Russian Mentality
How Does It Influence Leadership Style?

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Yuriy Bulanov
Abstract

Modern Russian society has a problem of lack of leadership potential, national labour market is oversupplied with managers, but suffers from deficit of authentic leaders. Recent economic studies and theories converge to the state that country's leadership potential depends on the cultural and mental features, in particular.

Provided thesis tries to find an answer to the question “whether there is a clean connection between Russian mentality and Russian leadership style” and if it is possible to overcome the deficit of leadership potential among the whole nation or not. In order to do this, I used analytical approach.

I have structured and merged already performed researches and surveys with existing theories and facts from Russian and English sources. Through the qualitative methods, I founded couple of hypotheses based on a recently made paper. I understand that using only analytical approach to reveal this topic is not enough because of limitations of available resources, instruments and time. Therefore, this thesis can be used for the further research of Russian cultural features and its interconnection with leadership phenomena with using different kinds and scientific approaches.

**Keywords:** Leadership, Mentality, Culture, Russian leadership, Russian mentality, Hofstede, Paternalism, Russia
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1. Introduction

1.1 Background

The subject of leadership becomes more and more popular in the world of economy. And it is clear: one of the most important lines of the successful company is presence of the leader who is at the head of this enterprise. Generally, the efficiency and development of firm also depends on this person. However Russians do not pay due attention to this characteristic though many companies have such problem as, searching people who would have knowledge and leadership skills to define the direction of changes and to achieve implementation of the tasks. Moreover, this subject is important for the Russian companies, because we have no experience in area of development of leader potential unlike our western colleagues.

In Russia, the subject of leadership becomes actual almost along with the beginning of studying of this phenomenon abroad. However, in the beginning the Russian scientists perceived the leader only as the sovereign, who manages all people. According to this theory, the leading governor is already born with a certain set of qualities; namely the reason and judiciousness, which allow him to govern, are considerable. In 1920-1930, only psychologists, studying children’s groups, investigated leadership in Russia, generally the problem had descriptive character and bore the impress a socio-political situation in the country those years. In the late 80es interest to the subject of leadership increased, in connection with close attention of society to the Soviet politicians of that time, - there were numerous publications of debatable character in which such famous scientists took part, as I. Bestuzhev-Lada, A. Vengerov, P. Volobuyev, I. Dikov, R. Medvedev, Yu. Polyakov, A. Prigozhin, Yu. Tikhomirov, etc. (Kleymenova, 2014, p.7).

Moreover, the need for researches of national culture and mentality increases, in particular their connections with leadership process as more and more opinions are reduced to the fact that the culture is one of the main variables in calculation of leader capacity of the country and the enterprises inside of it. (e.g. Auzan, 2015; Hofstede, 2001). Namely, the mentality conditions the main attributes of the leadership style, which are used for management of not only the separate enterprises and workers, but also the state in general. Features of the mentality develop during the whole historical way of any nation and the replacement of one attributes with others or acquisition of absolutely new features demands a lot of time. Speaking about the Russian national culture, which is developed at the present time, It should be noted that the Russian Federation is the state which went on the way of authoritative ruling throughout the 20th century, endured at least three large revolutions (October and February, 1917, and also August, 1991), a default the 90-00s, which showed all shortcomings of administrative regulation of economy, and only after that realized the necessity of democratization of a social order and the return transition to the international and market relations.
1.2 Problem Formulation

In this paper, features of the Russian mentality, and also the main problems of leadership arising in the Russian realities were considered. In Russia a lot of things can be attractive to the foreign investor - rapid growth of GDP, the big population and significant increase in purchasing power. But special and sometimes muddy business environment created for Russia a reputation of the difficult country for business. (Fey & Shekshnia, 2011). It can be considered as one of arguments for research of the Russian mentality: to give more detailed picture of consciousness of the Russian inhabitant, worker and manager for fuller understanding of their motives, decisions and acts. And as the European manager got used to use the model of democratic leadership and the corresponding tools, it is quite obvious that in most cases its expectations in Russia either are saddened, or completely do not correspond to results. Shekshnia (1994) let us know that the main problem consists in establishment of contact between the Russian workers and managers from Europe. Suutari (1998) also claims that the European managers in Russia meet a huge number of barriers in management of the Russian companies. The same can be spoken also about the Russian managers, who sometimes integrate thoughtlessly the European concepts in the settled structures of the Russian enterprises. It is natural that employees twist a finger at a temple or use manager’s approach in their private interests, at best case scenario, and in the worst one - absolutely refuse to work because of discrepancy of mentality and exact ways of impact on it.

