman, and Boyatzis, 2003).

Contemporary challenges mean that effective team management and fulfilling individual team roles require new competences. There is a clear preference for having emotional control, the ability to talk to others, join teamwork, and lead. Also, team-building and adaptation skills are more important than ever. So new challenges need new talents, with flexibility, initiative, optimism and adaptability coming to the fore.

Other important features that should be characterized by candidates for recruitment include (McKee, Goleman, and Boyatzis, 2003), the ability to listen and verbally communicate, the ability to read, write and count, the ability to adapt and creative reactions to failures and obstacles, the ability to control oneself, self-confidence, self-motivation, activities leading to the achievement of goals, the desire to develop one's own career and pride in achievements, group and interpersonal effectiveness, the ability to cooperate and lead teamwork, the ability to settle disputes amicably, effective operation within the organization, willingness to contribute to its achievements, leadership skills.

Welch (2015), one of the best managers of recent times, recognizes the ability to inspire and motivate others to develop as a condition of success in leadership. According to Welch, the measure of success is the success of subordinates, and this is possible only when the leader has the appropriate level of empathy, understanding

for diversity and a sense of the potential hidden in individual team members whom he commands. These attributes undoubtedly should be included in the composition of social competences that are associated with emotional intelligence. Welch emphasizes that the leader stubbornly focuses on improving the work of his team, uses every moment to build a relationship based on trust, thanks to which it is possible to obtain an objective assessment of the actual condition of the group and take appropriate steps to improve training. With his attitude, he tries to have a positive effect on others, emanating energy and optimism, which means that he takes into account the feelings of his colleagues, not focusing only on the technical side of work.

Therefore, leaders gain trust thanks to openness, transparency and recognition, they have the courage to refer not only to correctly mathematical analyzes, but also to intuition, making perhaps unpopular decisions, but it is they who make significant changes for the better. According to Welch, inspiring to take risks is one of the leader's duties, he also cares about encouraging subordinates to learn, while not forgetting about such elements strengthening the team as the habit of celebrating success, which is also an expression of gratitude not only to the boss towards subordinates, but also all against all (Welch, 2015).

Thus, professional competences are only threshold competencies that allow you to hire a given person in a given position, but they do not provide outstanding results at work. It is social competences that in at least 75% of cases explain (and mostly in 95%) the reasons for success at work (Welch, 2015). This is also confirmed by the research conducted among American soldiers, which shows that among the ten features that contribute to building trust in the commander, nine of them, i.e., sharing information, honesty, leading by example, self-control, self-confidence, courage, personal contact with subordinates, a solid sense of duty should be qualified as social competences, and only one, i.e., professional skills for professional competences (Sweeney, 2019).

Leadership competencies are also the foundation of one-size-fits-all abilities for an effective commander. They determine the effectiveness of influencing people by setting goals, setting the course of action and motivating them to perform the task. In turn, for the leadership function perceived in this way, an appropriately shaped character is assigned in relation to the adopted values, such as, honesty, honor and willingness to sacrifice, thanks to which the commander gives his subordinates freedom to intuitively act in accordance with his intention (Smith, 2020).

To sum up, social competences are, in a way, a channel through which professional competences can flow freely. There is also no balance between the required level of professionalism and social competence. A manager must be intellectually very well prepared in the professional area and, at the same time, highly aware of social processes taking place during management (van Creveld, 2014).

3. Values in Leadership

There are many questions about leadership as an issue that has always been of great interest and that continues to grow. One can risk a thesis that the reason for paying attention to it so often today is the widespread belief that the effectiveness and durability of an organization depends on the level of leadership. Therefore, in the last century, such an intensive development of research and various concepts of that area has been observed.

One of the effective ways to test intellectual considerations is the practice of applying a given concept in difficult situations. The experience of recent crises, both in the economic and military areas, gave rise to the formulation of the thesis that among many leadership concepts, it is leadership based on values that meets the commonly expected criteria of effectiveness and long-term maintenance of the effectiveness of human teams, as well as the vitality and sustainability of the organization (Norena-Chavez and Thalassinou, 2022).

