Leadership And Project Management in Politics

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Abstract: Project management in politics, defines the project concept, project activities and analyzes the composition, structure and functions of project teams. Identifies leadership styles, project manager personality types, and the importance of project management in policy activities and processes. Project management in politics is the fulfillment of long-term political interests and goals through people, political means and institution. It involves the organization, planning and control of project-related resources, along with the constructive interpersonal relationships developed by project participants and those from other institutions. The team leader is "the central figure" who organizes, directs and coordinates the work of the project team members, motivates the members and resolves conflicts, all with the aim of realizing the project.

Keywords: Politics, Project management, Teamwork.

1. Introduction

Project management in politics is the fulfillment of long-term political interests and goals through people, political means and institution. It involves the organization, planning and control of project-related resources, along with the constructive interpersonal relationships developed by project participants and those from other institutions. The team leader is "the central figure" who organizes, directs and coordinates the work of the project team members, motivates the members and resolves conflicts, all with the aim of realizing the project. He must engage, organize and manage communication in the organization. A leader must be a good communicator, have the potential to lead people, power, purpose and clearly defined direction which will achieve it. There is no ideal leader, but choosing a leader comes from situation to situation. Project planning activities require a lot of time, but, in the long run, this saves time and amount of effort and work invested, reducing risks. Project management enables focus on priorities and goals, monitoring implementation, adapting to change, and controlling the results achieved. The characteristics of the project are:

a) defined lifespan,
b) defined and measurable results,
c) designated resources (people, time, costs) as well
d) Organizational structure with responsibilities defined in the project management.

The project is defined as a "temporary, in organizational terms - ad hoc organization" needed to achieve the planned goal. Defining a vision is basically an idea of what something will look like in the future, expressed in a way that is understandable to everyone and that builds a sense of

commitment from those who will be working on the project. It is not necessary to engage many people in the vision setting process. Then, when defining the political vision, it is necessary to define precisely the goals and thus determine the way in which the work on the project will be monitored. In the project cycle, some stages of the so-called project documentation. (Tichy N., 1996) Project planning begins with a clear understanding of the vision and an emphasis on what the project aims to achieve. The main part of the project documentation, which contains all the necessary elements (view of the current situation in the environment and the area in which the project is carried out, analysis, proposals, work plans, budget ...) is the project proposal, based on documents the following:

- Project Initiation Document (PID) and

- Term of Reference (TOR)

The budget is an important part of the project documentation that should indicate the costs for all activities planned in the budget. Furthermore, the budget serves as a guide and control mechanism during project implementation. When project implementation begins, the money is spent in the manner and time specified by the budget and project proposal. Political risk analysis involves identifying all the risks that may arise in the project, assessing their impacts and, which is also important, the actions that will be taken to reduce or neutralize the risks. Risks are assessed in relation to the results we want to achieve. Risks can be divided into short-term and long-term. Short-term means immediate impact, e.g. a change in the need for certain regulations, and a long-term risk is a change in the strategy and key members of the project team.

1.1. Project Planning

Project planning is a process that results in the development of a plan that enables the project to be managed and completed successfully. Some time is devoted to planning and during the project implementation phase. The result of planning is:

- that all the tasks required to carry out the project must be identified, as well as their purpose and structure;
- interdependence for all tasks and groups working on the project;
- identification of all risks that may arise in the project;
- plans according to which the project will be carried out;
- the way in which it will ensure that the realization of the project achieves results (control mechanism).

a) Stakeholders in the project

The project manager is responsible for the entire project. Working on a project requires a lot of participants with whom the project manager should have good connections. Stakeholders need to be involved from the outset. Not all of them have the same meaning, so it is necessary to identify the ones that can significantly affect the project.