“Management is an art to try to obtain the necessary, and leadership — art to define what have to be obtained” - Peter Drucker, the classic of management claimed, speaking about distinction between management within the set system and ability to change system. In the course of writing this work it was also revealed that in consciousness of the Russian inhabitants and managers the terms of the leader and the manager are interchangeable and equivalent. In the Russian scientific environment it is very little given attention to a question of leadership as separate phenomenon in economy and, in particular, in business. With arrival of the word “management” to our dictionary, any administrative activity began to be identified with the management phenomenon. To some extent, one may say, management absorbed leadership, having left on its place a directivity, orderliness, stability and desire as soon as possible to solve a problem, despite of consequences in the future and other opportunities of the solution of this problem. It can be caused by continuous influence of autocratic management that led to formation of need for charismatic leaders and in absolutely different vision of leadership than the European one per se.

“Those who fail to learn from history are doomed to repeat it” W.S. Churchill.

At the present, it is told a lot, amount of papers made about features of the Russian mentality (e.g. Sergeeva (2006); Ljubskiy et al. (2008); Filonovich (2007); Diligensky & Chugrov (2008)),
however there is not enough information about its origin and its connection with leader potential. Though in my opinion, precisely the history of mentality formation can give the answer to a question of authenticity of the Russian leadership; why it is very difficult to take an autocratic new direction of management on more democratized and how to make it least painfully for the people? Whether it is necessary to change considerably the structure of management to the European model or to approach it through the adaptation methods? Of course, it is possible to find answers to these questions by trial and error, but whether it would be more reasonable to look at the past experience?

1.3 Research Question

Which are the influences of Russian mentality features on the leadership style in that country?

For the purpose of more detailed disclosure of the main question, I divided it into two components:

Sub-questions 1: How exactly was the Russian mentality formed and how does it express now?

Sub-questions 2: What characterizes the Russian style of leadership? What are the advantages and limitations?

1.4 Research Purpose

Purpose of this research is investigation for interrelation between the Russian national mentality and style of leadership. The aim is opening up a curtain between the present developed form of the Russian leadership and prerequisites, which influenced process of this formation, to find the facts, which will allow completely or at least partially explain features of the Russian consciousness.
2. Methodology

2.1 Analytical Research

The analytical view’s term can be defined as explaining the facts to its depths and make everything as clear and exact, as possible. The purpose of the analytical approach is to “work up with pictures of factive reality” (Arbnor & Bjerke, 1997, p.87). That is why the whole view assumes a presence of quantitative component instead of qualitative. During the analytical approach, we create models that usually can be useful in most cases of the relevant type.

Main keys of theory progress – hypotheses – are formed during the analysis of analytical theory and already existing hypotheses that are related to the research theme and are already verified or falsified. The hypothesis’ goal (in most cases) is to give a comprehensive description of fact that is considered as invariant. The hypothesis can be an outcome from a variety of sources like simple ones – guess and expectation (based on intuition), and more complicated – results from studies and existing theory (Arbnor & Bjerke, 1997, p.88). Sources that are based on intuition has a couple of limitations, which are expressed in inability to repeat a useful success. The process of making a hypothesis reminds a mathematical equation of one event (X) to another (Y): if one determines another, if one event makes it possible for another to exist. These two components exist if further 3 clauses work at the same time:

1) There must be a relation between X and Y.
2) Y cannot come before X in time.
3) Relations other than X→Y are excluded or there is no better explanation than the cause.