One of the most experienced managers of the Polish banking sector, creator of the leadership model "WAY", Sławomir Lachowski writes that "We need new leadership that will eliminate dishonest and inept leaders. We need ethical and moral leaders who share openly universally accepted values. We need a leadership based on values". Leadership based on values is leadership that leads to solving problems of people and the economy. Due to the values, managers care primarily about the image and interests of people and employees, and not about their own imaginary image of a celebrity. As the author points out, it is not easy, but obvious, because ethics is a prerequisite for exercising leadership in social awareness. Values are realized in a person's life in his decisions and behavior, thus creating his identity (Lachowski, 2013).

"People trust you when you are sincere and authentic, not when you are a copy of someone else," wrote Bill George, and a leader becomes authentic when he takes his work very personally and his main motive is passion and his values. The changes he makes are inspired by establishing open relations with people from his organization who, over time, begin to trust the leader (Ashkenas and Manville, 2021).

Another value that creates the leader's high efficiency is servitude. It gives you self-confidence and a sense of agency that can change the world for the better. Selfless dedication of time and effort for others triggers the inner conviction that teamwork is not about what the leader will achieve, but about what the team will achieve thanks to the commitment and dedication of the leader.

Successes felt by the whole group, sharing individual results for the benefit of the whole team increase internal motivation and belief in feeling genuine satisfaction from serving each other. Confirming similar feelings in a group deepens faith in the power of cooperation for the common good (Duhhig, 2019).

The leader, setting himself the general direction of striving and acting, uses a system of values, which thus influences his management style and daily choices, and thus orientates the life of the organization. On the basis of a specific system of values, norms are created, from them the attitudes that a person adopts and ending with specific behaviors arise. And so, from the general message conveyed by the values, we move on to operative action (Lachowski, 2013).

One of the greatest advocates of values in managing human teams, Ken Blanchard together with Michael O'Connor developed the principles of the style of management by values. The concept of their authorship was designed as a process consisting of three phases, specifying the mission or purpose and values, communicating the mission and values, aligning everyday practices with the mission and values.

Specifying the mission and values is aimed at identifying the key values from which the business strategy, company tactics and what should be their hierarchy should be derived. The definition of the mission should be implemented in accordance with the adopted values. These values should be in strict accordance with the values professed by the leader and his sense of mission. The process of creating team values is a cooperation of all its members, because they cannot be imposed, they must be a voluntary choice through identification with internal beliefs (Blanchard and Connor, 2015).

Another theory relating to the importance of values in leadership is the concept of James MacGregor Burns, according to which values in leadership ensure that the manager in his work refers to its moral components, thus protecting him and his subordinates from falling into ethical conflicts and transgressing laws. Morally correct leadership is always associated with values and communicating clear principles to subordinates, on the basis of which they know how to act in various situations, make decisions in various contexts of the environment, as well as the tasks set by the manager (Burns, 2019).

Burns (2019) believes that leadership lifts people from lower to higher levels of need and moral development, and that true leaders come from self-realizing individuals who are motivated to grow and succeed. Leaders use the values of their followers, while managers referring to formal authority are primarily focused on achieving their own goals. For a leader, the sense of unity and shared values is the basic plane for establishing relationships and the source of his influence on subordinates.

In this sense, leadership must be more than exercising power or manipulating others, it is a moral endeavor. Power, purpose, relationships, motives and values are essential elements of leadership because the leader is committed to moving subordinates to a higher level of moral life. In other words, it helps others to develop moral attitudes to achieve common goals (Fairholm, 2001).

Another very interesting interpretation of the method of building value systems, presented by Rokeach, is the concept of open and closed minds. The level of the leader's openness to other people and their diversity manifested in the way they perceive the world depends on the ability to respect the dignity of a human person, regardless of their beliefs, behaviors, or history, i.e., life achievements. This is known, among other things, as the Open Mind Indicator. The more open is the mind of the leader, the more he is inclined to accept the diverse personalities, characters and values of his subordinates, and thus is able to more easily implement a wider range of these values into the value system that is presented to the team for acceptance.

Then, there is a greater possibility for individual team members to accept the values that are to be followed by everyone in the team, and at the same time in the set of these values there is actually a greater number of values that are individually guided by their individual members. It is also easier for open minds to separate the objective truth from the truth that authorities want to impose on us (Rokeach, 2019). Moreover, on the basis of the openness and closure of the mind, it is possible to conclude what style of leadership will be presented by the leader. Will it be defined more as rational or rather arbitrary?