b) Assembling a project team

The required staffing process means that a professional profile for each team member is defined for each activity, then specific persons are selected who meet the criteria of the given profile, and also the required time is determined. In any team, it is necessary to have team roles, ie. the role of team leader, senior executor or executor. There are different divisions of roles within a team that team members take on according to their character traits and personal characteristics. If a role is missing, the project manager should take it. A successful project manager is not only a manager but also a good leader. This means he inspires and guides his collaborators and is flexible in applying different management styles.

c) Definition of activities

The purpose of this phase is to determine precisely the list of activities, individual responsibilities and deadlines for fulfilling the plan.

g) Sustainability of the project

In order for a project to succeed before you start work, you need to make sure it is likely to succeed.

d) Evaluation of the plan

Regardless of how well the plan is constructed, it is necessary to identify potential barriers to each activity and study their impact. Those outside of it can be helpful in the process. They can first see and give the team a chance to defend it.

1.2 Project Implementation

Forming a team, the manager is obliged to present the program to all team members. All members should be given the opportunity to ask questions. Team members need to know what the significant steps in the project are, what their role will be and what their specific responsibilities are, in order to be motivated to achieve the goals.

a) Leadership

Each team member is a person to himself. The project manager must know and study each one individually in order to implement the style and manner that suits that individual. Leadership styles also depend on how long the project manager has. Development of team spirit. To be successful in a team, individuals must learn to work together.

If all team members are familiar with what does what and who is responsible for what, then there is no reason for conflict and misunderstanding. Team meetings should serve to praise all team members and strengthen team spirit. We distinguish several stages in team development:

- formation phase,
- sleepiness,
- performing,
- rating and
- transformations (high persormouse)

b) Team decisions

A decision-making procedure must be established. This way, team members will learn to respect it, which will speed up the whole process. One of the appropriate principles in the decision-making process is the safe principle.

c) Communication plan

All team members should have access to timely information and it should be updated and recorded regularly. As you work on a project, a large amount of data is displayed that can be used not only during this project, but also for several other projects. Team members are required to regularly submit information in all forms in which they possess it (printed, electronic form).

d) Project team meetings

Meetings are held regularly to discuss progress and progress towards deadlines. These meetings should be held in order to develop team spirit and familiarize all team members with the current state of the project. Meetings are held once a month, but also on important dates related to the plan. A precise definition of the beginning and end of the meeting is needed. It is necessary to determine which topic will be devoted to and for how long.

1.3 Monitoring and Control of Project Activities

The monitoring system should be set up so that potential problems can be easily identified in order to respond to them in a timely manner, monitoring progress, enabling communication between all actors. Stakeholders in the project and team members in order to correct any deviations from the plan. An integral part of each team member's job is the ongoing preparation of monitoring reports.

a) Project control

Project control means process and result control. Process control refers to compliance control with anticipated participation of all stakeholders. Results control means the verification of the achievements (results) achieved in intermediate phases, after the completion of each phase or the final completion of the project. The audit can be performed by members of the audit team within the project implementation team: team leaders, project manager, project supervisory board. In case the project is funded by other institutions, it is possible that the control of the project progress is performed by the representatives of the mentioned institutions.

b) Project management

Every plan, no matter how perfect, when the realization begins, many problems arise. Team members should be encouraged to talk about problems and learn to use certain problem-solving techniques. Changes are inevitable in the project, so flexibility is important. Prior to any change, its impact on the project should be studied and the schedule, budget and resources reviewed. Alternatives should also be considered if there is any other way to achieve the project objectives. Stakeholders and the contracting authority must agree to the changes.

c) Evaluation

Evaluation is the evaluation of what has been achieved and can be done based on defined criteria, norms or skills. The evaluation can be done before the start of the implementation and after the completion of the project. The evaluation can be performed by someone inside or outside the organization. It can be done by donors, executors, participants or the environment.

