PLASTIC AND INTEGRATIVE LEADERSHIP IN A CONTEXT OF GENERATIONAL DIVERSITY

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Abstract: The idea around leadership is not restricted to the adoption of a single style, given that the human capital composed in organizations tends to be diversified. They are generations from different historical moments and that carry specific marks of behavior, expectations, sense of meaning and identity. Working as a unity by reconciling so many aspirations requires new management postures from the leader, seeking to retain promising talent and encourage progress for professionals already considered authorities in their areas of expertise. The challenge revolves around breaking organizational rigidity and mapping generational profiles in order to understand their context in order to adapt the communication channel and the language to be used. The theoretical support made through bibliographical research helped in the construction of the central themes for the development of reasoning, that is, the work of profile differences in favor of organizational performance and the plasticity in the leadership of integrative and generational behavior.

Keywords: Diversity, Generation, Leadership, Styles.

INTRODUCTION

To live under the cloak of challenges is a constant for any organization: they are bold goals, they are short times, they are professionals resistant to change, they are cultures sedimented in rigidity and traditionalism, they are frustrations collected along the journey, they are leaders giving new meaning to their management.

Allied to this reality, there is an inevitable clash of generations. They are then directed towards adapting organizational procedures, whose policies of incentive, communication channels, empathic language, in short, focus on retaining promising talents and encouraging the progress of professionals already consolidated in their areas of expertise.

Based on the above, the idea of this paper is to develop a line of reasoning aimed at mapping the identity of each generation and then mentioning leadership styles from the authoritarian to the coercive model, without harming the need for plasticity between them.

The argumentative theoretical support was based on bibliographic research based on scientific articles and authoritative references on such issues (Marconi and Lakatos, 2007) so that there was a proper immersion in the knowledge of the subject under analysis (Alyrio, 2009).

In terms of quality in the methodology used, the following topics were addressed: working with differences in profiles in favor of organizational performance and the plasticity in leadership of generational integrative behavior with its respective theoretical foundation.

TO WORK WITH PROFILE DIFFERENCES IN FAVOR OF ORGANIZATIONAL PERFORMANCE

In terms of human assets, companies have a multiple portfolio of talents and behavioral profiles, permeated by professionals with different generational perceptions. They are world views, expectations, non-negotiable values, followed principles of life that make the journey more arduous for managers and leaders.

For Colet & Mozatto (2019), this potential conflict is part of any team that proposes to work as a unit, which leads not to camouflage it, but to face it with more interaction, in favorable emotional conditions and with improvement in the vertices. communicational.

A challenge represented in how to provide a productive environment with respect to the differences in which it is possible to extract, in an empathic way, from each employee their

potential for maximum performance. In the same measure, what would be the measurable or not economically measurable stimuli for the stabilization of these talents.

Working is no longer just a segment of the employee's financial life, but also involves its repercussions in other sectors, such as the family impact, eventual resignations and rearrangements (Veloso et al, 2012).

In other words: what would be the necessary modulations for any organization to become attractive, regardless of the age group of its collaborator. The question then is whether what is lived in the mission, vision and values are felt in practice or are they restricted in the theoretical plane of signs placed at the company's reception.

Traditional conceptions have also changed. Companies are no longer resistant to the dynamics established by young talents, to their nonconformity with the standard established for performing tasks in the old system of working hours control to be performed at the organization's physical headquarters.

More than accepting is understanding that it is not a conservative generation, in which there were certain and predictable steps to consolidate in the environment of professional demands. The formalism of having the signature of a work card as the main objective is no longer sought, but the meaning and impact of meaning in what is produced in intellectual terms. The pay comes as a result.

It can be seen then that, within the same organization, there are several levels of behavior. The struggle is for them to be mutually understood in their respective strengths, weaknesses and in the family, political and historical context of their creation. Generations ranging from baby boomers to the so-called digital roots, generation Z.

The perception, therefore, is of generational compatibility within the same labor system, whose responsibility of managers and leaders is, according to Colet & Mozzato (2019, p. 36) "to identify the characteristics of each worker, of each generation, in order to value individual potentials as a function of individual, collective and organizational well-being".

By *baby boomers*, we mean the strictest in their duties. Ethical and hard work, exclusive dedication, commitment and stability are words that make sense. In terms of age, they are the children of the post-war period between the mid-1940s and the 1960s (Melo et al, 2019; Comazzetto, 2016)

Complements Comazzetto (2016, p. 147) by describing them with "a sense of looking for opportunities for economic insertion in various occupations in the field of social work. They applied their school efforts in careers that promised ease in search of guaranteed positions in the business world".

As a family structure, a generation is more conservative in the institution of marriage and in the form of education of principles for their children. An evaluative loyalty, and ethics is reinforced, which is carried with mastery in the way of acting in the professional field. (Velozo, 2012).

