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## **Mobile Network Leader: A New Role of the Leader in Corporate Management**

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### **1. Introductory Comments**

The collective entrepreneurs' activities are dominated by a constant intention to reduce the costs of work, increase effectiveness, and reduce prices. Those are usually traditional forms of business operation, based on the internal functions of management, although their application may not always assure expected success.

Both presently and in prospective management systems, more and more importance is and will be attached to individual management, with a partnership attitude represented by managers. The types of solutions bringing such effects will play a similar role to that of organizational culture, providing a company with "personality". A management system developed in that way will become an individual "causative power" of managers oriented to success through the assumption of a market leader's position by the company.

In that case, it will not be enough to perform skilfully the internal management functions associated with the work process operation, including such tasks as: directly on the managed working position through

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task planning, organization and coordination of the company's resources, managing and decision making, motivation and encouragement of the workers, and finally, the evaluation of the completed task (Haber 2011, pp. 211-213). Presently, it becomes necessary to direct the leader-manager to his personal performance of internal functions which assure the development and market competitiveness of his company. Those are new functions which have not occurred in any earlier management systems, and current leaders-managers are not always mentally prepared to implement them. Such directions require new managerial skills and talents in acquiring external stakeholders of the company, associated with business, government, and media, as well as various types of local organizations, NGO's etc. Skilful combination of internal and external managerial functions should be possessed by the present-day leader-manager who can be defined as a "mobile network leader." A "mobile leader" since he is capable of moving mentally within his company's external environment and acquiring close and distant stakeholders, treated in terms of relational capital, by using e.g. business networking, fundraising, and multi-level marketing (MLM) methods, or a prosumption system. A "network leader" since he skilfully uses social networks, diverse personal contacts, and digital platforms or communication media to search for and strengthen the company's relational capital based on co-operation, trust, and durable relations with the company's external partners.

That type of approach has already been visible in the sustainability type of management where the causative power, expressed by the degree of the personnel's determination in achieving success, is set at constant development of the company, reduction of threats associated with risk, and maintenance of the company's competitive market position in the given sector, regardless of the changes occurring in micro-, macro-, and mega-environments.

For that reason, the purpose of considerations here will be to search for interdependence between the new role and tasks of the mobile network leader and the skills of the fulfilment of external functions in corporate management.

## **2. Management Systems and Leaders' Roles**

When analysing the development of organizational management models in history, we can find a clear correlation between characteristic management systems and the skills and personality traits of leaders-managers who have been successful in their activities owing to their causative power. P.F. Drucker, a guru of the management science, called such people "change leaders." Their domain

includes "following novelties and innovations, with a skilful and efficient use of them both inside and outside the organization" (Drucker 2000, p. 73).

That statement is especially important in the present early 21st century period of globalization and mega-corporations, individualism, consumptionism, worker exploitation, and vehement competition taking place in the scenery of a permanent crisis.

Deepening of such phenomena is facilitated by the progressive corrosion and destabilization of economic and political systems and state agencies, together with incompetence of government systems in promoting and assisting the business operations of the small and medium-sized enterprise (SME) sector.

In that situation, the factors which verify the change leader's skills in the business management processes, regardless of objectively unfavourable macro-environmental conditions, include his causative power and personality traits, with flexibility and multimodal skills in the area of using management technologies. Such technologies are subject to change, together with the historical evolution of management systems "which present a collection of rules and standards, as well as practical skills of the managing personnel, determining the principles and methods of corporate behaviour and of the institutions which create such principles and methods" (Penc 1997, p. 432).

