

THE ROLE OF SITUATIONAL LEADERSHIP AND ITS INFLUENCE IN THE MANAGEMENT OF DILEMMA, STRATEGIES AND POSSIBILITIES IN ORGANIZATIONS

MAXMILIANO DA SILVA SOARES

SUMMARY

This is an organizational attribution of the leader and how it influences conflict management, its dilemmas, strategies and possibilities in the situational context. When choosing the topic, we will relate how the leader's behavior is capable of influencing the decisions of the group in conflict, which directly affects the result expected by the organization. Justifying, it is known that for the team to deliver the results desired by the organization, it is a dominant factor that the leader is endowed with skills, knowledge and attitudes, which stimulate the team's commitment and engagement. A bibliographical search was carried out in academic databases. The analysis of the responses made it possible to prove that employees motivated by consensus are of great importance for a company. Without a doubt, the leader has an essential and fundamental role in this case, as he has the power to influence employees both positively and negatively. The success of conflict resolution in a company depends on the commitment of people and the leader has to know how to develop the skills to deal with his team, learn to make decisions in different situations, gain the space and respect of his team for resolving issues. conflicts. **Keywords:** leadership, influence, dilemmas, strategies and conflict resolution.

ABSTRACT

It addresses an organizational attribution of the leader and how he influences conflict management, its dilemmas, strategies, and possibilities. In choosing the theme, we will report how the behavior of the leader is able to influence the decisions of the group in conflict, which directly affects the outcome expected by the organization. Justifying, it is known that for the team to deliver the results desired by the organization, it is a dominant factor that the leader is endowed with skills, knowledge and attitudes, which stimulates the commitment and engagement of the team. A bibliographic research was carried out on the academic bases. The analysis of the answers allowed to prove that employees motivated to the consensus, being of great importance for a company. Undoubtedly, the leader has an essential and fundamental role in this case as it has the power to influence employees both positively and negatively. The success of conflict resolution in a business depends on people's commitment and the leader must be able to develop the skills to deal with his team, learn to make decisions in different situations, earn space and respect his team for resolving conflicts.

Keywords: leadership, influence, dilemmas, strategies, and conflict resolution

1. INTRODUCTION

Leadership is the art of leading people, attracting followers and influencing the attitudes and behaviors of their followers, the initial question of which is to identify the role of leadership in this sense. Therefore, the general objective of this discussion is to encourage the leader as a conciliator of conflicts in the administration. To achieve this, it is necessary

present general concepts of leadership and leader; present dilemmas and conflicts, strategies and possibilities of the leader in this sense (NASCIMENTO; SAYED, 2002).

This article discusses how the leader's behavior is capable of influencing the resolution of conflicts within his team, and how it directly affects the result expected by the institution or organization.

We know that, for the team to deliver the results desired by the institution or organization, it is a dominant factor that the leader is endowed with skills, knowledge and attitudes, which stimulate the commitment and engagement of his team.

It is justified that the true leader attracts followers, does not give orders, but makes people want to work with him, stay in the team and be engaged. In this article, research will be carried out to relate how the leader influences attitudes and behaviors, which makes those led have a certain *mindset* so that they carry out certain tasks, comply with processes, norms, rules, participate, and are aligned with their values as a leader and the values of the institution or organization.

The methodology was carried out through a literature review based on articles, magazines, and publications on this subject, being, therefore, of a qualitative and descriptive nature.

2 DEVELOPMENT

2.1 LEADERSHIP AND ITS CATEGORIES

Leadership is the art of leading people, attracting followers and influencing the attitudes and behaviors of your followers. When the leader leads people, he gives focus, direction and goals. A true leader attracts followers, does not give orders, but makes people want to work with him, stay on the team and be engaged. And when it acts to influence attitudes and behaviors, it causes people to have a certain influence to motivate certain tasks, and to comply with processes, rules, general norms and participate in the company's values.

The performance and success of the sales team will directly depend on the leader's attitude, because when he leads inappropriately, the team's engagement and return greatly decrease. In this sense, psychologist Angela Duckworth and author of the book *Grit - The*

power of passion and perseverance throughout his studies he encountered several leaders, who made persistence and passion for long-term goals greater than average, at an unusual level. She created a matrix that shows the levels of support and demands that the leader can occupy in relation to the team.

