

IS IT APPROPRIATE TO TALK ABOUT LEADERSHIP IN SERVICES ORGANIZATIONS? TOWARD A POSSIBLE INNOVATIVE PARADIGM

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Abstract

Through the use of a qualitative research methodology, the present work enquires whether in the actual scenery talking about leadership in companies and services would still make sense. The study arises from the growing importance that tertiary companies have assumed during the last decade, and from the direct relation between frontline staff and customers, who – as it is well known – distinguishes tertiary organizations from manufacturing organizations. Through a systematic review of the literature some guidelines will be hypothesized, in order to define a replicable innovative directional paradigm in services companies, motivating how the role of leadership should be at the same time cleared out by some traditional variables and enriched with alternative features.

Keywords: Leadership, Tertiary Organizations, Innovative Paradigm

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1. The key to the reading proposed

The present contribution focuses on the figure of the managers of services organizations, so as to understand whether the most relevant theories on leadership in the current historical period are effectively replicable to the organizational model analyzed or instead they need to be conveniently revised.

The scientific validity of the study comes both from the fact that services absorb most part of GDP of Italy and developed countries, and from the awareness that organizational economics cannot ignore that the leadership style should be always planned and never left to improvisation, independently from its principles and form.

Leadership of dilettantism is unsuccessful because the management function is always a matter of persons; the third millennium's organizations should understand that human beings have potentialities that neither IT tools nor the most sophisticated technological applications can replicate, since only humans are capable of realizing a decisional process and feeling emotions associated to the decision taken and the action made.

In tertiary organizations service production and supply have in most cases the same temporal dimension: think about a theatrical show where at the same time the actors are engaged in the recital and the spectators assist to the exhibition.

Most of the creative and artistic services are performed live, they occur while workers have to realize the performance itself, and in this setting both the service supplier and the user play an active role since they activate a reciprocal exchange of experiences, moods and emotional perceptions which could either positively evolve or degenerate.

In other words, the user of service firms is not a mere consumer but he becomes a co-producer, differently from what normally happens in manufacturing firms.

In view of this, the ambition of the study is the definition of a possible model of leadership useful to manage the active exchanges occurring between workers and service organizations' customers, so as to avoid the recurrent degeneration.

Although the studies on management have investigated on the tertiary firms' organization, most of management theories have been formulated with reference to their internal human resources, without extending the field of survey outside the organizational boundary.

With the awareness that nowadays firms represent a possibility of wellbeing for consumers and an opportunity of growth for the entire society, the present study intends to hypothesize a possible leadership paradigm by individuating the starting point of the original relationship which establishes between worker and customer.

2. Context analysis

As it is well known, services represent an heterogeneous reality which different activities relate to: professional consulting, transports, training, entertainment, financial and bank activities, product-purchase activities such as post-sale assistance, tourism, user activation and much more.

As a preliminary step it is useful to understand which variables influenced the capillary spreading of a series of services during the last years.

In his essay "The richness of nations" of 1776, Adam Smith prodromically distinguishes productive work's outputs from unproductive work's outputs. For the economist, while the result of productive work can be exchanged in the market or bartered for other goods, the unproductive work's output, even if it is «useful, honorable and necessary», it generates services of contingent use which are not likely to be kept and that, in absolute value, do not contribute to improve the collective wellbeing in real terms.

For a long time studies on economics of services have been conditioned by the fact that the moment of production and consume coincided; this caused the spreading of an inopportune antagonism between goods and services.

Today both assumptions are not always objective since production and consume activities are separable in some typologies of services, and since some services can last under specific conditions (for instance a video registration of a concert or a movie).

It is not easy to understand the reason why during the last period services reached a wider diffusion than in the past; nevertheless, generally speaking it can be assumed that the phenomenon has reference to the lifestyle change, and thus to consumers' habits.

In a first analysis, in the last years the life expectancy increased both for men and women (from 1861 until today Italian longevity triplicated, from 33 years to 80 for men and 85 for women). This change determined a major attachment to life, which leads people to not ignore possible symptoms of pathologies, psychosomatic diseases and chronic disorders as they did before.

On the contrary, the demand of medical services specialized in geriatrics, immunology, surgery, aesthetics, orthopedics, allergology has increased.

Another element which affected the diffusion of services concerns the increase of female occupation rate; although Italy does not have a dominant position over the other EU countries, from 1970 until today the percentage of women with an out-of-home professional activity increased from 20% to 46%.