The beginning of the 20th century initiates the process of the formalization of business management systems by imposing hierarchies, increasing specialization, task and duty sharing, standardization of work results, and objectivization of compensation systems. All corporate relationships are based on the principle of the manager's superiority-objectivity and the worker's inferiority-subjectivity. That type of management, defined as functional-systemic, dominated until the 1980's. Characteristic solutions associated with that period may include the following: academic organization of work and public administration, human relations, organizational culture, and human resources management. "Change leaders-managers became essential engines of innovations. Their actions usually consisted in the limitation of risk, with the intention to promote new quality in management systems, as an important attribute of competitiveness. Referring to some examples, we can state that a strong emphasis on the formalization of the relationships between hierarchic worker groups, displaying formalism, impersonality, and rigorous work discipline, was an essence of both academic work organization and public administration. The leader-worker interdependence resulted from the assumed procedures, within which the leader-supervisor commanded the workforce by making decisions and the worker was only a passive performer. In that system,

the worker was absolutely subjected to his supervisor. In the “human relations” trend, the relationships between the management and the personnel were subjected to social rationalism owing to putting more stress on the change of the conditions of work in production, with their adjustments to the workers’ physiological capabilities. Issuance of instructions by the managers-supervisors was usually preceded by worker briefing, allowing the workers to understand the sense of the task they were facing. However, in the conceptions associated with the role of the organizational culture in business management, the leader-managers were obligated to observe the patterns of conduct that had evolved within the company’s tradition. That was associated with the internalization of common values, ethical norms, and rules of conduct by the management and the company’s personnel to be observed in daily work operations. The “change leader” became a disseminator and performer of values in that system. Such specific values identified the company and made it recognizable and unique on the competitive market. In the organizational solutions associated with human resources management, the “change leader-manager” treats his workers in terms of social capital. That is justified by the statement that the worker may not be just a cost item in the company’s budget, but he rather constitutes intangible intellectual capital which can be developed (which is a role of the change leader) by individual empowering of the workers towards entrepreneurial, innovative, and creative behaviour.

In the early 1990’s, a process approach appeared in management systems. It resulted from the gradual business system globalization where business centres and the “change leaders” operating within them became the advocates of new solutions in management zones, transmitted to their subjected peripheral units located in various regions of the world. The new system was based on adhocratic principles, with limitation of hierarchies and formal dependence to flat structures of direct relationships, multi-specialization, flexible working hours, and regular reduction of work costs, exclusively through organizational changes, without workforce reduction. A “change leader” was expected there to present high flexibility both in decision processes and in his reactions to demand and supply signals received from the market. That type of managerial conception involved e.g. benchmarking, reengineering, outsourcing, customer relationship management (CRM), turnaround management (TM) etc. In each of those forms of management the “change leader” must use diverse action strategies both in respect of the managed workers and the stakeholders associated with the market needs, which group includes e.g. customers, clients, suppliers, local community members etc. Within benchmarking, the “change

leader's" role is to bring his company to the market leader status in the company's industry. That is done by a regular analysis of changes being implemented by the competitors. Within the reengineering process, the "change leader" acts for constant building of his company's customer segmentation. The purpose of the leader's strategy is to analyse regularly his customers' needs in the areas of price, quality, timing, and customer service standards. By implementing the assumptions of outsourcing, the "change leader" must concentrate on search for new organizational solutions which will allow the company to reduce costs, and, consequently, offer attractive prices for its services, products etc. The "change leader's" strategy in turnaround management consists in the corrective actions, resolving financial problems, crisis management in the company, and reinstatement of the company's attractiveness by increasing the cash flow and improving profit indicators. There are specific and diverse "change leader's" strategies which involve such organizational solutions as: lean management, with constant streamlining and simplification of one's management system, or time-based management, stressing the role of timing and keeping terms in the relationships with the company's customers.

Network management constitutes the third stage in the evolution of management systems and it was a characteristic feature in the beginning of the 21st century. Analogue solutions became limited for the sake of digital ones in business management systems. That was associated with the use of IT, digital platforms, and satellite communication systems. The computer became a basic tool at work, with such communication systems as: intranet, extranet, and Internet. The management systems entered the era of online global network interaction, regardless of one's geographic location. That created new quality in the decision-making systems and technologies. The fundamental role is played here by a new type of the "change leader", the "mobile network leader." The network nature of management requires the managers to determine new principles in the areas of the power structure, management, work flows, communications, and compensation systems. More and more often, businesses depart from stable jobs for the sake of mobile working positions which can flexibly react to the changes occurring within the company's market environment. We can often hear such terms as mobile employment, flexible working hours, mobile compensation system, mobile services, mobile workforce etc. Hence, the "mobile network leader," as well. What is fundamental for the leader's actions is mobility, or rapid reaction to the changes occurring inside the company, as well as and primarily to the signals arriving from the market. The following are typical network companies: internet businesses and virtual clusters, and fractal and