1.4. Project Teams

A team is a specific type of smaller group that has common interests and goals. We can define it as a group whose members have complementary skills and are gathered around a common goal. he or a group of work goals, for the achievement of which they are equally responsible. For a group, we can say that it is a group of individuals who share a significant characteristic that influences the behavior of members of that group. The first difference is that in a group performance as a rule depends on the performance of each individual. Team performance depends on individual contribution and the product of collective work - the overall result of all team members working in harmony. Another change is related to the issue - on which the responsibility of the business rests. Group members will pool their resources to achieve the goals, although individual performance is measured when awards are given. They do not accept responsibility for the results of anyone but themselves. In contrast, teams focus on individual and shared responsibility. They work together to create an outcome (a product, service or decision) that represents their overall contribution, and each member shares responsibility for that outcome. One of the main differences is that in a group, each member is responsible for his or her work to the supervisor, and in a team, members have a responsibility to each other. The third difference - while group members have a common goal of interest, team members have a common commitment to a political goal. These goals most often refer to winning in some form, such as, for example, being first or best in elections and the like. The members of a team who, with a united force, are directed towards high goals, are bound by specific work goals and invest a large part of themselves in the work of this team. According to Morman, teams are categorized into several common types that vary based on three dimensions.

a) The first has to do with its task or purpose. Looking at it, we can divide them into ad hoc teams or teams for improvement and development. Work teams are mainly concerned with the work done by the organization. In order to effectively achieve their goals and results, they use the resources of

a political organization or institution. Advancement teams are mostly task-oriented, increasing the efficiency of the process used by the organization.

b) The second dimension has to do with time. In this regard, we can divide them into temporary and permanent teams. Temporary teams are established due to a specific project with a fixed deadline. Once they complete their task, they disband (for example, the temporary election marketing teams). Standing teams remain intact as long as the organization operates or switches to another mode of operation that does not involve teamwork.

c) The third dimension concerns the connection of the team with the general structure of the political authority of the organization. The team structure analyzes the organization, schedule and sustainability of the existing political group. The structure can be presented as an analysis of the positions, roles, interpersonal relationships or systems of reaction of group members to the broader political events in society, in a given political organization. For the formation and existence of the team, the goals for which the group was formed are primarily important. Each team has its own characteristics: the complexity of the team, the intensity of interpersonal relationships, the impact of the team on the overall organization, the formality of team membership and the duration of the team (short-term and long-term). Each team has a well-known political or marketing identity, including a political image with all the characteristics.

1.5. Team Political Work

This means "a special form of formal organization of the joint work of a smaller or larger number of people, who are connected with defined political tasks and goals, planned work and the same motives and the same or approximately the same interests ", and in a broader sense the relationship of one member to another and their behavior that creates a climate in teamwork.

Team design depends on the organization and experience in practice has shown that well-conceived and successfully organized teamwork ensures positive synergies in politics. In other words, it turned out that well-designed and incorporated teamwork enhances the political positioning of certain subjects in political life. In addition to good design, other appropriate prerequisites are required for the efficient work of the management team:

a) Incitement to disagreement;
   b) Avoiding effective conflicts;
   c) Education of focused activity;
   g) Encouraging creative thinking;
   e) Integration in teamwork and
   f) Ensuring open communication.

   2) Management teams

   A management team is a collegial body composed of three or more members, whose task is to maintain or participate in the management of a political entity. These are most often steering, executive and supervisory boards, and can also be considered committees that have been set up as working bodies at midnight to prepare and propose important decisions. Management teams have improved the management process and simplified the decision-making procedure, improving and making the decision-making process more efficient.

   These teams have the following roles:

a) Appointment of the General Director;
b) Participation in the election and appointment of deputies;
c) Making strategic political decisions;
d) Sustained implementation and adoption of appropriate general policy acts, documents and the like;
e) Approval of long-term political action plans;
f) Strengthening the reputation of a party and political institution.