Consequently, the working woman tends to delegate – at least partially – some of the domestic activities both for a lack of time and for physiological necessities, first of all the need of rest.

Moreover, the growth of female occupation determines the onset of other needs related to aesthetics, the cure and cult of beauty in general.

We agree on the assertion that there is not an unambiguous definition of aesthetic beauty [Forgas, 2002] and that it becomes relative in function of time and space; in addition, we think that it is a considerably fleeting and sometimes occasional virtue, since even minimal facial expressions can influence its opinion.

Apart from effective criteria which can lead to a positive opinion on female aesthetics, it is opportune to clarify the reasons that during the last years brought women to undergo treatments for the improvement of their aesthetics with a deeper intensity than the past.

On the one side, a pleasant physical aspect represents one of the necessary conditions to build social relations and it indirectly contributes to favor concentration in the workplace, especially when there is a sharing of common spaces or a contact with the public.

The adaptation to some aesthetical principles is fundamental for several professional activities in the world of art, fashion and show in general, which are widespread today.

On this point it has been observed [Carmagnola, 1989] that the post-industrial society presents itself as the dominance on the visible, intending for visibility the form of aesthetics based on the continuous stimulation of the user's tastes, so as to become discriminating of the judgment even in the scientific field.

In general, the diffusion of aesthetics and wellbeing services is referable to the need of security that human beings long for, which manifests itself also with the exigency of social affiliation, membership to groups, clubs and nets.

With reference to the diffusion of social nets, Rifkin [2000] talks about the age of access to underline the shift from an economics based on private property to an economics based on the user, where the agents are bond by a sort of constant relation through principles of leasing, partnership, subscriptions, tariffs.

In addition, the rise of the average level of education contributed to increase the demand of both cultural and high-tech services. In Italy, for instance, the number of graduates increased from 175.906 in 2005 to 192.358 in 210; today it is unthinkable that a student could not use IT services such as internet connection, and it must be considered that the bureaucratic activities of universities which where once manual, are now computerized.

In any case, every activity of academic study or high training requires the use of IT tools, since the use of an online platform to integrate the didactical program today is a common practice.

Going beyond the cultural exigencies, it could be considered that in post-recession periods, the individuals seek positive and reassuring emotional

experiences, due to the awareness of the precariousness which dominates the social setting.

The exigency of entertainment and the economic trend were the core of the scientific debate of researchers of human behaviours, who sometimes have contrasting opinions: according to the suggestive setting of hemline theory, there would be a positive correlation between the western economics trend and the length of female clothes, especially skirts. On the basis of a theorization of the twenties, it was demonstrated how female clothes tended to be shorter in the periods of economic boom, and longer during the periods of recession.

The answer to this phenomenon does not have a unique interpretation; it should be searched in the fact that economic safety would stimulate femininity and physical coolness on women, which lead them to choose short clothes.

Going back to post-recession periods, it is noticeable how the need of entertainment and distraction increases in individuals, since – it could be paradoxical – the lower is the possibility to accumulate savings, the higher is the consumers' attraction toward the consumes which stimulate positive emotions and diminish stress slightly but enough to be relevant in a general condition of uncertainty and precariousness.

This hypothesis is confirmed: in Italy, when in 2009 the effects of the crisis were more evident, an increase of 11,4% of people at amusement parks was registered.

Huizinga [1946] first brings an innovation by considering the priority of ludic aspect on the economic one, and Duvignaud [1984] provocatively asserts that the entire human history needs to be rewritten to give priority to what today is considered useless.

It is not our intention to affirm that in the future the work should be totally substituted with entertainment. Nevertheless, our opinion is that managerial theories should consider the widespread exigency of positive - sometimes even strong – emotions, as the thrill of shiver or the suspense of risk, also to relieve stress.

If this was not true, lotteries, role plays, thrillers, 3D movies, horror movies, travels in exotic places, the theatre of the absurd and many other activities would not have any sense.

After a survey on the economic-business perspective, it is assumed that the emotional-ludic aspect should be taken into account by organizations not only to outline the production of goods and the services supply, but also reanalyzing the basic principles of managerial style.

In addition, it must be underlined that the need of emotions brings humans to set above monetary incentives the positiveness of work climate and the wish of self-realization.

Moreover, the emotional activity does not coincide necessarily with an undemanding mental

approach: there is not any contrast between ludic activity and serious activity [Bencivenga, 2007] because when men decide to engage in a play without any constrictions, since they are free to do it, they do it with passion and method.