The next generation of identity is the X. They are the ones who had to deal with the absence of the parents in the family, because they were focused on the professional ascension and consolidation of their careers. This fact led them to question having a single, steady and stable job, which makes them more skeptical and insecure in exposing their impressions (Comazzetto, 2016; Matos et al, 2011).

In this sense, Veloso et al (2012) states that the members of this generation are resistant to immediately trusting organizations, which is why they are not so faithful to them, in addition to being more practical and objective. (Melo et al, 2019).

According to Comazzetto (2016, p. 147) "Generation X found a scenario of changes in the family, with father and mother working, women's feelings of guilt for the absence of home, generating difficulties in setting limits on their children".

The freedom to do things differently, autonomy, flexibility, quality of life, the reinforcement of loyalty to its principles to the detriment of those of the company and the search for less static and more dynamic structuring organizations are characteristics that make sense for this generation (Melo et al. al, 2019; Veloso et al, 2012).

The age group rests on the affiliation arising from the mid-60s to the early 80s, with tendencies to be, according to Comazzetto (2016, p. 147), "individualistic, irreverent, self-confident; value self-loyalty very much, as the aspiration to get a job for life has ceased to exist".

Then emerged the millennials, Y, those born in a historical context of flagrant instability in the economic scenario, from the 1980s to the 2000s. The political framework was the democratization process experienced in the country and the volatility in the world market. (Melo et al, 2019; Comazzetto, 2016).

They are pioneers in the use of technology, they are more defiant and aloof from blind obedience to a hierarchical structure, which leads them to a vision favorable to diversity. They value the recognition of their dedication to activities and manage to manage the time available (Comazzetto, 2016; Matos et al, 2011).

The amount of information they have to deal with makes them slightly dispersed in terms of focus on priority and traditional activities in favor of interactivity and the suppression of their needs (Veloso, 2012).

An apparent behavioral acidity does not remove their strengths, mentioned by Comazzetto (2016, p. 147) as "highly inventive and innovative, they are relational workers, immersed in flows of all kinds, with an intelligence associated with the collective, constantly producing new figures of subjectivity".

It is clear then that it is a more creative and interactive generation, which puts their personal interests as a priority, given that the activity needs to be gratifying, which leads to an improvement in the communication channel with them, especially within a chain. more formal organizational structure (Matos et al, 2011).

The language that makes sense for this generation must contain the motivational elements that, for Matos et al (2011, p. 70) are "increasing responsibility and challenges; freedom and flexibility to achieve results; search for opportunities for continuous growth; direct access to leaders with intensive and systematic feedback and more relaxed work environments".

Last but not least, there is the generation Z that was born in the digital age, extremely connected, which is why, according to Corrêa Júnior et al (2016, p. 8) "they are considered digital natives for mastering and handling any electronic device without difficulty. (tablets, notebooks, smartphones, among others), in addition to virtual relationships such as Facebook".

This technological facility gives them the prerogative of being multifaceted and quickly absorbing the range of information offered to them, which makes them more intelligent, critical and selective.

A welcome technological benefit, insofar as, for Tapscott (2010, p. 138) it represents being "far from anesthetizing young brains, digital immersion, in my view, can help them to develop necessary critical thinking skills". to navigate today's fast-paced and information-saturated world".

PLASTICITY IN THE LEADERSHIP OF GENERATIONAL INTEGRATIVE BEHAVIOR

Faced with so many different behaviors, filled with expectations, by equally disparate historical contexts, trying to reconcile these differences in favor of joint and collaborative work, whose macro objective is to deliver a service with value and efficiency is a challenge for any manager.

It is not simply rigid obedience to a structured hierarchy, nor the mere delegation of attributions with established deadlines. It is not the restriction to quick returns with an emphasis on mistakes made. It's much more than that. It is to map the human being behind the professional to extract the best from him either as an individual or as a professional.

This time, the manager's or leader's responsibility increases, as they will need to rebuild themselves in concepts and in breaking paradigms to succeed in this journey. The resistance to the new reality that emerges must be overcome, otherwise important talents will be lost to the corporation, which will lead to leadership styles.

Goleman (2015) states that there are six types of leadership frames, namely, authoritarian, affiliative, democratic, pacemaker, coach and coercive, each with its own uniqueness and style of conduct.

From an authoritarian perspective, it is leadership that takes control by making goals clear. There is the alignment of the strategy planning with the mission and values of the company. Communication is more transparent. The leader maps the purpose to be achieved while giving the choice of means so that each employee can achieve it (Goleman, 2015).

Furthermore, engagement is clear, as it integrates the work of each employee as a relevant participation in the company's final performance. The care to be taken, according to Goleman (2015) is with possible disharmony when in potential confrontation with professionals, considered to be authorities in their respective areas, or even a possible tyranny, marked by structural rigidity.