2.1.1 Negligent Leader

This type of leader has low support and low demands. The leader at this level is absent. He does not provide support or demand, therefore there will be low engagement, low results.

2.1.2 Permissive Leader

This type of leadership has high support and low demands. The leader at this level is the “big daddy” or “big mom” of the team. He is the one who supports and rarely scolds, “puts his hand on his head”, always tries to help and solve problems. When necessary, he even breaks rules and regulations to help. This type of leader has high engagement because of their attitude, however, the results are low. When high and ambitious goals are set, the company employee will not have support.

2.1.3 Authoritarian:

This type of leader has low support and high demands. The leader at this level is the opposite of the permissive, he is the bossy one. You know that story about “I don’t want to know if the duck is male or female, I want the egg?” This is the authoritarian leader. He orders without explaining why, he wants results and will demand a lot from the team, but giving little support.

2.1.4 Democratic leader

This type is the one with high support and high demands. This is the level of a true leader. This is very demanding, especially in relation to development, commitment and delivery of results, but it also provides a lot of support for the team to be engaged.

2.2 THE DIFFERENCE BETWEEN MANAGEMENT AND LEADERSHIP

There is a difference between being a boss and being a leader. The boss commands and the leader is the one who encourages and involves the team towards success. Bernardinho (2006) emphasizes that the leadership lesson is not an autobiographical work, but rather “a story of leaders and leadership built from observations, theories and concepts, assimilated along the way alongside large teams”. In his book he teaches some lessons about planning and leadership that can very well be used within a company:

- Planning must aim at feasible goals. Ambitious, but achievable. If this is not the case, frustrations will inevitably come.
- It doesn't matter the size of your talent. If you are unable to be part of a group in a community and if you give more importance to the 'me' than the 'we', you are doomed to failure.
- The leader's mission and his contribution of seeking the best from each person often contradict interests, but he must follow his convictions without seeking popularity, but rather the best for his team.
- It is essential that the leader intensely monitors his relationship with company employees in moments of success. (BERNARDINHO, 2006. P.14)

It is not enough for the leader to be committed to his followers, the institution or organization must share this stance. Otherwise, all your efforts may fail.

2.3 THE LEADER'S ROLE REGARDING PERFORMANCE

Chiavenato (2008) states that you can only achieve goals and exceed objectives through the people you work with. The leader must rethink the management model he has and the company's corporate culture and focus on people as business partners and not as simple subordinates or workers.

According to Chiavenato (2008) the concept of leadership can vary from author to author and within organizations it can have some different meanings, "it appears that most authors conceptualize leadership as a process of influence of an individual over another individual or group, with a view to achieving objectives in a given situation”.

Organizations are made up of people, with different feelings and rational motives, subject to the forces of the environment that influence motivation, relationships and leadership, among other dynamics that motivate the behavior of human beings and the group in which they are located. Thus, institutions can complement their motivational policy with

starting from motivational leadership, allowing company employees to choose their monitors within the institution.

However, bad leadership has been a major problem in all activities of a person's life, even in their personal relationships, and greatly harms the organizational climate of a company. Combating exaggerated pressure in the work environment as much as possible is necessary (KOUSES; POSNER, 2001).

2.4 THE ORGANIZATION'S CHOICE OF THE LEADER.

The practice of leading has always been an opportunity to get to know oneself, study and learn other activities and can be seen as promotion and punishment, depending on the case, if employees return from companies in the initial stages of their entry in order to improve the foundations of their technical knowledge, and then return to the place where they are today (KOUSES; POSNER, 2001).

Some people are placed to be a leader just because of their boss's affinity with him, without knowing if he has the natural vocation to be a true leader, and this is the wrong way. Figure 1 shows the wrong way to choose the person who will lead:



Figure 1 – the wrong placement of a leader.
SOURCE: OLIVEIRA (2017)

The wrong choice of a leader is selected with the evasion of good employees from the companies of an institution or organization. The motivations for dismissal must be diverse; Functional actors can request dismissal due to lack of satisfaction

with leaders or colleagues. Kouzes and Posner (2001) indicate that the motivational policy within any business enterprise can experience a lack of motivation, or persecution from ill-intentioned leaders, and no longer have better professional overlap.