Among the firms prototypes, the services organization is the one that mainly involves the emotional side of those who administer it and those who receive it; in fact it is evident that most of the need of entertainment and emotion longed for by individuals is mainly satisfied by the consume of services rather than goods.

Theatrical comedies, live concerts, the match of one's favorite team, fitness, holidays, *cabaret* and many other activities are in fact services which involve the emotional side of those who receive them, and to some extent, even of those who administer them.

In view of this, our opinion is that the managerial style of services firms should be rethought, by considering the emotional - sometimes even ludic – aspect that people seek, especially in the current historical moment.

Moreover it has been noticed that «even people involved in the production of innovative services in the field of industry of sensations will tend to assume new features: men of production will turn out to be creative men; their role will be defined more and more in terms of play» [Zanda, 2009].

In the following part of the study it will be explained more precisely why the supply of a service implies an emotional involvement both for user and supplier; therefore the bases for a possible leadership paradigm will be set.

3. Basic assumptions versus a possible leadership style of services organizations

In tertiary organizations, differently from what happens in manufacturing firms, the frontline staff is in contact with customers in a direct and continuing way.

Consequently, on the firms' side, counting on a qualified staff represents the necessary condition for a lasting competitive advantage, and for the creation of a strong relationship of fidelization with customers.

It is not a case that the economic-business literature [Bateson, Douglas Hoffman, 2000; Cavenago, Mezzanzanica, 2010; Kotler, Keller, 2007; Santamato, 2010] acknowledges inseparability as one of the other specific characteristics of services; as it is known, it refers to the circumstance in which the service supply and use occur in the same moment, thus determining the necessity of balancing customers and staff expectations.

As asserted by Lovelock e Wirtz [2007], among the reasons of the exigency to synchronize the user's expectations with the employees ones, there would be at least three circumstances:

- The staff of tertiary organization is the most visible part of the service;
- In the act of service supply, the staff represents the entire firm he/she works for;
- Finally, he gives “humanity” to the trademark because for the customer’s mentality, the outcome of the service required, together with the behavior of frontline staff contributes to increase/diminish the subjective and emotional value that he perceives in that trademark.

Several contributions focused on the tricky relation between performance and the climate of an organization [Cerica, 2009; Katz, Kahn, 1968; Kreitner, Kinicki, 2004]; of one the numerous verifications is an empirical research according to which the improvement of a percentage point (in terms of reduction of stress and working tension) of the firm’s climate is followed by a consequential increase of two percentage points of productivity measured in terms of profits reached.

This correlation accepted by all the business economics scholars appears even more clearly in services organizations, due to the visual and direct contact between employees and customers.

Leaders determine the climate in which a service is supplied, and consequently they favor a deeper commitment of employees to satisfy customers [Goleman, *et al.* 2002].

If for the workers of manufacturing firms situations of stress and tension cause frustration and emotional isolation, in tertiary firms the uneasiness could influence negatively also final users.

As it is known, mediocre workplaces are shown in dreadful services [Lovelock, Wirtz, 2007] supplied by employees who tend to vent their anxious emotions and dissatisfactions deriving from their conflicting relationship with leaders.

After all, emotional tension is particularly “infectable”: several studies carried out in the field of professional soccer societies confirm that, apart from their good or bad performances, players would tend to synchronize their moods for days or weeks [Totterdell, 2000]. Friedman and Riggio [1981] think that among three people not involved in a reciprocal relation, the most expressive individual needs only two minutes to transmit his mood to the other two, without needing to say a single word.

Another confirmation comes from a research carried out on seventy groups of work belonging to different sectors: the participants to the same meeting shared the same mood within two hours [Bartel, Saavedra, 2000].

Despite the category of services workers is considerably vast – scientific researchers, cardiac surgeons, designers and supermarket directors, employees who fry hamburgers in fast-foods [Drucker, 2007] – there is a common denominator in the importance of front office relation with customers.

The service profit chain requires workers with adequate cognitive competences and an appropriate

level of professional satisfaction, in order to reach a competitive advantage and a widespread trust by customers.

In this process, which develops through specialized skills and self-realization, how important is the function of leadership? In the following paragraph an attempt to answer to this question will be carried out.