In order to prove (or refute) the relation, researcher should consider event X as a cause and event Y as an effect, so, as more X-s we have, then more comprehensive our hypothesis will be. “… in the normal case a single cause and a single effect are not enough to explain social events or phenomena” (Arbnor & Bjerke, 1997, p.90).

The whole cycle of analytical approach is made by principle: “from the facts – to the facts”, including inductive process (causes => effect), during which we create a hypotheses from many causative moments; deductive component (created general law => single cases) that can be viewed as forecasting from a theory; verifying on practice and in the end we face new facts emerged from the analytical procedure (and it does not mean that those facts will pass the verifying process, which means that hypothesis can be false).

Analytical approach was estimated and chosen as most suitable at the moment as information and sources on the studied subject insufficiently fully reflect the valid situation. For deeper studying of a subject of the Russian mental culture and its interrelation with national leadership,
at first it is necessary to collect, to structure and explain the available data properly, subsequently to have a base for creation of new hypotheses and assumptions, and for their confirmation or a denial.

Process of research is abductive as its purpose is research of a certain phenomenon and the general models to create much more extensive vision of the existing theory (Saunders et al., 2012). And as private researches of problems of leadership and the Russian mentality already exist, it is necessary to use receptions of abduction, focused on searching the plausible explanatory hypotheses. In difference from induction, the abduction does not look for the facts, which could explain a certain hypothesis, and on the contrary, studies them regarding a regularity for the purpose of creation of new hypotheses. The abductive reasoning begins with the analysis and an exact assessment of the facts and establishment of a certain interrelation between them. Precisely they determine the choice of a hypothesis for their explanation. Besides, the conducted research can be considered as explorative as according to Sanders (2012), explorative research allows to give new definitions to the existing phenomenon, gives the chance to look at a situation from new prospects. Also it is possible to call this scientific work explanatory, because our task is an explanation, besides finding of communications between the existing facts and creation of hypotheses (description).

2.2 Research Field

One of advantages of the analytical approach described above is the possibility of the beginning of research without preliminary planning, which is required, for example, at system approach. In other words, before writing the paper, I already had to have an experience or at least a certain acquaintance with the studied subject that there would be an opportunity to make the approximate action plan. However so far I was interested in a subject of mentality of the Russian people, its cultural organization influencing features of our behaviour in the course of management and leadership since all this was perceived as this a little. However, after more than half a year spent in a different environment, having seen significant distinctions in the approaches of leadership used in Russia and Sweden, there was a wish of mine to look at this problem more in details and to define the prerequisites which influenced formation of the Russian mentality. In addition, the choice of a subject was influenced by aspiration to leave behind at Linnaeus University though something standing that can be useful for teachers and science community of Sweden in general.

Thus, I began the collection of information and facts without any map or a compass. The only plan for writing of this master's thesis I had was a desire to describe a portrait of the potential Russian leader as more precisely as possible and from various prospects. From this desire there was an idea of using not only domestic sources of information, but also English ones, which in the majority estimated everything from a position of efficiency and rationality at the moment of
time, without taking in attention the dynamism of indexes. At the same time, I find such pragmatical approach very useful for a detailed research of the present situation with the purpose of finding of interrelations with future state, i.e. forecasting.

As the principles of research, I decided to rely on the main definitions of the Russian manager, on the most characteristic signs inherent in it. It allowed to make step by step the portrait consisting of the characteristics described most in detail and with a careful eye to the past. Such definitions as "paternalism", "effect of transitivity", etc. in references are described as one of the main prerequisites of formation of authoritative style of behaviour of managers of Russia. In addition, each of characteristics was connected with certain features and barriers, which were created in separate category of “the problem field” of the Russian leadership.

