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# **How leadership styles influence corporate culture in Russia**

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# Definition

**John Maxwell**

**“Leadership is influence –  
nothing more, nothing less.”**

*(The 21 Irrefutable Laws  
of Leadership)*



# Heritage of Authoritarian Society (AS)

- Role of a leader = administrator
- Strong hierarchy
- Deep bureaucracy
- Centralized (slow) decision-making
- Coercive motivation of employees
- Leader's self-confidence



# Characteristics of a new corporate leader

- Charismatic personality
- Democratic management style
- Good interpersonal skills, networking ability
- Adaptable to unstable organization structure
- Ability to deal with cliques
- Personal matters dominate professional goals
- Hidden ambitions
- Loose attitude towards deadlines
- Unfocused responsibilities, problems with delegation

# Differences in leadership styles in AS and ME

<b>Characteristics</b>	<b>Authoritarian Society</b>	<b>Market Economy</b>
Main values	Stability experience	Getting profit risk-takers
Creativity	Red tape	No “roadmaps”
Commitments	Long-term	Short-term
Work style	Collaboration	Individualism
Motivation	External	Internal
Decision-making	Based on standards	Lack of previous models
Flexibility	Rigid	Adaptable
Interpersonal relationships	Formal	Informal

## CASE 1 “My dear Uncle Ben”

- Situation: you and your uncle work for a construction company. One day you became aware of his cheating. He has substituted inferior construction materials for accepted ones and put the profit in his pocket. What would be your reaction?



# Problems facing a foreign manager in a Russian corporation

- Absence of long-term orientation in running businesses
- “Strong arm” tactics among “connected” partners
- High level of corruption
- Corporations are family-centric, heavy nepotism
- Passive-aggressive stand against foreign innovations
- Low participation in brain-storming
- Dealing with corporate coalitions

# Women in leadership

- Focus on small and mid-sized businesses
- Decreasing level of gender discrimination in job application process
- Middle management – 50%
- Top-management – less than 10%
- Difficulties in securing professional respect from others



Elena Baturina - accumulated wealth of \$1.9 billions

Maria Sharapova –one of the top richest sport professionals in the world in 2005

## Contact

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