4. The theoretical-conceptual setting

It is necessary to clarify that there is not any valid leadership style in every organizational reality since the managerial role must be organized considering a set of variables which cannot be circumscribed in a reductive list neither in a simple description.

On this point, Kets de Vries [1998] clearly asserts that «leaders and followers do not always have the same characteristics and structure; the more leaders I know, the more it is difficult to indicate a very effective leadership style. The same happens to me with the definition of leader/follower. The task of establishing which is the preferable leadership style has been considerably complicated by a real explosion on the topic. The best answer probably is: it depends».

Diversity of situations, after all, justifies the numerous leadership styles acknowledged by doctrine and business practice.

In order to individuate a management model useful to support technological innovation, Zanda [1984] highlights the importance of two parameters: managerial style and management planning.

The managerial style can have two different typologies in function of the leadership’s use of authority.

In classical theoretical structuring, power – the capacity of influencing one’s behaviour [Zanda, 2006] – derives from authority, that is showed through the formal right of command; in modern structuring, instead, the phenomenon of power is complex because it is not connected only to authority, but it is strictly related to its acceptance by subordinates.

In the classical review proposed by Hersey and Blanchard [1982], as it is known, there are seven typologies of power: coercive, legitimate, specialistic, exemplary, informative, rewarding, connective.

Depending on the intensity and type of power used by the manager two managerial styles can be distinguished: authoritarian and participative.

Authoritarian style [Lewin *et al.*, 1939] is characterized by a constant control, together with the supervision of operative activities; often in this context a good level of productivity and efficiency is appreciated, but the emotional dissatisfaction of subordinates caused by the manager’s disinterest for all non-organizational matters is not considered.

On the other side there is a participative leadership style led by the sharing of objectives and often by a reassuring and informal firm’s climate, in

which communication between leader and collaborators is direct.

Also planning has very different features, going from the hypothesis that there is not any anticipated and simultaneous assumption of decisions concerning the future management, to that of rationally planned

management, where both objectives and policies are predetermined.

By a combination of the planning level with leadership style, it is possible to represent the following matrix of the overall management models:

Figure 1. Matrix of the overall models

High Planning level	Authoritarian leadership through objectives	Participative leadership through objectives
	Authoritarian leadership through improvisation	Participative leadership through improvisation
Low	Authoritarian	Participative
	Leadership style	

In particular, organizations that combine a participative leadership style with an intense planning of objectives are positioned in the high right square.

In this setting, leadership has an adequate monitoring on collaborators' motivations, having so the intent to bring them toward the firm's objectives [Herzberg, 2009].

As noticed by Zanda [2006], there is an effort to balance the «personalizing» dimension with the «socializing» dimension; in other words, it is as if the individual worker's dimension was the means to reach the aim of the firm's objective.

In this sense, participation is a useful element to stimulate workers to operate with commitment and emotional involvement, by virtue of the sense of belonging to the organization that they develop.

During the last years managerial theories evolved, accepting the position for which leader has not only a professional influence on collaborators, but also an active role in the most intimate and private dimension of these latter.

From Goleman [1999], many other authors accepted the paradigm according to which the capacity of being intelligent in emotions represents a fundamental characteristic in an apical task.

The importance of emotional component appears to be even more definite in tertiary organizations because – as it has been said before – even when the service is automatized the front office staff is always present.

Schneider [1975] thinks that in services organizations, policies and procedures, as well as atmosphere and firm's culture, are visible to consumers; in fact, in this context the front office staff is the responsible of relational strategy with customers.

The specialization of some typologies of services, moreover those related to the person, contributed to the increase of customer's importance, and thus of relationships between supplier and beneficiary of the service. Therefore it is evident that in such a setting a considerable importance to customer's emotional aspects is given; for him the satisfaction of his needs is subordinated to a good syntony with the worker he deals with.

If generally the importance of a positive leadership is appreciable in all typologies of organizations, in tertiary organizations it has an even more strategic value, since the frontline staff frustration probably becomes visible to the user's eyes, compromising the contingent evaluation and the lasting fidelization.

Employees' self-determination in services firms is necessary because it is difficult and also unproductive to hypothesize a continuous control on front office staff; it allows workers to operate autonomously letting them express their full potentialities.

It is known that even more sophisticate and interdisciplinary skills are required to 21st century's workers; on the contrary, a worker with specialized scientific skills requires a more demanding management compared with the typically bureaucratic worker of taylorist work organizations.