   The management team should consist of competent, responsible, capable, reliable, respectful and diligent people, of various professional profiles, certainly with the necessary ideological and political legitimacy. The superiority of team management stems from the wealth of knowledge, skills and abilities of its members. The professional and moral qualities, attitudes and interests of

the skills and abilities of team members should be consistent with the desired personality profile. Problem-solving teams are created, organized, directed, directed and controlled by the management of a political party, in the case of the National Assembly, and are organized by a special decision in the form of a Commission of Inquiry. It sets out their goals and tasks in advance, as well as the composition of the team, appoints members, taking into account that the team includes proven experts, competent and authoritative individuals, persistent and capable. of that profile and rich experience in public and political life. Problem-solving teams are not permanent, but temporary bodies of experts or experts of the Political Council or the Presidency of the party and last only until the problem is solved or in some way "bypassed". In order for teamwork to work successfully, it is necessary to design a well-organized team and this is done through the following activities:

a) Defining social, political and other roles;
b) Defining the concept and composition of the political team;
c) Training;
d) Defining the concept of work;
e) Remuneration of team members;
f) Building and strengthening trust.

A successful policy team should include the following components and:

a) Innovator;
b) Promoters;
c) Analysts;
d) Organizers;
e) Manufacturer;
f) Controllers;
g) Supporters;
h) Advisors, as well as
i) Integrators

Innovators are thoughtful and creative members who always invent better or optimal solutions mainly in terms of vision and strategic activities. Promoters are people who quickly see the important from the trivial, which is very important to the actors of the political process. Their goal is to recognize smart ideas and rational proposals with the help of their gift gained and born and to promote them. They are very communicative and easily make contact with people, especially those who think differently. Analysts are well acquainted with political events, but also professions and science. The goal is to make wise and thoughtful rational decisions, and in political rationalization this can only be achieved with a detailed analysis of all decisions made and possible. The organizers are people of action. Their task is to organize team members to do what they are in charge of, to monitor, organize and implement the activities of the political team as a whole and to create a favorable environment. Manufacturers are talented individuals for political marketing. Their task is to place the results of teamwork in public as successfully as possible. Controllers are individuals charged with control, ("political correctness") to do everything according to the law and to respect valid standards, not to violate the usual criteria and norms. Supporters spread positive energy by contributing to creating a favorable climate in the team. They encourage, encourage and mobilize those members who express distrust. They are very important in the work of political coalitions and alliances. Counselors can determine exactly what is beneficial and what is harmful to the team and its members and should use their advice and experience to prevent making wrong and harmful decisions. Integrators are responsible for everything that works properly, namely, the management of political conflicts. They unite people and reconcile, unite and integrate. Their purpose is to keep political conflicts under control.

b) Defining the team

The concept and composition of the team determine the planned political goals and tasks. Depending on the activity in which the team will be engaged, the number and structure of the necessary staff is evaluated, in order to represent all the roles necessary for the team to function

successfully. Recruiting people for this should be handled with care because people vary in many ways, such as: characteristics, level of education, habits, aptitudes, flaws, virtues, job skills, talent and others. The team conceived and conceived incorrectly and inadequately cannot function and function successfully. Team members should not perceive each other as competitors and rivals, but as friends and collaborators in the same business.

d) Training

In order for the newly formed team to work successfully, proper preparations and training are needed to enable membership in teamwork and quality execution of the undertaken obligations. Training is a type of training of team members which confirms existing and acquires new knowledge, improves existing and practices new skills, tests existing ones and develops new skills.

d) Defining the concept of work

The work team should have a well-defined and well-defined concept of its action and activities first and foremost. Working team members need to know how and when to behave, how to react to certain situations, and how to protect themselves from external and other challenges and influences. A good concept means an accurate explanation of the way each team member works and acts, individually and the team as a whole.

d) Remuneration of team members

It is necessary to find the right measure and balance the reward system so that everyone is satisfied.