It is also worth allocating carrying out small research within Hofstede’s theory to carry out the dynamic analysis of its indexes calculated in the territory of the Russian Federation. On the website Survio.com I created a small survey consisting of 25 questions, every 5 of which form a separate index (Power Distance, Masculinity and etc.). Questions were made according to Hofstede’s (2001) paper and structured in the form of semantic differential (an assessment of two statements from 1 to 5, in which 1 means full commitment to the left statement, and 5 – to the right one). 151 persons participated in a poll (55,6% - women; 44,4% - men) aged from 18 till 30 years (students, research supervisors, young businessmen, managers, workers). All participants were from different provinces of the Russian Federation, however the majority of respondents were from the Central and Volga regions (37,7% and 30,5% accordingly). The example and results of questionnaires are presented in appendix 1. Results of the analysis of mentality by Hofstede’s method on the territory of the Russian Federation are following:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Power Distance</td>
<td>75,5</td>
</tr>
<tr>
<td>Masculinity</td>
<td>73</td>
</tr>
<tr>
<td>Individualism</td>
<td>85,5</td>
</tr>
<tr>
<td>Uncertainty Avoidance</td>
<td>77,5</td>
</tr>
<tr>
<td>Long-term Orientation</td>
<td>71</td>
</tr>
</tbody>
</table>

As it was already mentioned earlier, research at this stage cannot be considered fully completed, due to the fact that analytical approach is useful only at a stage of hypotheses and theories forming, and also structuring the knowledge and the facts, which are available at the moment. In the future, for development and confirmation of the already made hypotheses and creation of new ones, I suggest to consider as the most optimal approach - the system one, as it means consideration of a situation from the system point of view, which is influenced by various factors that can also depend on each other (Arnor & Bjerke, 1997, p.72). By the way of factors can act such ones as economic, political, social, cultural, external, internal and etc.
3. Leadership: Influence of the Russian mentality

It is written a lot and told very much about "mysterious" and "enigmatical" Russian soul. Moreover, in all abundance of the points of view, there are many right and objective judgments, but at the same time there are also many wrong assumptions based on stereotypes (that are supported with nothing in most cases) of perception of Russians and Russian Federation in general.

And whatever were these opinions, the fact is invariable that only having considered sources of mentality of the Russian people, it becomes possible to understand why Russia at the beginning of the twentieth century hasn’t gone on the way of liberal ideas propagandizing individual freedom on the basis of laws; and why the monarchy was replaced by totalitarianism and the idea of creation of the constitutional state was an utopia.

Researches about the Russian mentality (Diligensky et al., 2000) allow us to understand for what reason communistic ideas have won against liberal ideas of fair free society in Russia, when it was at the joint of centuries. Why Bolsheviks have managed to adapt rather skilfully people’s ordinary representations and installations for the new ideology, having broken political institutes of former Russia. Therefore, for example, the spontaneous collectivism that had been formed for centuries in a community was approved as a priority of "labour collective" over individual interest in minds of the Soviet people, and the concept "equality" has been defined as the levelling principle of distribution of the income. As for once basic identity of pre-revolutionary Russia — orthodox, it has been instantly transformed in class, and the belief in "The Kingdom of Heaven and the Tsar [rus. King]" was changed first by so devout belief in communism victory.

However, to make it possible to give a real assessment to a role of mentality in the course of leadership formation, it is necessary to study its scientific characteristic for a start. The mentality is the subconscious social and psychological "program" of actions and behaviour of certain people, the nations in general shown in consciousness and in practical activities of these people.

According to F. Graus’s views: "The word "mentality" usually describes everything that doesn’t fall under definition of the concepts "politics", "social and economic relations", "customs", "laws". The concept "mentality" is indeterminable as well as terms “culture” or “ideology” that does not exclude, however, a possibility of its description. The mentality is “the general tone” of long-term forms of individuals' behaviour and opinions within groups. The mentality is often contradictory; it forms the specific "the implanted images", stereotypes of opinions and actions. It is shown in predisposition of an individual to the certain types of reactions - that is, actually, their mechanism (Graus, 1987, p.243).
Set of the psychological, social and economic, climatic phenomena operating throughout long evolution of the country acts as a source of mentality formation. So, analysing forms and methods of management in the different countries, it is necessary to pay attention on the German punctuality, the English conservatism, the American pragmatism, the Russian paternalism, goodwill and negligence. This example proves once again that studying mentality is necessary for understanding of the nature, history, culture and society interrelation on each certain territory.

