

JOURNAL OF CORPORATE RESPONSIBILITY AND LEADERSHIP

POSITIVE LEADERSHIP AND MANAGEMENT

From Editors

Dear Readers,

We are proud to present you the next issue of the Journal of Corporate Responsibility and Leadership (JCR&L). The aim of the journal is to establish the platform for scientific discussion and to disseminate the research findings on corporate responsibility and leadership. The scope of the papers published in the JCR&L covers the issues of:

- corporate responsibility to employees and other stakeholders, organisations in the business environment, society and the natural environment;
- leadership including contemporary concepts of leadership, the roles played by top, middle and first line managers, and challenges (both external and intra-organisational) faced by leaders in business, public sector and non-profit organisations.

This issue of the JCR&L focuses its attention on the topics related to the concepts of positive management and positive leadership. The positive movement in management sciences has its deep roots in the assumptions of the human behaviour perspective which dates back to the 1930s. However, the up-to-date face of the positive approach is associated with the Positive Organisational Scholarship (POS) which originated in 2003 in the University of Michigan, the United States. For more than a decade this movement has widespread and more and more researchers study the issues of management and leadership through the prism of positivity. The Faculty of Economic Sciences and Management, Nicolaus Copernicus University in Toruń, Poland which is the publisher of the JCRL, is a proud member of the POS community. Therefore, issuing the special edition of the journal devoted to the positive approach in contemporary management studies is for us honour and

duty. The issue covers the variety of topics related to: diversity management, strategic alliances as well as leadership in different contexts such as: team sports, the Bible or business organisations. Peer-reviewed paper are supplemented with information on the 6th International Military Leadership Conference, held in the Estonian National Defence College in Tartu, Estonia on 17 and 18 November 2016.

Barbara Czerniachowicz applies the case study of the corporation operating in the transportation and logistics industry in order to analyse cultural conditions in diversity management. Firstly, she discusses the concepts of organisational culture and cultural factors of changes in the organisation. Secondly, she describes the relationships between the concepts of organisational culture and HR management on the example of the corporation. Finally, she identifies and analyses best practices in the corporation under the HR and diversity management and gives solutions that can be used to strengthen the organisational culture focused on diversity and multiculturalism of management

Rafał Drewniak explores the process of forming a strategic alliance. He pays particular attention to the strategic analysis of the future business partner potential. Drewniak applies the three-step procedure to assess such a potential. First of all, the profile of a prospective partner is analysed. Secondly, the strategic and cultural fits are assessed. Thirdly, the score-based analysis of partners' potentials is conducted.

Patrycja Gulak-Lipka discusses the role of trust for leadership in team sports. In her study, Gulak-Lipka analyses leadership functions of a coach and a leader (captain) chosen among players. Her analysis based on qualitative studies including personal ethnography during author's personal sports career proves the importance of trust in team sports. As she observes "[t]rust is one of the factors necessary for the formation of organisational commitment (employee commitment), good relationships between team members, as well as the willingness to provide mutual assistance, to share knowledge and experiences. All this allows to overcome daily difficulties and facilitates the accomplishment of the purpose; hence, it is difficult to overestimate the importance of trust in leadership".

Yong Lu conducts a narrative analysis of leadership characters in the Book of Ruth. Firstly, the author discusses characters typical of Biblical leaders to establish the background for a detailed analysis of leadership in the Book of Ruth. Secondly, there is outlined the plot of the story of the Elimelech's family described in the Book of Ruth. Thirdly, Lu

identifies and analyses the leadership features manifested by main characters in the Book of Ruth i.e. Naomi, Ruth, Boaz and Elimelech.

Agnieszka Schuetz reviews literature focusing her interest on relationships between leadership and management as well as the development of leadership concepts. Then, she analyses the antecedents of leadership effectiveness. Finally, she illustrates her findings with the single case study of Henri Strzelecki, the founder of Henri-Lloyd manufacturing waterproof garments for sailors.

Joanna Wegner identifies and discusses the manifestation of positive leader roles in the classical theories of leadership. She reviews the literature applying the perspective of the positive leadership concept. In her study, Wegner focuses on the roles and responsibilities of positive leaders related to intra-organisational communication, motivating their followers as well as delegating responsibilities and transferring authority. As she concludes “[p]ositive leadership is a new concept in the theory of management science but its ideas have been present in the studies for many years”.

Andrzej Lis, in the information on 6th International Military Leadership Conference, outlines the key assumptions of conference papers presented by the speakers and the workshops which followed paper sessions and panel discussions. The conference organised by the Estonian National Defence College in Tartu was focused on the multiple approaches to military leaders development.

Marius Stander
Andrzej Lis
Barbara Czerniachowicz

