

ABSTRACT

Identification and development of the leadership competences as demonstrated by managers of the high technology industrial enterprises

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The thesis is mainly aimed at identifying the leadership competences of managers in the high technology industrial enterprises as well as defining the methods and tools for their development. The research model adopted herein assumed that the success of the high technology industrial enterprises is based on the properly structured set of the managerial competences, covering the intellectual, emotional and managerial sphere, of direct impact on the development of key competences within these organisations, which could be shaped and developed with use of properly selected tools and methods. The performed research allowed for the achievement of the main aim as well as partial aims of the thesis, of the epistemological, utilitarian and methodological character as well as for the verification of the hypotheses set forth.

The thesis consists of the epistemological and empirical section. The former is divided into three chapters. In the introduction the author presents the determinants for operation of the contemporary enterprises as well as the central role of knowledge in developing the competitive edge. Further on, on the basis of the critical analysis of domestic and foreign literature, the distinctive features of the high technology industrial enterprises are highlighted as well as the areas are determined for development of the key competences that include: technology management, management of knowledge and organisational learning processes, creation of effective work environment, operational flexibility as well as management of inter-organisational relations. Finally, the analysis of the managerial competences has been performed in the aspect of the key competences development by the high technology industrial enterprises. As a result thereof the group of the leadership competences, as demonstrated by managers of the high technology industrial enterprises, was identified, covering the intellectual, emotional and managerial sphere, of direct impact on the key competences development by the organisations in question. The research performed indicated that among the most significant of them we may find: critical analysis and assessment, resources management, strategic perspective, vision and imagination, emotional resilience, intuition, communication skills,

inspiration for others, staff development and support, motivation, impact (influence on others), sensitivity, goal achievement, diligence and self-consciousness.

The empirical section presents the research methods and tools as well as stages of the research process. The two-component research model has been applied for the execution of the main thesis purpose. In the first part the focus is laid on examining the key competences of the high technology industrial enterprises as well as identifying the leadership competences manifested by managers of the enterprises under analysis. This process has been implemented in three stages. In the first stage, the author, on the basis of the critical analysis of substantive literature, defines the main characteristics of the high-tech industrial enterprises. In the second stage, with use of the interviews held with eleven managers of the selected enterprises representing the aviation sector, it has been identified which of these distinguishing features of the organisations of this type are of key significance for developing the lasting competitive edge. In the third stage, with use of the expert panel held among the group of nineteen experts representing both the academic world and the trade, the key competences of the high technology industrial enterprises, operating in the aviation sector, are distinguished on the basis of the areas indicated in the stage two. The second part of the research, based on the questionnaire distributed among one hundred forty three top- and mid-level managers in the aviation enterprises located in the Aviation Valley (the largest Polish aviation cluster), diagnoses the leadership competences for managers within the companies of that type. Then they were analysed in the aspect of developing the key competences by the organisations managed by the executives under examination. The empirical part of the thesis is concluded with the discussion of results of the performed empirical research in terms of achieving the thesis partial aims, as defined at the beginning, as well as the measurement of research reliability.

The findings and conclusions deriving from the empirical research formed a starting point for the search for methods and tools for shaping the leadership competences as demonstrated by the managerial staff of the high technology aviation companies, which has been presented in the fifth chapter of the dissertation. Finally, the author presents the conclusions of the epistemological, utilitarian and methodological character as well as indicates the directions for further research.

The thesis has filled in the knowledge gap pertaining to the leadership competences of managers in high technology industrial enterprises operating in the aviation sector, of direct im-

pact on the development of key competences by the analysed organizations, also with reference to the methods and tools of their formation.