In the coaching version, the leader focuses more on prolonged learning and, as a result, is willing to bear any failures resulting from them. Goleman (2015, p. 36) prescribes that "the ongoing dialogue of coaching ensures that people know what is expected of them and how their work fits into a larger vision or strategy. It affects accountability and clarity."

It is the least employed, whose main justification of the leaders is not having enough quality time for the teaching process and growth feedback, in addition to representing a tedious work of listening, verifying results and progressive feedback (Goleman, 2015).

The affiliative version of leadership focuses on people in their individuality and as recipients of emotions. Assured Goleman (2015, p. 37) that "the affiliative leader strives to keep employees happy and create harmony among them. He manages by developing strong emotional bonds and then reaping the benefit of such an approach; that is, extreme fidelity".

Because it has communication, dialogue, listening to stories and ideas as its guide, it is the style that enhances flexibility, progressive feedback and receptivity towards them, the freedom to seek efficiency, in addition to the feeling of belonging. the company. The warning is in the face of eventual tolerances regarding errors and the loss of the opportunity to correct them (Goleman, 2015).

From the democratic point of view, the leader is able to listen more to his subordinates, whose confidence increases when they feel respected and validated, even

with a margin to decide the best conduct of their duties. The key ingredient of this style is flexibility (Goleman, 2015).

> However, the democratic style has its drawbacks, hence its impact on the organizational climate is not as good as some of the other styles. One of its most exasperating consequences can be incessant meetings in which ideas are mulled over, consensus remains vague, and the only visible result is the scheduling of new meetings. Some democratic leaders use style to put off crucial decisions, hoping that enough discussion will eventually yield wonderful insight. In reality, your people end up getting confused and bewildered. (Goleman, 2015, p. 40)

As a pacemaker, the leader has the appearance of achieving better results, as he sets bold goals and deadlines and conveys them to the team that plunges into a pressurized and often hostile environment. There is no margin for performance below expectations and the feedback in this sense is direct and not very empathetic, which harms the climate and the esteem of the team (Goleman, 2015).

> The work is not about doing your best along a clear path, but about guessing what the leader wants. At the same time, people often feel that the pacemaker doesn't have the confidence to let them work their own way or take the initiative. Flexibility and responsibility evaporate. Work becomes so task-oriented and routine that it becomes tedious. As for rewards, the pacemaker doesn't give feedback on people's performance and steps in to take control when it thinks they're falling behind. And if the leader has to step away, people feel lost because they are used to "the expert" setting the rules. Finally, commitment falls under the regime of a pacemaker leader, because people are unaware of how their personal efforts fit into the bigger picture. (Goleman, 2015, p. 41)

The coercive style represents the least used because it is more rigid and less flexible. There is no room for appreciation of the employees' points of view, because, for Goleman (2015, p. 43) "people's sense of responsibility evaporates: unable to act on their own, they lose the spirit of participation and feel little responsible for its performance".

Feelings of hurt and resentment from the team are notorious. Goleman (2015, p. 43) determines that "style undermines one of the leader's main tools: motivating people by showing how their work fits into the larger shared mission. Such a loss, measured in terms of less clarity and commitment, leaves the individual alienated from the work itself.

The main focus, then, revolves around knowing how to shape your leadership style in order to get the best out of your employees. In fact, there are plastic and moldable leadership behaviors and each style has its contribution and influence to a more predominant profile, which differentiates, in terms of quality, in the management of teams composed of several generations.

> To have a larger repertoire of emotional intelligence skills makes a leader more effective because it means that he or she is flexible enough to deal with the wide range of demands inherent in running an organization. Each style requires different emotional intelligence skills: the best leaders are able to use the right approach at the right time and switch to another as needed. People without the basic skills have a more limited leadership repertoire and are often stuck in styles that are inappropriate for the challenges of the moment. (Goleman, 2018, p. 95)

It is clear then that there are corporations composed, on the one hand, by multiple generations, with their peculiar expectations, desires and sense of purpose. On the other hand, by leaders who need to shape their way of managing and leading such teams, especially in the empathic reading of the experiential correlation of each professional and their respective generation.

It is not without reason that Maxwell (2008, p. 64) assures that "when we listen, without actually listening, our leadership is doomed to suffering – and the same will happen to those who follow it". The secret then lies in Maxwell's (2008, 65) statement: "the main source of leadership lies in the ability to understand people".

FINAL CONSIDERATIONS

The diversity of professionals when seeking to work together without losing their identity marks is an arduous path for managers and organizational leaders. It goes beyond the mere adequacy of expectations or flexibilization of behaviors regardless of the hierarchical level.

It is being willing to adapt to differences in order to extract the best from each employee without losing the organizational essence and purpose. It is to understand that each generation carries its own peculiar mark, just as each leader manages to break its rigidity to adjust its behavior in favor of a greater harmonious coexistence with performance results.

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