extended enterprises. Such companies use telework formats in retail trade and IT, as well as financial and banking operations, marketing and promotion, and tourist and recreation services. In the digital environment, the leader's causative power must be demonstrated by innovation and creativeness, with direction at synergy effects.

### 3. Essence of the Network Management System

The network solutions in social and digital dimensions result in strong demonstration of the external functions of management in comparison to the traditional internal functions. Each network company is exposed to the operation of such forces as:

- gradual globalization introducing new solutions in the management technologies which are typical for mega-corporations,
- increasing roles of flexible labour markets, implementing such solutions as flexible employment, flexible working hours, or flexible compensation systems,
- shortening of product lifetimes and actions designed for development and success,
- domination of consumptionism (consumerism) as a new value determining the positions and roles of workers within the organizational structures,
- probability of risk associated with the success, as well as of bankruptcy when facing the diversity of crisis phenomena of both macro- and micro-economic nature,
- acceptance of the level of the network company's performance displayed by its close circles: customers, competitors etc., as well as distant ones, associated e.g. with the government policy.

The reactions of mobile network leaders to the external phenomena will be decisive e.g. for the company's market position: development, status quo, or bankruptcy.

When introducing a network management system, we should remember that, regardless of its positive aspects, we should also be prepared for the potential occurrence of negative effects resulting from the essence of network management, personality traits, or situation. Such phenomena have been pointed out e.g. by A.K. Koźmiński (2013, pp. 39-42), defining networks as the "mutiny of structures".

Positive aspects of network management are associated e.g. with its nature: high degree of flexibility, rapid reactions to changing market needs, and partnership between network participants both within the network and with

external networks. Network companies operating in disperse structures have greater chances than traditional businesses in the recognition of both local and distant markets and acquisition of new customers, producers, stakeholders etc. That also increases the possibility of the relocation of the company's resources to reduce operating costs, including prices. Mutual co-operation between network companies greatly reduces the risk of operation in dynamic and crisis-susceptible business environments. The companies using the network management methods display faster flows of market information, specialized expertise, and technical innovations, and, consequently, their innovative competitiveness increases in comparison to the businesses using traditional forms of management. Participation in multi-entity (multi-business) networks increases the bidding or negotiation edge, in respect of other companies, suppliers, banks, local authorities, government agencies etc.

The negative aspect of network management may include primarily assumption of a business goal that is not in compliance with the needs of the close environment, causing shortage of customers or service users etc., or creation of accidental organizational structures which are not well protected by the company's resources, and that limits the company's development options on a competitive market. Another drawback is presented by a poor selection of network and inter-network teams, with the presence of the persons showing a tendency to domination and contesting, or otherwise to be conformistic. There can also appear a lack of confidence to network partners resulting in limitation of the exchange of information, knowledge, and innovation, causing a drop of the company's competitive edge. The occurrence of worker exploitation by breaching the provisions of the Labour Code, e.g. with the imposition of extended working hours, delaying salaries, reduction of compensation, shortage of training, biased evaluation and promotions, or intellectual exploitation of network workers by utilization of their innovation and creativity skills, without offering any possibility of prestigious promotion or financial rewarding. However, uncontrolled expansion of the network, internally or externally, may cause difficulties in the coordination of actions and become grounds for conflict situations which weaken the feeling of community among the personnel.

The above specification of positive and negative network management aspects is rather subjective and non-exhaustive in respect of all the phenomena associated with such an evaluation. An essential goal consists in the indication to and making the "change leaders" aware of personal and situational possibilities and barriers that can occur e.g. upon introduction of network solutions in

management, together with the consequences of the transformation of a “change leader” into a “mobile network leader” whose causative power, according to Czakon, is displayed in the orchestration and integration of team operations (Czakon 2012, p. 204).