e) Building and strengthening trust between team members

One of the most important factors of work and successful operation the dream of a work team is the trust among its members. Trust is built, earned and nurtured. Team members are valued and respected for the results of previous and ongoing work for proven skills and qualities, for proven authority and integrity. The degree of trust depends largely on the integrity, competence, perseverance, loyalty and openness of the people who build and nurture it. However, teamwork is not ideal so it has its advantages and disadvantages. mainly, its advantages are manifested in the results that teamwork achieves. Teamwork increases work motivation, increases work productivity, increases political flexibility and sustainability, improves skills and abilities, increases loyalty and goals, improves communication, creates a sense of satisfaction and security. In addition to the many advantages, teamwork also showed certain disadvantages: stress and frustration, limiting leadership development and the fear of oversaturation with teamwork.

2.   Project Leadership and Management in Political Life

2.1 Leadership (Concept and Function of Management in Politics)

"Project management" is nothing but a concept "scientifically based and tested in practice", which, with the help of appropriate methods of organization, planning, management and control, performs a rational harmonization of resources and coordination of activities necessary in order for a given project to be carried out in the most efficient way. "In practice, this means managing project volume, time, costs, quality, contracting, procurement, human resources, communications, conflicts, possible changes, and Risk management. Who overcomes everything, has a chance to reach the end of the work started. As the best method for efficient project management, today in the world, even in our country, the concept of "project management" is used It took place in the United States during the implementation of major military programs and projects, and even today, it has not been abandoned, but has been extended to other areas of economic life. Especially when the realization of projects is related to certain performance in the planned time and defined costs.

Project managers are "exactly those people who can successfully run larger projects, the construction of power plants or power plants, but also smaller jobs such as. the reconstruction of

various facilities, for example, schools, the introduction of heating in buildings or the installation of a new organization in a company or state administration. In addition to great knowledge, experience and organizational skills, the project manager should have a "wire" for harmonious teamwork. Because even the smallest effort usually involves many professions, so the success of the whole business often depends on the ability and ability to manage these changes. (Kotter P.J., 1990) In 1990, Cotter published The Power of Change, How Leadership Differs from Management. (Kotter P.J., 1990)The term leadership is used in two senses. Refers to the process that drives people or the process that drives their ideas. It is commonly said that someone has provided guidance in carrying out a project. Sometimes the term refers to a group of people who provide leadership in an organization. Kotter uses the term in the first sense. The second meaning is confusing because it suggests that everyone in a leadership position provides leadership. In his 1996 book Leadership Change, Kotter discusses the idea of leadership as a way to manage transformational change in political organizations.

Leadership determines what the future should look like, connecting people with the vision and inspiring the vision to be realized, despite obstacles. Transformation requires sacrifice, priority and creativity and this cannot be achieved by force. An even more important task for leaders is to establish strong informal relationships in the political organization. In many organizations, informal relationships between membership and party structure are a problem. (Heifets R.A., 1998)Some authors state that leaders are responsible for three important tasks in a political organization and institution:

1) True political leaders must create a stable internal environment. In this case, an environment is created in which political actors can face problems, discuss them and together find ways to achieve goals;

2) Leaders are responsible for directing, defending, orienting, managing political conflicts, and setting norms. Managers in a company, for example, solve these problems in less creative ways than leaders. Leaders lead by finding the "hidden" energy of the organization. They provide protection for people by managing change in the organization. The role of orientation is performed by leaders taking into account political reality and core values. Conflicts are resolved through creativity and learning. (Kotter P.J., Leading Change, 1996)

3) A leader must have the emotional ability to tolerate insecurity, frustration, and pain. He should be able to ask difficult questions without obvious emotions. In this sense, one of the tasks of a leader is to show confidence that will motivate his followers to achieve their goals.