Autonomy of specialization on the other hand has a univocal implication: the emptying – though gradual – of traditional hierarchies and the consequent approach between leadership and operative lines [Trequattrini, 2008].

As asserted by Barlett and Ghoshal [1993], organograms from fifteen years ago until today develop even more horizontally with a considerable

re-dimensioning of the role of intermediate management, which is enfranchised by bureaucratic activity and standardized by control, and it can assume the role of knowledge sharing rather than transmission of information.

With a positively constructive spirit, and agreeing with this latter setting, our opinion is that the management in the next future should necessarily promote creativity of workers [Florida, 2004]; it can work in organizations where control is substituted with ideas, bureaucracy by informal communication, and centralizing by emotional intelligence.

In the next paragraph the role of the new leader in organizations and services will be defined specifically.

5. Leadership in services organizations: the innovative key

On the basis of the previous considerations, to a first approximation it can be affirmed that the leader of services firms, with reference to the human resources management has two specific aims: he has to grant an accurate staff recruitment and manage several situations typically referable to tertiary sector, which are approximately here indicated as «critical areas», which will be analyzed further.

As asserted by Lovelock e Wirtz [2007], it is necessary to reformulate the old saying: «people are the most important resource»; right people are the most important resource, and on the other hand wrong people represent a debt which firms cannot easily free from.

Due to the importance of frontline staff in services organizations, there is the necessity to predispose a leadership style careful to the procedures of staff recruitment.

The decisional activity concerning human resources business practice occupies a considerable part of leaders' time, since it is the issue which with the most relevant implications.

L'attività decisionale riguardante le risorse umane, nella prassi aziendale, occupa buona parte del tempo dei dirigenti, a ragione del fatto che nessun'altra scelta implica risvolti altrettanto importanti.

Therefore, the procedures concerning the staff recruitment must be reconsidered on the basis of pivotal principles, which can represent a starting point to adapt the contingent exigencies of the case.

It is necessary that staff recruitment be founded not on verbally exhibited skills, but rather on effectively observed skills; in this perspective, the use of tests for the simulation of working activity and of evaluating tools is very useful [Noe *et al*, 2006].

In the selection phase, it is important that leadership be aware of the tasks, by virtue of the fact that the activities linked to services are anchored to unpredictable elements, such as immateriality and extemporaneity.

Even the number of candidates selected is relevant: after empirical demonstrations [Drucker, 2007], in order to take efficient decisions, a leader should evaluate from three to five aspirant workers, with the same basic skills required for the job.

In the present context, customers give more importance to the emotion provoked by consume than to consume itself; this evolution in tertiary firms implies an emotional and experiential exchange between employee and customer, for the whole duration of the service.

Followers accountability is the natural step which comes after this tendency; yet, if the leadership role is deprived of the control activity on procedures, the activity of staff selection is enriched thanks to the dysfunctional effect that inadequate workers can produce on organizations.

The second aim of tertiary organization's leadership is the management of some critical situations; despite their variability, they can have reference to some common situations, which are not exhaustive.

The specialized literature acknowledges the potential risk in all occupations which imply a direct contact with the public or an emotional experiential involvement.

The same physical nearness between supplier and user exposes the worker to a stress that often derives from the conflict role/person; this happens when followers are requested to have a behaviour compatible with their own motivations and personal skills.

Again, a possible remedy to this risk is related to a participative managerial style – if workers share objectives planning they will feel more at ease in their workplaces – and to an accurate selection of human resources, because there is a kind of stress linked to the absence of correspondence between competences possessed and those required by the job.

Beyond this delicate scenery, the role of leader of services organizations is enriched with an even more emotional feature, also by virtue of the fact that occupations with a high level of stress require figures who can absorb the excessive tension which could characterize some working phases.

In addition, the function of leadership has to take into account other principles for the objective of stimulating autonomy and creativity of workers.

The first aspect that the leader must consider is that every group dominated by unfairness is destined to not create.

In this sense, it is appropriate to promote a direct communication useful to stimulate creativity inasmuch as it allows workers to make clear with themselves ; learning through self-listening is not an unusual method [Drucker, 2007]: if the listener is the leader, the worker will be committed to represent the matter with the best clarity, so enlightening himself.

On the basis of this principle, the leader does not have to adopt the strategy of intimidating new

aspirant workers because creativity always implies a novelty: a new method, a new combination, a new approach, which are never generated by one only mind nor an only idea, but with a Newtonian approach, they develop with other views.