Thus, depending on the organization of its personnel, the ability to motivate is imposed in this regard on the leader, promoting a certain instigation by the voluntary withdrawal of less qualified employees in order to clean up their staff, as a strategy.

Nowadays, with the great accumulation of Institutions in mere practical HR activities, that is, Human Resources, more precisely in the activity of managing people, managers are therefore faced with the need for frequent assessment of their leadership, due to the main reasons or motives that promote or lead a good employee of the Organization to leave, and in the same way, identify in this evasion, which elements promote or lead to this vacancy (KOUSES; POSNER, 2001).

With an exclusionary labor market understood today, in terms of being fully competitive, and in the same way with increasing pursuit of permanent quality indices, employees with a certain degree of professional quality are the most welcome. What becomes difficult in maintaining a perfect company employee is leadership that does not become aligned with them (idem).

Kouses and Posner (2001) understand that the Human Resources agent who recruits can give credit to a strong personality and having good technical professional training, or not having the skills considered essential, which are then required through training, in order to may not perform good leadership well.

After choosing the leader, it may be clear that the chosen one did not have a profile correctly arranged in order to face the situation of leading people, as the assignment in which he was chosen, may have only been in the event of fact and not on merits. There are still dilemmas with training, with company employees not receiving excellent training to know how to lead.

2.5 THE LEADER'S ROLE IN FUNCTIONAL MOTIVATION

Continuously, it is possible not to motivate and even demotivate, as Chiavenato (2008) indicates that in People Management, the majority of them, when in an organization or space

work collective, tend to be quickly demotivated, and especially when they are not offered a good friendly production environment, and the performance of their tasks, even the easiest ones, which becomes quite complicated when the leaders are frowned upon.

According to Chiavenato (2008, p. 88), leadership principles can vary between authors and within organizations they can have some different meanings, "it appears that most authors conceptualize leadership as a process of influence of one individual over another individual or group, with a view to achieving objectives in a given situation".

Organizations are made up of people, with different feelings and rational motives, subject to the forces of the environment that influence motivation for work, new relationships and synergy with those in leadership.

Further on, it is clear that, among other dynamics that motivate the behavior of human beings and the group in which they are located. There are, however, several leadership styles and their applied principles, such as affective, authoritarian, democratic, liberal, coaching, directive, modeling, participatory, visionary leadership, among others.

Below, we discuss how leadership principles can be seen as invoked in the face of dilemmas, strategies and possibilities that leadership needs to know, study and implement to improve collective work environments, whose dilemmas always arise requiring immediate responses.

2.6 LEADERSHIP DILEMMAS IN CONFLICT MANAGEMENT.

We know that, for the team to deliver the results desired by the institution or organization, it is a dominant factor that the leader is endowed with skills, principles, knowledge and attitudes, which stimulates the commitment and engagement of his team in solving dilemmas imposed in all types of institution or organization.

Given the principles, some dilemmas arise, such as high turnover due to a leader and conflict management. The high turnover of employees in a given company in any type of segment is considered an aspect that needs to be taken into account by large and small business institutions when determining their strategies. Attributing loss to good talent is always harmful, as profitability, productivity and history are lost. Kouzes (2001) indicates that workplace dynamics can

experience a lack of motivation, or in the worst case scenario, persecution from ill-intentioned leaders, and no longer have a better overlap with the professional side.

However, institutions show awareness that none of them are irreplaceable, no matter how much expense they may generate in order to run a business venture, it is a real fact that needs to be resolved.

Kouses (2001) understands that the recruiter can give credit to a personality who has good technical professional training, or who does not have the skills required for the position and may not perform good leadership well.

You can continually become demotivated (people tend to become demotivated very quickly) especially when they are not offered a good, friendly production environment, and carrying out easy tasks becomes quite complicated when leaders are frowned upon.

According to Nogueira (2010), leadership involves questions related to the coexistence of functional actors with their personalities, values, cultures, and several different interests. In sales organizations, this situation can be accentuated by various technical or personal issues, or due to the differentiation of bonds and interpersonal work relationships that generate various conflicts.