#### **4. The Role of the Mobile Network Leader in Relational Capital Building**

The concept of “relational capital” appeared as an analytical category in the management theories in Poland in the first decade of the 21st century. Consequently, that is a relatively fresh category, although it concentrates a lot of interest on the part of both scholars and practitioners associated with business. In my opinion, W. Danielak’s monograph on “Shaping of Relational Capital in Small and Medium-Sized Companies,” published by the Wrocław University of Economics Publishers in 2012, is an especially important work of that period. The informative value of that book is associated with the holistically presented issue of relational capital, in the context of other similar conceptions. Practitioners may find there interesting tips on the mechanisms of building, shaping, and developing relational capital as a factor which strengthens company’s competitiveness on local and global markets.

Other Polish relational capital pioneers were e.g. K. Rogoziński (2006) who specified competitive values of relational capital; M. Marcinkowska presenting the bank’s role in the acquisition of stakeholders; M. Cisek discussing the issue of relational capital from the theoretical side and presenting a number of positions regarding defining the meaning and the components of relational capital.

The most universal definition formulated by W. Danielak (2012, pp. 20-23) determines that relational capital is a “network of co-operation, shared norms and values, and the use of the resources and potentials of all the parties involved (...), which is built on the basis of the connections between the enterprise and its stakeholders.” The author added that relational capital is built through a “network of extensive formal and informal relationships with customers, suppliers, competitors, and broadly understood partners.” All that brings “mutual benefits owing to the continuity of relationships and bond strengthening”.

In that meaning, the causative power of a mobile network leader is associated with the fulfilment of external functions by the use of relational capital to build durable and prospective relationships with the stakeholders through transformation of the possessed relational resources into their capital, being a positive added market value of the company. The undergoing relational transformation must take into account e.g. the following: reasonable relationships,



long-term operation, systematic activity, mutual benefits, responsibility, and finally increase of mutual trust.

The mechanisms of relational capital shaping are based on both formal and informal relationships that the mobile network leader must know about (Haber, 2014, pp. 136-153).

The interdependence between the relational capital and the type of organization is clear enough and a detailed interpretation is not required. However, it is worth pointing out certain elements of the relational capital's structure which must be taken into account by the mobile leader in his activities:

1. The relationship architecture consists in the evaluation of the environmental parameters and determination which company, agency, group, community, or stakeholders are of special importance to us, from the viewpoint of our specific business objectives.
2. The relational space allows us to recognize the future assumed sphere or network of activities, or what relationships and connections we will appear in and what we will be able to attain.
3. The relational norms determine the grounds of future relationships: What will be the basis of future contacts? Will it be legal or customary?
4. The relational resources associated with the identification of the objects of our interest: Who will we co-operate with and who can we count on?
5. Relational capital results from long-time co-operation and responsibility and, at the same time, it constitutes the grounds of attaining long-term benefits.
6. Relational annuity is associated with the company's competitive edge in the area of finance and tangible and intangible assets, with a possibility of becoming a market leader owing to its circle of stakeholders.

## **5. Causative Power in the Mobile Network Leader's Actions**

When reading the biographies of the famous businessmen and entrepreneurs, we can come to the conclusion that each of them defined his or her long-term objective in early age and at the beginning of professional career, together with the way how to attain it. J.D. Rockefeller had a passionate interest in numbers, and, as he stated himself, numbers constituted a basis of his later business career. H. Ford usually made decisions contrary to the views of other people. He was contentious, brilliant, stubborn, and eccentric, and he relied more on his intuition than on business plans. W. Disney assumed that, since he was unable to find a job, instead of being an unemployed, it was necessary to establish own business, and that was what he did. Sam Wolton, the founder of a supermarket

chain, held the opinion that one should always try something new, without fearing failure. Bill Gates relied on his excessive self-confidence and exclusively practical solutions in his activities, always thinking about the future when the ideas might come to an end (in: Gross 2000, pp. 43, 72, 112, 226, and 293).