One of the leadership studies lists ten functions. Leaders in a political organization and leaders differ from each other in how they execute them. These are:

- specification of goals to be achieved;
- affirmation of the political values of the groups; needs, interests and norms;
- motivating others to achieve goals;
- managing the processes through which collective goals are achieved;
- achieving unity in the context of pluralism and diversity (for example, the existence of legal political factions in a party);
- creating an atmosphere of mutual trust and stability;
- education and learning;
- service as a symbol of the group's ideological identity (and politics as a service to the people);
- representation of group interests to related entities;
- renewal and adaptation of the organization to turbulent changes in the environment.

The opinion of P. Drucker is highly respected, who claims that the role of a leader in an organization ensures that his followers and organizations do the right things. Leadership is not about the popularity of the leader, but about the results the organization achieves. Thus leadership is not rank, privilege, title or money. Leadership is a responsibility. (P.F, 1996)The traditional way of working is back in the past, not in the future. The main task of the organization was to maintain customs and traditions and the generally accepted opinion was that it was good enough for the successful running of the organization. Managers most often resisted innovations, defending the existing way of working by claiming:

"We have always worked like this, it is a proven method." Leadership is a phenomenon that involves the leader, but also all employees who need to be trained to participate in goal setting and understand that they are important traits in achieving them.[1] Leadership is an integral part of management and is a dynamic and complex process that is directed within or towards the organization environment. Within an organization, leadership descends towards guiding people and influencing their motivation, while according to the environment, leadership has the task of defining the vision of the organization, enabling it to ensure its development and growth in line with the vision and, also, for secure the desired strategic position in the political market.

Century XX	Century XXI
Structure **- Bureaucratic** **- Multiple levels** **- Organized with the expectation that senior management will deal with management** **- It is characterized by practices and procedures from which many complex interdependent relationships arise.** **- systems** **- They rely on a small number of performance information processing systems** **Performance data is distributed only by managers**	**Structure** **- Non-bureaucratic, with fewer rules and fewer employees** **- Limited to a small number of levels.** **- Organized with the expectation that management will lead, and low-level employees will lead.** **- It is characterized by practices and procedures that result in minimal interdependence, necessary to satisfy customers.** **- systems** **- They rely on a large number of performance information processing systems, with a special emphasis on customer data**

The leadership process is a function of leaders, group members, and situational variables. This model helps us better understand the impact of the situation on leadership effectiveness. Leadership in politics can be best understood by knowing its basic variables: the characteristics and traits of the leader, the behavior and style of the leader, the characteristics of the group members and the internal and external environment. We identify ten leadership functions:

1) Setting goals

2) Affirmation and regeneration of important group values

3) Motivate others to achieve goals

4) Managing the processes through which collective goals are achieved

5) Achieving unity of effort within the context of pluralism and diversity

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[1]

6) Creating an atmosphere of mutual trust

7) Education and learning (training and coaching).

8) Service as a symbol of group identity.

9) Representation of group interests from outside.

10) Renovate and adapt the organization to changes in the environment.

We also identify the following leadership traits:

1) Leadership is a relationship between an individual and a group of people.

2) Leadership presupposes the existence of a leader, example *a man who leads a group and has special skills.*

3) Leadership presupposes a group of people led by a leader.

4) The leader sets the vision according to which he leads the group.

5) Leadership requires identifying the changes that need to be made to achieve the set vision.

6) There is a certain specific situation in which leadership is performed.

7) Leadership is carried out in the environment in which the political entity exists.