It is clear that the role of Human Resources may be to pay attention to the subsequent transformations in the organizational climate promoted by the leader, and likewise the reality of the people who make up the institution or organization (OLIVEIRA, 2017)

Continuously, the dilemmas observed in relation to the greater level of staff contentment with the leader must begin at the time of recruitment and choice of this leader.

Therefore, it is necessary to investigate and discover the causes of dilemmas, having done this, plan the solution through some strategies that can be used to resolve them. Below, the next section presents and analyzes some strategies that can be invoked in this regard.

2.7 STRATEGIES FOR RESOLVING DILEMMAS IN LEADERSHIP AND TEAM MANAGEMENT.

In the future, strategies can be imposed when conflicts are discovered and in this sense, It is assumed, in the view that conflict will occur whenever disagreements exist in a

social or economic situation with or in relation to very important issues such as the organizational climate.

In the traditional view, it is understood that all conflict is not good and that it should be avoided. Conflict, in this view, is seen as dysfunction resulting from communication failures, including a lack of trust between the functional actors of a group and a failure of managers to meet the needs and desires of their employees. One of the strategies that can be used is good competition,

[...]In this case, competition can only be fruitful if it is open (everyone wins), since, in closed competitions, one person wins over the other, which can lead to destructive conflicts. Thus, conflicts can be categorized into three basic types: arguments, competitions and conflict itself. The first two can be considered beneficial or fruitful, while the third is dangerous. (MARTINELLI, 2002, p. 17).

According to Martinelli (2002), conflicts can be mitigated with an increase in interpersonal relationships, on the contrary, if there is no mutuality, some issues arise involving differences in age, sex, values, beliefs, due to lack of material and financial resources, due to differences in roles.

According to Chiavenato (2008, p. 210), another list of guidelines for resolving conflicts is presented, related to the level of severity at which each one occurs. For the aforementioned author, conflicts are categorized into:

a) The Conflict experienced: when the conflict causes feelings of hostility, anger, fear, distrust between one party and another. It is the so-called veiled conflict, when it is dissimulated, hidden and not clearly manifested externally. Conflict is manifested: when the conflict is expressed through active or passive interference behavior by at least one of the parties. It is called open conflict, which manifests itself without concealment.

It is understood that conflicts can be perceived or identified by the leader clearly when observing the parties involved, or remain hidden in it, without any type of manifestation regarding them occurring. The solution is to identify, convene the parties and discuss in consensus. Finally, resolving conflicts opens up some doors that can be called opportunities, which are evidently followed in the next section of this outline.

2.8 METHODOLOGY

The data was organized through research in which a bibliographical study is carried out, using available materials, such as books, handouts, articles and texts

published on websites that address the subject, as can be seen below, the instruments used for this purpose can be better highlighted below in table 1.

INSTRUMENT USED	DATA TO BE OBTAINED
Exploratory reading	All material was studied, read and re-read slowly and reflectively.
Focused reading	The paragraphs and chapters that were relevant to the work were focused on rereading.
Recording notes	Highlights and markings were made in the texts to record what would actually be transcribed to work.
Comparison Analysis	Soon after transcribing the material, the authors' opinions regarding the problem.
Deducing the answer to the problem search.	Analyzing all the authors' opinions, it was necessary to make hypothetical considerations judging the answer to the problem of research.
Proof of the chosen deduction.	A brief explanation was carried out through the triangulation of primary data (comments) from the research bibliographical (secondary).

TABLE 01 – DESCRIPTION OF INSTRUMENTS. Source:
 Own elaboration based on Markoni and Lakatus (2013)

In this way, we sought to support the research through the arguments of the chosen authors and issue results, which will continue.

2.9 PRESENTATION AND ANALYSIS OF RESULTS

In order to understand the possibilities that can be taken advantage of after resolving dilemmas in leadership and team management, it is assumed that the true leader who solves the team's problems attracts followers, does not give orders, but makes people want work with him, stay on the team and be engaged.

