

JOURNAL OF CORPORATE RESPONSIBILITY AND LEADERSHIP

LEADERSHIP IN CONTEMPORARY MANAGEMENT CONCEPTS

From Editor

Dear Readers,

This issue of the *Journal of Corporate Responsibility and Leadership* (JCR&L) focuses its attention on leadership in various contexts, establishing the links between leadership studies and contemporary management concepts, such as: project management, knowledge management or positive organisational scholarship.

In their theoretical paper, Agnieszka Goździewska-Nowicka and Arkadiusz Rajs analyse the role and qualities of project leaders. The issue seems to be of paramount importance due to the growing use of the project approach in contemporary organisations. Therefore, in order to make them effective, organisations need in projects not only managers but leaders as well.

Joanna Gutowska analyses intersections between leadership and knowledge management in publications indexed in Scopus database. She applies the technique of keywords analysis to identify the leading themes in publications under the study. In her paper, among the most often used keywords clusters she enumerates such expressions as: 'knowledge and knowledge management' 'leadership and leadership styles' and 'human resources and HRM'. As found "[o]ther topics within the area of interest of publications combining the study of leadership and knowledge management include: general and strategic management, organisational learning and innovation, IT and technology. When it comes to studies relating to particular sectoral contexts, education and health care should be mentioned".

Marta Juchnowicz and Hanna Kinowska discuss the role of leadership on employee engagement. Taking into account the influence of leaders on followers' engagement, the authors propose their own

classification of leaders' types including: a classical leader, a change leader, a discreet leader and a holistic leader. Then, in the empirical survey, they identify the frequency of various types of leader models and their blends in organisations operating in Poland.

Tomasz Rajfura and Robert Karaszewski in their paper on horse sense leadership ask an intriguing question "What can leaders learn from horses?" They focus on developing emotional intelligence of leaders through equine-assisted experiential learning. Theoretical discussion is supported by a pilot study of effects of equine-assisted training provided for the students of the Executive MBA program in the Faculty of Economic Sciences and Management, Nicolaus Copernicus University in Toruń. Being aware of limitations related to the study project, the authors highlight positive outcomes of this kind of training provided to experienced managers in order to develop their 'soft' leadership skills.

Janusz Reichel investigates the processes of leadership succession in Polish non-governmental organisations. His qualitative research based on the case study methodology aims at identifying the succession models and pointing out the research directions within the field. As NGOs are very seldom the object of studies on leadership succession, Reichel's research shows a high level of novelty and originality.

Fulfilling the mission of establishing the platform for scientific discussion and disseminating the research findings, we also include the reports from scientific conferences focused on innovations, strategies, social responsibility and leadership. Andrzej Lis and Katarzyna Kazojć present the issues discussed by the participants of the 3rd Szczecin Innovations Management Conference 2017. In his second paper, Andrzej Lis reports on the 2nd International Scientific Conference on the Challenges of Contemporary Management: Leadership, Strategies, Social Responsibility, co-organised by the *Journal of Corporate Responsibility and Leadership* as an event of the Welconomy Forum 2018. Finally, Andrzej Lis, Enno Mõts and Miguel Pereira Lopes report on the research output disseminated at the 7th International Military Leadership Conference. The conference organised by the Estonian National Defence College in Tartu aimed at discussing the military leaders' role in developing professional and organisational well-being.

I hope that our Readers will find this issue of the *Journal of Corporate Responsibility and Leadership* an interesting and valuable source of knowledge and expertise.

Andrzej Lis