3.   Leadership Styles and Political Power

3.1 Types, Styles and Types of Leaders

e)   Reliability and flexibility of leaders can be achieved through interpersonal communication. There are eleven principles:
1. Know yourself and strive for self-improvement - In order for a leader to know himself, he must know who he is, what he knows and what he can do. Self-improvement means that a good leader always learns, uses every opportunity to improve his knowledge and skills.
2. To be a professional - as a leader, he must know his duty and have some closer connection with the duties of his followers.
3. Accept responsibility for your actions - in every organization things go wrong once. In this situation, you should never blame others! The situation should be analyzed, appropriate corrective measures taken and the next task addressed.
4. Make good and up-to-date decisions - good ways of solving, making decisions and planning should be used.
5. set a good example - the leader himself should set a good example to employees. They not only want to hear what needs to be done, but they also want to see.
6. Know your people and take care of their health - you need to know everyone's nature to sincerely care for co-workers.
7. Inform co-workers - you need to know how to inform employees, but also the elderly and superiors.
8. Build a sense of responsibility - help co-workers gain good qualities and accept responsibility for their work.
9. Make sure the work is understood, done and implemented - communication is extremely important.
10. Form a team - although many leaders call their team a team, they are just a group of people working in one place and not acting as if they are part of a common team.
11. Use all the capabilities of the organization - if a team is formed, it will be possible to use all the capabilities of the department, organization ...

3.1.1. Types of Leaders in Politics

We define several types of leaders. The criterion is their orientation towards two basic functions - achieving the goals and tasks of the organization and orientation towards people. Depending on the approach they use, it is possible to distinguish two basic types of managers:

1) Autocratic or dictatorial type - they are mostly task-oriented. In their realization, they rely on coercion, fear and punishment. Such leaders have a very negative attitude towards the opinions and advice of associates. Great centralization of management and decision-making dominates.
2) The democratic type - which is people-oriented. It not only depends on one's skills, but encourages the participation of co-workers in problem solving and decision making. This type of leader encourages consultation and opinion of subordinates, develops collaborative relationships and team spirit and is not afraid of group decision making. The basic idea on which leadership is based is to increase the interest and motivation of subordinates to achieve the best possible results.

A number of combinations can be found between these two extremes - leaders who lean more towards one or the other. We can distinguish the following types of leaders:

3) A charismatic leader is a person, influence and ability to lead stems from his personality. It is an individual who is characterized by a strong personality and who possesses a certain charisma on the basis of which he exerts influence on people.
4) A traditional leader is a type in which an individual acquires a leadership position by birth or inheritance.
5) The situation leader is a person who is able to accept the role of leader in a given period, in different situations.
6) An official or bureaucratic leader is an individual whose leading position derives from the position in which he is appointed.
7) A functional leader is a person who does not secure his leadership position from his position in the organization, but from spontaneous work and performing certain activities.

We can also distinguish between formal and informal leaders. An official or designated leader is a person designated by the organization with appropriate authority based on the program and other documents. On the contrary, he becomes an unofficial leader because he is elected by the members of the group as their recognized legitimate leader. If we start from two dimensions: technical leadership, which can be good and bad, and interpersonal leadership, which can also be good and bad, we have the following four types of leaders:

1. An impotent leader is poorly valued in both dimensions. He tries to be efficient and wants to positively influence his associates, but the results of his political activity are modest.
2. A political player is a leader who is not overly efficient, but is very adept at interpersonal relationships with co-workers. So he is not productive, but has a personal charisma that unites people and formulates ideas.
3. A technician is a leader who ensures efficiency but does not manage interpersonal relationships with co-workers.
4. A superior leader thinks strategically, in the long run, efficiently, but he is also operational and able to establish a very good cooperation in interpersonal relationships.

Power is the ability to apply force to others. Leadership and energy use are interrelated. Power is gained through a leadership position and lasts as long as the leader plays his role in society. Leaders are expected to use their power to achieve agreed goals. There are several sources of power that a leader can use. The tendency to use energy can result in greater effectiveness if the leader uses power successfully, while failure can have the opposite effect.

The sources of political power are:

1. **The power of legitimacy** based on the position that an individual has in society. Those who possess this kind of power have the right, based on their position or authority, to describe the behavior of others.
2. **The power of obligation** is based on the fears that individuals have about the leader.
3. **The power of reward** is based on the realization of a positive impetus to the desired behavior of collaborators and wider political entities.
4. **The power of expertise** is based on the good professional knowledge of managers, which other people respect.
5. **The power of imitation** is based on identifying less powerful people with very powerful individuals (from speech, behavior to dress). They imitate a leader because of status, position, personal qualities, success so far, and personal characteristics.