As practice shows, building systems of values, norms and rules and following them is nowadays widely used in the area of managing human resources. A huge body of evidence for this state of affairs in the art of leadership is the interview database amassed by Evan Carmichael, who for decades has researched the deepest wisdom of hundreds of elite entrepreneurs, CEOs, managers and spiritual leaders. One of the projects that allowed him to obtain information on the values, principles and norms guided by or followed by the greatest successful people was the series of interviews entitled *The Top 10 Rules* (Carmichael, 2020).

In order to bring closer the values presented by the recognized leaders, the authors decided to choose Dalai Lama and Jack Welch, justifying their choice with the significant achievements of these characters, as well as coming from completely different cultures. The values presented by the Dalai Lama are: *Help others; Don't worry about what others say; Pay attention to the values you have inside; Be calm; Have compassion; Be determined; Meditate; Keep in perspective; Develop a friendship; Share funny stories.*

On the other hand, the values presented by Jack Welch are: *Talk about your mistakes; Give others energy; Look for a better idea every day; You cannot make a change without behaving rationally; Don't stay in your comfort zone; Make the right compromises; See everyone as a mentor; Develop your people; Broaden your horizons; Be honest.* Even a cursory analysis of both interviews suggests that the values and principles that guide successful people in most cases concern the social nature of leadership.

The above analysis also indicates the existence of organizational values, which Marek Bugdol aptly defines, saying that they are "those values that reflect its specificity, structure, system of social relations and the purposefulness of action". At the same time, the researcher emphasizes that the condition for the effective influence of values on the behavior of team members is their reflection in the organizational culture.

Writing down values in formal documents, organizational regulations, statutes does not guarantee their real impact on what is happening in the organization and how it functions. First, they need to be identified and secondly, defined. The management plays an important role in this process, whose task is to find and adapt to the vision, mission and purpose of the organization an appropriate system of values (Bugdol, 2010).

In the context of identifying values and creating their systems, there is a practical problem of their implementation in the practice of leadership. An effective way to solve this problem can be, often found in the literature on the subject, the proposal of shaping and developing the character on the basis of values, which guarantees the leader's constant reference to values in the process of managing human resources.

The Greek *kalokagathia* - beauty and goodness, as a Greek maxim, is precisely a call to build a character based on the inner strength to overcome weaknesses that drive man to evil (Jaroszyński, 2020). Fair good as opposed to good in particular, perceived as pleasure or usefulness, arouses desires to do good things not only for the person himself, but also in relation to the improvement of the disposition of doing what makes him good for others.

As Piotr Jaroszyński (2020) writes, analyzing the educational ideal of Greek culture, everything is therefore beautiful if it is good, therefore good in this approach is not only personal, but also universal. Culture based on this concept aims at the development of man as a good being. Its beauty and praise of the mind result not only from what is aesthetically delightful, but above all from what is morally beautiful. Hence, it follows that the awareness and understanding of what is valuable and important for the entire nation is an important element of the value system, and therefore at the same time one of the key criteria in making decisions.

Havard refers to the concept of virtues as the essence of the character of a leader in his model of leadership, who based his model on the cardinal virtues of prudence, bravery, moderation and justice, complementing them with generosity and humility. Havard considers humility to be a fundamental virtue. At first glance, it may seem like a weakness in leadership viewed as hard to lead the team to its goal. But it is humility that ensures that the leader firstly respects his superiors, respects his subordinates, but also treats the opponent as a negative cooperator, but not as an enemy.

And even if the adversary turns out to be hostile, as in a military conflict, humility will allow the commander on the battlefield to respectfully take into account the capabilities of the other side and not succumb to the illusion that nothing can defeat us. The concept of virtues as the foundation of effective command has been applied since the dawn of the creation of the principles of the art of war, as confirmed by Sun Tzu's statement, "Generals are characterized by wisdom, credibility, goodness, courage and austerity" (Sun Tzu, 2014)

It is not difficult to notice that Harvard's leadership refers to the servant role. "The leader is in service - towards people from the professional, family and social environment, towards the nation, towards humanity. The basis of service is humility (Mustafa Kemal Topcu *et al.*, 2015). Leaders who manage to achieve humility respect the dignity of people, respect them, and appreciate allies and participants in a common mission". Being generous with humility allows you to achieve the best dimension of leadership.