It will be stated that you can only achieve goals and overcome objectives through the people you work with after conflicts have been resolved. The leader must rethink the conflict management model he has, and the company's corporate culture and focus on people as partners, aiming for a greater sense of team. An individual who acts as a "boss", after being with a united team, has the possibility of developing the individual potential of the company's employee. He imposes and demands results, often pressuring, harassing and encouraging those he leads to show their potential. In all organizations and where team production work is required, it is necessary

taking into account the human element is what participates in production through the unions of particularities that each one has and can offer to the other.

Associations at work allow turnover to occur in a natural way, because when company employees overcome the threshold barriers of their tasks and go to help other colleagues in other activities, they are facilitating their journeys to these.

It must be understood that, after the conflict has started, it is necessary to use well-adopted strategies and actions, so that that moment can be transformed into a motivational one for the group, and at this moment, it is necessary for the interference of at least one of members who take the forefront of the solution and encourage the group to think that this moment is an opportunity to discuss relationships (CHIAVENATO, 2008).

After choosing the leader, it may be clear that the chosen one did not have a profile correctly arranged in order to face the situation of leading people, as the assignment in which he was chosen, may have only been in the event of fact and not on merits. There are also dilemmas with training, with company employees not receiving excellent and correct training to lead (KOUSES, 2001).

Therefore, when we say that when we talk about the leader being able to transform conflicts into possibilities, we are referring to a capacity that all organizations can develop through their integration, since, if the group is not united and does not seek first resolving their differences will be practically impossible for this transformation to occur.

3 FINAL CONSIDERATIONS

In light of the arguments, it is worth noting that it is clear that conflicts exist in all organizations, after all, it is the human element that operates in this community and every human being has limitations and potential. Discovering limitations and emancipating possibilities must be one of the greatest qualities of a true leader.

It is clear that, after uncovering the dramas, conflicts and dilemmas imposed, a strategic plan can be drawn up in order to resolve them. In this sense, bringing the team together and encouraging consensus can be a very fruitful idea. Then, action can be taken and the group's problems resolved. Finally, after the conflicting problems have been discovered and resolved, the team will truly be united and will be able to develop its possibilities. He is

It is clear that the leader's role is to make it possible to transform such problems into organizational strength, and in this sense, applying the principles of leadership is one of his greatest needs.

REFERENCES

BERNARDINHO. **Turning sweat into gold**. Rio de Janeiro: Sextante, 2006.

BLANCHARD, Kenneth; ZIGARMI, Patrícia and ZIGARMI, Drea. **Leadership and minute manager**. Rio de Janeiro: Record, 1986.

CHIAVENATO, I. **People management: the new role of human resources in organizations**. 3rd ed. Rio de Janeiro: Elsevier, 2008.

CHIAVENATO, I. **Managing people**. 4th ed. São Paulo: Prentice Hall, 2002.

DUCKWOTH, Angela. Claw - **The power of passion and perseverance**. 1.ed. 2016.

KOUZES, James ME and POSNER, Barry Z. **The Leadership Challenge**. Rio de Janeiro: Campus, 2001. 10. ed.

LAKATOS, E. Maria; MARCONI, M. de Andrade. **Fundamentals of scientific methodology: Research techniques**. 8 Ed. – São Paulo: Atlas, 2013.

MARTINELLI, PD **Business Negotiation: systemic approach and strategic vision**. 1st ed. São Paulo: Manole, 2002.

BIRTH, IN; EL SAYED, KM **Conflict Management**. 2002. Available at: http://www.someeducacional.com.br/apz/gestao_conflicts/4.pdf>. Accessed on: November 30, 2020.

WALNUT; AJFM **Labor relations in the public sector**. 2010. Available at: http://www.pucsp.br/eitt/downloads/III_Ciclo_Arnaldo_Nogueira.pdf>. Accessed on: September 30, 2018.

OLIVEIRA, Thais Fátima L. **Understand staff turnover**. 2017, available at <https://www.rhportal.com.br/artigos-rh/rotatividade-de-pessoal-turnover-2/> accessed on 12/17/2020.

SCHIEFER, U.; TEIXEIRA, PJ; MONTEIRO, S. MAPA - **Facilitation Manual for the Management of Participant Events and Processes**. Estoril: Principia, 2006.