In many statements by Polish managers and entrepreneurs, we can find references to the visions of their activities: "I have force in me. I don't know where it comes from. Maybe God gave me it, or maybe it is a question of education? Or just being aware that I act not for myself, but for the cause." The syndromic aspects of statements made by other businessmen were reduced to a special emphasis on the significance of success as a result of human activity: "Success in business means an intention to attain harmony between personal, professional, and family life and one's career. In addition, one has to have an innovative idea at proper place and time, or one has to be simply lucky. Always, one needs to be healthy. Success usually depends on honest and hard work of a whole team" (Haber 2008, pp. 385-410).

The above quotes can be treated as a collection of the elements which define multiple meanings of the term "causative power." Hence, based on those statements and their sense, one can assume that the "causative power in business is an engine of purposeful actions and passion, carried out in specific time and intended for a success."

The causative power in managerial actions will depend on the personality traits, cultural features, and situation conditions. In the light of the literature on the subject, the personality concept has many interpretations, starting with the conceptions of biological, psychological, sociological, and behavioural, or dynamic and personality theories etc. Considerations relating to the stability and changeability of personality traits are a common denominator of such diverse conceptions. Those considerations are associated with, among others, the stability and changeability of personal traits. Can certain personal features be modelled from the viewpoint of the needs of the environment? Is it possible to develop a personality pattern of a manager who can essentially perform skilful business management? The authors of a number of works on the subject indicate the importance of such personality traits as passion, readiness to work hard, skills of co-operation and worker motivation, diligence and determination, readiness to take risk, skills of inspiring other people, enthusiasm, and perseverance etc.

In a practical dimension, the selection of the management style is also important, whichever style is selected by the mobile network leader to attain effective work relationships in the company. The most characteristic styles are: autocratic, democratic, and liberal. The palette of the available management styles depends

on various factors, including cultural, situational, objective and subjective ones, associated with the role and significance of a worker, as well as the personality of the very entrepreneur or manager. That group of styles may include those based on mechanistic and organic conceptions, or the worker's subjectivity and objectivity conception developed by R. Likert. There is also a group of management styles based on generation X and Y worker stereotypes, occurring in the managers' awareness, developed by McGregor. Empirical possibilities of the typology of managerial behaviour are represented by Blake and Mouton's managerial grid. The analytical coordinates are employee orientation and task orientation. Presently, we pay more and more attention to the role of emotional intelligence in our management style evaluation, stressing such elements as self-consciousness, self-direction, social awareness, and social skills. Based on combinations of those elements, D. Walczak-Duraj (2009, pp. 32-36) proposed the following management styles: enforcing, authoritative, affiliative, democratic, rate imposing, and coaching.

To conclude the above considerations, we should state that personality traits and the entrepreneur's or the leader's management styles are difficult to enumerate. For that reason, before a mobile network leader assumes its role, he should consider his set of personality traits and how they correlate with the requirements posed by a network management system, as well as the causative power potential designated to reach success.

## **6. Mobile Network Leader and the Strategy of Actions**

In the market economy era, everyone can assume individual business activities, establish own company, hire people, and manage them. Equally everyone can become employed as a leader-manager. That also refers to network businesses. However, the question is raised whether every such person will possess proper expertise, skills, competences, and primarily causative power. In the case of network management, it is essential to connect skilfully social and the digital networks.

The statistical data of 2010-2014 indicate that 30-40% of companies go bankrupt in the SME sector each year. That is proof of the lack of analytical situation evaluation skills on the part of entrepreneurs and managers, as regards the uniqueness of network management.

When establishing a business management strategy, a mobile network leader should concentrate on two types of objectives: internal and external. Internal objectives are associated with the operations devoted to full use of resources and

personnel integration through orchestration and co-operation processes which are determined as “the skills of using diverse resources and creating value, as well as drawing benefits from that value” (Czakon 2012, p. 204). Acceptance of those assumptions changes the previous strategy of management, from creating individualism to creating partnership relations and mutual co-operation between the company’s management and personnel.