If you line up voluntarily and with unsuccessful satisfaction last in line, you will never be disappointed. Any desire to be greater than you are and to possess than you are takes away from your eyes what is and what you have of the most important, other person. That's why, how Simone Sinek said, leaders eat last. Looking for the question where do such people come from who can sacrifice themselves for the protection of others, Sinek (2017) comes to the conclusion that they are not born that way, they become that way. We choose as leaders those who are able to selflessly devote their time and energy to us, without expecting any remuneration for it.

So, the first question a leader should ask is "How can I help you?" High self-esteem and a sense of security make us more creative, we can solve problems more efficiently, because we have more time to take care of others, not only ourselves and our own safety. Thanks to this, we are able to perceive positive events, see people as positive and have proper self-esteem. That is why leadership seems difficult for someone who is unable to devote their time to building relationships. Working in a team where there is no sense of security kills people with stress, and this is what the leaders are responsible for.

So, leadership is not a military rank, it is not a position in the hierarchy, leadership is decisions, it is choices that ensure the security of the group in which it is located, this is how leaders are made. The sense of security in other people makes them choose a leader, that is, the one who builds security through dedication, facing threats that are outside the organization and creates a safe environment inside the organization (Sinek, 2017).

Therefore, one of the most important achievements in the field of leadership, which is the ability to build sustainable organizations, aimed at achieving a common goal, which is the common good, is leadership based on values.

3. Conclusion

Among the many principles that should be followed in leadership based on values, perceived as an effective organizational management tool, it was decided to distinguish the following principia:

- **Responsibility:** After a fatal accident in one of the American aluminum factories, the CEO of the concern started the meeting of the crisis staff with the words "we killed this man" (Duhhig, 2014). Therefore, it should be emphasized that the leader bears full responsibility for the safety of his employees regardless of any difficulties.
- **Credibility:** Credibility must be put at par with performance, otherwise the trust that underpins the consistency of the organization will be unattainable. Credibility is built through honesty, which is also a role model, it allows you to talk about both needs and failures.
- **Personalism:** The difference between value-based leadership and other models is as essential as it is the dignity of the human person, out of respect for which the right of each person to a dissent is recognized. Therefore, leaders in their behavior are guided by the inalienable right of every human being to free elections.
- **Trust:** The leader builds the team's trust through his own commitment, professional competence, consistent and fair treatment of all employees.
- **Delegating competences:** Good distribution of tasks allows the manager to focus primarily on monitoring progress and providing support, while employees gain new development opportunities, increase their motivation, integrate faster into structures and better understand the functioning of the organization.
- **Autonomy:** The leader is not the owner of a private farm with the absolute power to decide. Employees should become autonomous persons and unequivocally feel the manager's respect for them and have the conviction that they are not only a quantitative resource that can be easily supplemented or exchanged for another.
- **Development:** Continuous professional development is a duty of a leader, but this cannot be the only goal of his career. He should also be close to the people and know their current professional competences and psychophysical disposition. Development, therefore, concerns both his knowledge and professional skills, as well as leadership competences.
- **Balance:** The distance between the manager and employees can be naturally shortened or extended, but this fact should result in a conscious manner from the current situation. This is one of the elements of situational leadership. Not everyone can be trusted in the same way, because there are different levels of maturity, therefore justice requires that everyone should be awarded according to their merits, and prudence to distribute privileges according to the internal disposition to accept them.

- Commitment: “In order to arouse in subordinates the will to achieve ambitious goals, you must be able to use challenges to motivate them. However, it is worth improving in these skills, because they can determine the success, not only of the organization or the team, but also yours” (Askenas and Manville, 2012). In building an engagement strategy, it is very helpful to maintain the right balance between focusing on results and focusing on people.
- Negotiation tactics. The best negotiation tactic is honesty. When a manager has pure and honest intentions towards his employees, persuading them to do things beyond their subjectively perceived limitations does not require special communication skills or sophisticated arguments, or, as some believe, does not have to resort to manipulation (Knight, 2016).
- Avoidance of toxic leadership. Toxic leadership is a combination of self-centered attitudes, motivations and behaviors that have a negative impact on subordinates, organization and mission effectiveness. A toxic leader acts with inflated self-esteem and heavily emphasized self-interest (U.S. Army Doctrine Publication, 2012). A toxic leader behaves in a dysfunctional manner, cheats, humiliates, enforces certain behaviors or unjustly punishes subordinates and thus achieves the desired goal.

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