The person cannot be free from society and himself, he manages his actions and acts, relying (most often completely unconsciously) on mentality, on that deep social and psychological program, which is based inside of him. (Brusakova & Savchenko, 2014, p.11)

In this kind of sense, the mentality serves as a general basis of behavioural management. It should be noted that existence of compliance between management and mentality does not deny also contradictions between them at all. They exist in indissoluble interrelation, which can be qualified as “the law of compliance of mentality and management”. This compliance — one of fundamental lines of balance of the social systems characterized by the lack of the social conflicts and we can see as an example of this compliance - economic development of the USA, France, England and Germany in the 1990th. The law of compliance of management to mentality means that to each certain line of national character there correspond adequate forms, type, systems of management.

The Russian mentality did not become an exception; it just appears to be the same major factor of business development. A complex of various characteristics defines the Russian mentality as a component of national culture. Therefore, by generalizing opinions of many researchers, we can allocate a whole range of the "the Russian character" key lines, which have found reflection in the works of native classical literature, historic-philosophical and scientific researches. N. Berdyaev, S. Bulgakov, I. Goncharov, L. Gumilev, F. Dostoyevsky, I. Ilyin, V. Klyuchevsky, N. Leskov, etc. also mentioned this perspective in their works. They, for example, noted the simplicity, humility, faith in "the kind tsar" or destiny (in other words, fatalism), the lack of self-discipline and self-restrictions, obedience, lack of initiative and other features of the Russian person.

Enormous territory, on which for a quite long time people from various types of cultures coexisted together, the necessity of continuous opposition to the integrated forces of many nations from the West and the East have generated the prevailing type of subconscious and conscious mental sets of the Russian people ("slowly to harness, but quickly to go" — according to Bismarck, or introspective and emotional type of psychology — according to Jung), concentration of the power in the totalitarian state (absolute monarchy or east despotism of Stalin type originates from here).
Severity of the Russian climate also strongly reflected on mentality of the Russian people. Living on the territory where the winter lasts about half a year, Russians have developed in themselves the huge will power, persistence on fight for a survival in severe climatic conditions. Low temperature during the most part of year has affected also temperament of the nation: Russians are more melancholic and sluggish, than, for example, Europeans.

The Russian soul stands out in aspiration to exalt in an expanded format; by well-aimed definition of Nikolay Berdyaev, "the Russian soul wants the sacred public, a "God-chosen" authority. The nature of the Russian people confesses as ascetic, renouncing terrestrial affairs and worldly goods" (Berdyaev, 2005, p.283). Such definition would be inapplicable to British, French or Americans.

3.1 Cultural measurements of the Russian mentality (Hofstede’s Approach)

In 60-70th years of the last century the sociologist from Netherlands, Geert Hofstede, has begun searching the truth in questions of mentality and its influence on work, business and economy. He has allocated six cultural measurements — characteristics of culture, which influence economy:

• Power distance index

• Individualism

• Masculinity

• Uncertainty avoidance

• Long-term orientation

• Indulgence

Hofstede has conducted survey at offices of the company IBM in 50 countries and has received answers from 116 thousand employees. These questionnaires were taken as a research basis. After several years, his followers have expanded the list of the countries to 70.

3.1.1 Power distance index

This metrics shows as far as members of society agree that the power is distributed unevenly. Value of an index is shown in the relations between the administration and subordinates, in demonstration of superiority, in distribution of responsibility. This principle works equally in the whole country and in the small company. This index shows how exactly boss is expected to be.
Residents from the countries with a low power distance are responsible and initiative. They understand that the power belongs not only to the one president, but also to the each member of society. Therefore, they show a civic stand, fight for the rights and openly state the relation to the power.

To the contrary, when a distance of the power big, the chief has to show superiority: a cortege with flashers, the rich residence and addressing to employees "from top to down". Without these attributes the chief — not the chief.