In that process, according to K. Perechuda (2005, p. 55), an important role is played by a network integrator “who should possess distinguishing key competences, coordinate a set of independent (in a legal sense), personal, and business units constituting a network business. In the performance of internal objectives, a network leader, according to W. Czakon (2012, p. 206), plays the role of a conductor, because “he oversees the creation of value, influences sharing the achieved values, and decides on or mitigates stresses occurring between the network participants”.

New external objectives occurring in the company’s management strategy are usually connected with exerting influence on the environment through strengthening the company’s market position, as well as search for new network partners, from the viewpoint of the company’s further development. What can be helpful in the attainment of those objectives are the following strategies assumed by the mobile network leader:

- acquisition of relational capital,
- business networking,
- fundraising,
- “prosumment” system,
- multi-level marketing (MLM),

All those innovative external management activities, related to the new role of the mobile leader, require a large causative power potential, combined with both passion and orientation towards success.

The essence of relational capital is reduced to initiation and strengthening of new connections with stakeholders and businesses by building interrelationships of formal-procedural and informal-personal nature. When initiating the activities designed for the acquisition of relational capital, a mobile network leader must take into account e.g. the reasonability of the relationship, long-term and systematic operation, mutual benefits, integrity, responsibility, and, consequently, increase of the company’s tangible and intangible assets. The relational capital we obtain gives foundations for longer and even durable co-operation and bringing mutual benefits. A good example of that is the phenomenon of prosumption “in which the producer adjusts its

products to the specific needs of consumers by allowing the consumers to be involved in the product design processes" (Bylok 2013, p. 165). Consequently, a prosumer becomes a constant element of the company's relational capital. When treating relational capital as a new instrument of market play, we should stress that it takes into consideration social and economic behaviour of all stakeholders, that is workers, customers, suppliers, competitors, authorities, local communities, media etc. In that case, a mobile network leader should pay attention to motivation, emotions, and relationships which are released in important business management moments, both in time of success and failure. In his activities associated with relational capital building, a mobile network leader should be especially sensitive to workers, customers, suppliers, and business in his close and distant environment. At the same time, the above stakeholder segment may constitute a basis for the evaluation of the network leader's causative powers, in the area of the fulfilment of relational capital acquisition principles, through a system of indicators (Danielak 2012, p. 184).

When conducting a review of the activities associated with relational capital shaping, one should identify new external functions directed at the company's environment in which the mobile network leader plays marketing roles related to the acquisition of new and permanent stakeholders, including also network businesses. That is especially visible in the business networking, fundraising or multi-level marketing operations.

Business networking is associated with planning and building of a network of regular business contacts with the representatives of other companies. In such a case, the mobile network leader is trying to make as many close contacts as possible by participation in official and unofficial, business and private meetings, conferences and exhibitions, training courses and sessions, business lunches etc. Such contacts will be useful for the expansion of the company's relational capital. Long-term activities associated with the development of contacts, from official to business to friendly, based on mutual responsibility and finally trust, are an important factor in that process. The network building process may take several years and thus it is important to show resilience and regularity in the related operations. The process results e.g. in joint business initiatives, mutual assistance, transfers of knowledge and innovation, or synergy of common resources placed in new businesses, and those increase the possibilities of attaining a competitive edge.

Fundraising requires the mobile network leader to develop new skills and behaviour related to the acquisition of new sources of financing for supporting the company's continuous market operations. The network leader's objects

of activities include the following: search for new investors, sponsors, and business partners. The reason for resorting to fundraising may be a poor financial situation of a business, difficulties in obtaining financial resources or administrative obstacles in running a business in case of large bureaucracy, or barriers associated with access to EU funds. To reach success, the mobile network leader must possess such personal skills and competences as intellectual skills, fluency in foreign languages, business passion, openness to other people, communication skills, strategic clout, personal culture, resistance to stressing situations, empathy etc.