Confrontation of ideas can occur by both verbal and written form.

Written communication could facilitate less smart followers and new recruits; verbal communication is more direct but implies a major self-awareness because even the tune of the voice and facial mimics could influence the outcome of conversation.

In written and verbal communication a social network within the organization could be useful for at least three reasons: for the informality that dominates digital community, it facilitates the exchange of opinions and it relieves stress; it allows to obtain answers in real times, moreover if it is combined with a chat; it opens the mind toward new dimensions and it shows alternative perspectives, which is a basic condition to increase creativity.

In addition, the leader has to appreciate the follower's commitment, with real awards which do not necessarily have to be monetary. The monetary incentive is the useful tool make followers ask another one of it [Drucker, 2007].

The dematerialization of processes in tertiary firms, in fact, exposes workers to a high risk of dissatisfaction because they do not see the end product as a moral reward of the effort made; for this aspect, the word of the leader has a strategic importance: thanking workers for their sacrifice makes them feel gratified and it encourages them to overcome mistakes and to withstand the typical psychological difficulties of knowledge work.

Self-realization, which in the theory of Maslow [1954] is at the top of hierarchy, in the third millennium society is a more definite and spread ambition, because the nearest needs at the basis of pyramid are commonly satisfied, also for the motivations described in the previous pages, concerning a more comfortable lifestyle of consumers.

After this, self-realization cannot be considered the last step of human satisfaction, because it is a condition that opens the way toward other occasions of opportunity.

Generally, if the individual does not feel realized, is not able to perceive the emotional involvement that others feel for him, because since he does not appreciate himself, he unconsciously thinks that neither others could do it.

Consequently, he will think to not deserve neither entertainment nor fun, he will not allow himself any occasion of rest from work; the most immediate consequence is that he will build up stress, which – as it is known – provokes asthenia and general disinterest.

In the light of the considerations exposed up to now, the leadership of service organizations could be interpreted as the leadership of creative reflex, that is, focused on the creation of a positive feedback between leader and followers, so as to make them feel self-realized in the awareness that this emotional positivity could reflect also in the relationship with themselves and in the front office relationship with users.

6. Conclusive remarks

Does it still have sense talking of function of leadership in services firms?

Through a qualitative methodology in this work the answer to this question has been searched.

As cited at the beginning, the contribution starts from the awareness that in the present economics, services assume most part of GDP of advanced countries and also from the fact that the request of these latter is even more specialized.

It follows that the average user of services – moreover cultural, entertainment and high cognitive intensity services – shows the will to create a relationship with the employee/worker based on trust and experiential exchange.

The even more active and proactive role of customer has to carry tertiary sector organizations toward a review of the management principles.

In fact, from the study carried out it emerged how it is indispensable for these kinds of firms to give staff a specific autonomy, so as to make the relationship with customers fluent, and also to avoid the degenerative phenomenon which could arise from an excessive control; since it suppresses employees/dependents' initiative, it could cause frustration.

It is known that the emotional uneasiness of workers origins asthenia and creative inhibition, and even worse in services firms it implies the risk of relapses on the final user.

From this point, it has been observed how the leadership role should abandon the bureaucratic activity of control in order to give more decisional autonomy to human resources through a participative leadership style.

In fact it has been observed that the function of leadership in services firms has two scopes: the accurate selection of the right resources to be recruited and therefore the marginal role of orienting in some situations of tension which have been called in this study « critical areas ».

The specialized know-how of 21st century workers, together with the declared need of decisional autonomy of the sons of Y Generation [Meister, Willyerd, 2010], brought a part of the doctrine to think that when specific conditions will occur, organizations will not need any more leadership [Brafman, Beckstrom, 2007].

In other words, these organizations operate following the guidelines of a network organization, united by the sharing of knowledge and not animated by the desire of being each one the first, with a strong practical sense useful to produce millions of genial subjects, not needing geniuses, that is, wiping out the function of leadership.

In conclusion, our opinion is that the survival of firms without leadership is an utopia, inasmuch as firms base their existence on principles closer to the market than to the network organization.

Yet, it is clear that the function of leadership should be reviewed and adapted to the market, and in perspective it should be emptied of the repetitive alienating monitoring, in order to position close to workers creativity and think a leader who is even more mentor, coach, leader of leader.

In fact, when a leader leads a firm with emotional intelligence, passion and method, the difference between entrepreneuriality and art represents only a slight boundary.

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