Likewise, there is a list of sources of power: How is power gained and maintained in politics?

1. The power of reward is based on the authority or ability to determine who will receive an award.
2. The power of coercion means the authority or ability to punish others if they do not engage in and behave in a proper and correct manner ("political correctness").
3. Legitimate power derives from the position that an individual assumes in the hierarchy of political, public and social authority based on that position. It is based on the will of others to accept power.
4. The power of reference is present when personality traits or other political qualities have a particular form of power. The ability to influence the behavior of others is power.
5. The power of policy experts is based on the knowledge and talent to influence others.
6. The power of information is based on the access and control of important information in society.

Political leaders who possess a certain power can use certain methods to influence others. Three methods of influence appear:

1. Authority
2. Insurance and
3. Control

For example, authority is a method of influence that reflects the power of legitimacy. Politically, broader persuasion is a method of trying to influence an individual to behave voluntarily in the required way, representing a reflection of the power of expertise and the power of imitation. Control requires a certain behavior from the individual, and the search is based on giving or denying something that the individual is interested in. This method is a reflection of the power of reward or the power of obligation. Each of these methods corresponds to a source: The power of legitimacy - authority. The power of coercion - coercion. The power of reward - the challenge of work, success in the future. The power of expertise - expertise and the power of imitation - friendship.

3.3. Leadership and Power the Role of Power in Leadership

1. Leadership can be understood as a process of politically influencing others to achieve set goals. Power is the ability to influence individuals and groups, decisions or events. Such a definition of power bears many similarities to authority. Authority also presupposes a certain power that is gained by choosing or placing a certain position in the hierarchy. Power can also be explained as the ability to do things the way we want. Exploring power is extremely important in leadership because, as we saw in the beginning, it means its unequal distribution between leaders and losers. one of the common questions that can be asked is - where does power come from? Numerous authors have identified six different sources of power:
1. The power of reward - arises from the ability of a leader or manager to give positive incentives - rewards, such as: good political and social political positions, promotion, defense, etc. It can be reduced to a simple saying - If you do this and that, I will reward you.
2. The power of coercion - arises from the ability of a leader to punish his subordinates. The basic axiom for this kind of power is - If you do not do this and that, I will punish you.
3. Legitimate power - depends on the position of one of the managers. According to this source, leaders have an inherited right to influence others, and they are obliged to follow them and accept

it. that right stems precisely from the position they occupy. This source of energy is valuable - Because I am your boss - you have to do what I tell you.

4. Power of control over information - information gives power. A person who has information about others can have a significant source of power.
5. The power of reference - arises from the desire of people to identify with the leader and what he symbolizes. Personal charisma, charm, courage and some other qualities are the most important factors influencing the power of reference.
6. Expert power - derives from leadership skills, knowledge, skills and expertise.

The mentioned energy sources can be organized into two large groups. One consists of those resources where power is based on position, that is, on things that managers can do for others. Such are the powers to reward, punish, and legitimize. The other three sources of power are not based on position but on the personality of the leader. There are many ways leaders can increase their power. Some of them are:

a. the constant and unfounded attack of others and self-emphasis;
b. power image building;
c. the use of coalitions and the development of associations with powerful individuals (the notion of lobbying in politics);
d. creating obligations according to the principle of reciprocity ("I for you, you for me");
e. creating the perception and image that power exists, even though it may not exist ("paper tiger");
f. use of rewards and punishments;
g. orientation towards individuals who are more sensitive to power.

In the analysis of power, it is necessary to note that it has its limits. For example, the president of a state usually cannot declare war on his own, but is left to the Assembly, Parliament or Congress. The directors of large corporations have great power, but not absolute. Limitations of power arise from legal regulations, internal acts of organizations, contractual obligations with customers, suppliers, collective agreements with the union, etc.

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