In Multi-Level Marketing (MLM), the mobile leader assumes the functions of a distributor, or an independent manager who acquires customers and trains his colleagues to become distributors. The leader is also a mentor helping his newly employed colleagues to get acquainted with all the principles of operation in the company to become distributors collaborating within the team created by the mentor. Such a job is essentially based on unrestricted working hours and compensation, as well as a specific scope of duties. That is a completely independent business operation. Nevertheless, not everyone will have causative power to operate as a distributor because the job requires e.g. leadership skills, self-confidence, optimism, empathy, responsibility, inventiveness etc.

We should emphasize that the internal functions that belong to the scope of the mobile network leader's obligations are pioneering functions. Not everyone possesses the relevant skills and competences, as confirmed by the example quoted by R.E. Palmer: "I notified our leaders that each of them would be responsible for acquiring a certain amount from new investors and sponsors. If you are able to attain the specific financial objective, you will be rewarded with a large bonus. All turned pale. After that conversation, one third of the team members quit their jobs" (Palmer 2013, p. 155).

This example indicates that an analysis of personal traits and skills may become a basis for the verification of the candidates for the mobile network leader position, especially in respect of the causative power in the area of acquiring relational capital both in external and internal dimensions of the company's operations.

## **7. Final Remarks**

The network corporate management enforces introduction of new organizational solutions, coordinated with the new managerial and working skills. In addition to the internal managerial functions, external managerial

functions appear in organizational solutions, with effective completion of tasks right at the working position. It is the purpose of new external functions to acquire stakeholders from close and distant environments to co-operate with our business. Such activities are associated with building relational capital which constitutes a basis of our company's development and success on more and more competitive markets. For that reason, a causative power of a mobile network leader becomes an important element of that type of management, together with his personality and management style, the skills of fulfilling external functions, with full use of the technologies facilitating the acquisition of the company's relational capital. A success in that area constitutes the company's added value on competing markets. However, when we observe bankruptcies of many companies, including also those belonging to the SME sector, we can conclude that not every leader-manager possesses proper causative power to play the role of a mobile network leader in the performance of external management functions. Hence, the purpose of this paper was for example to point out, to what extent personal, cultural and situational potentials of a candidate to become a mobile network leader are capable to meet the business management requirements.

#### **Abstract**

##### **Mobile Network Leader: A New Role of the Leader in Corporate Management**

The purpose of this paper was to present the management system evolution, from functional to process to network management. The network management system requires new organizational solutions associated with the fulfilment of external functions in management, directed at the acquisition of stakeholders from the environment who are treated as relational capital. That also requires new skills and competences in searching for relational capital. Possession of that type of capital indicates the importance of a company on a competitive market. The author pointed out the significance of the mobile network leaders' personal traits, from the viewpoint of their causative power in searching for relational capital. It was pointed out that not every mobile network leader may possess specific personal capabilities to attain relevant objectives.

**Key Words:** *network management system, change leader, mobile network leader, causative power, relational capital*

## Streszczenie

### **Mobilny lider sieci – nowa rola menedżera w zarządzaniu firmą**

Celem artykułu było przedstawienie ewolucji systemów zarządzania od funkcjonalnego poprzez procesowy na sieciowym kończąc. System sieciowego zarządzania wymaga nowych rozwiązań organizacyjnych związanych z realizacją funkcji zewnętrznych w zarządzaniu, skierowanych na pozyskiwanie z otoczenia interesariuszy, traktowanych w kategoriach kapitału relacyjnego. Wymaga to również nowych umiejętności, nowych uzdolnień, od menedżerów-mobilnych liderów sieci, a szczególnie ważne są: wiedza, umiejętności i kompetencje w pozyskiwaniu kapitału relacyjnego, którego posiadanie świadczy o ważnej pozycji firmy na konkurencyjnym rynku. Zwrócono uwagę na znaczenie cech osobowych mobilnych liderów sieci z punktu widzenia mocy sprawczej w pozyskiwaniu kapitału relacyjnego. Wskazano, że nie każdy mobilny lider sieci może posiadać określone predyspozycje osobowe w ich realizowaniu.

## Słowa

**kluczowe:** *sieciowy system zarządzania, lider zmian, mobilny lider sieci, moc sprawcza, kapitał relacyjny*

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