At the level of the companies, it works approximately the same way: if the high power distance was established inside the company, and the new chief comes to office by bicycle, in the consciousness of his subordinates, he does not cause respect. They will not want to submit and trust him. Another matter — if he comes by "Bentley" with the personal driver and protection.

By virtue of Hofstede’s measurements, Russia is included into the top five of the countries with the highest index of a distance of the power — 93 points. Only Malaysia, Guatemala, Panama and Philippines are ahead of us.

### 3.1.2 Individualism and collectivism

When individualism index is high, people are concentrated on achievement of the personal purposes. When low, people are more anxious with the purposes of the group: department, company, family, at home, countries.

In Russia the low level of individualism — 39. It means that public opinion is more important for the average Russian than personal. It is reflected even in language. In Russian it is correct "We with friends", and in English — "My friends and I", and 'I' with header letter.

Where individualism level is high, people care for themselves and the "small circle of trust". Where the spirit of a collectivism prevails, people maintain close contact with a wide range of relatives: uncles, aunts, grandmothers, grandfathers, cousins and grandnieces.

One of the most individualist countries — the USA. Its indicator by this criterion — 91 points. The typical American goes towards own aim, and frequently regardless of the rest.

The average American for his/her entire life moves at least 13 times: with parents, in college, on the first place of work, the second, tenth. Factories, corporations and economic clusters are scattered across the territory of America.

It cannot be that you have arrived once "to submit New York", and that is all, forever. You can be suggested to work in Boston, Houston, Atlanta, Chicago, San Francisco — and these are only the largest economic centres with a high standard of living. Young people easily move over the
country while large corporations buy them up. Today you work in "IBM" in Atlanta, tomorrow you were made the chief, and you move to Boston.

Russians move 6.5 times less often. And generally our internal emigration is connected with moving to the capitals in job searches or quality education. A limiting factor — strong communications with a family. Where was born, there was useful.

The feeling of collectivism is shown also in the relations with colleagues. If you were an ordinary employee, and then you have been raised to the head, you will stop being "theirs"; the distance of the power will increase. If you will tell the chief that your colleague regularly comes to work drunk, you will be considered as "stool pigeon" or "fink" in a kindergarten way.

Therefore, typically Russian collectives are solid, but inefficient. When I was a praepostor at the institute, at the first year one of my classmates did not appear on lectures and seminars for the whole semester. I noted honestly these omissions in tables of attendance because it was a shame to lie to teachers. When my fellow students have found out about it, they were all on the side of the shirker.

Low level of individualism is characteristic of east cultures. Good news is that it is only one of the plurality of the factors, which influence economy. For example, China’s individualism level — 20 points.

### 3.1.3 Masculinity

This metrics has two parties: masculinity and femininity. This index shows what qualities of character are more appreciated in society.

Typically, male qualities are characteristic of masculine societies: aggressiveness, aspiration to success, responsibility, the competition, ambition. In societies with a low indicator of a masculinity, female qualities are appreciated: care of quality of life, maintenance of the relations.

High level of a masculinity is useful to economy because it stimulates the healthy competition. Men have to earn and spend much so they could measure their incomes, and it is good for economy. In Russia, a masculinity index is low — 36 points. The highest rate is in Japan, lowest — in Sweden (fig. 1)
It is possible to think that this indicator slightly influences economy if in a financially safe country as Sweden the masculinity index is equal to only 5 points. However, it is important to have in mind how is this factor combined with others. An index of a power distance in Sweden is one of the lowest, and individualism — highest.

Masculinity is also an indicator of modesty. In the countries with the prevailing female character, it is a shame to be better than others are. Russia teaches modesty since the early childhood.

For example, we can take every day routine situation to give a task to colleagues. Often it turns out that you ask to make something, and the employee answers: "Forgive me, but today I still have to add the report, there is no time at all". You think that it would be too rude to overload the person and decide to remind tomorrow. Tomorrow he has even more affairs and his hands do not reach your task.

To remind for the fourth or fifth time — means to be excessively intrusive and it is inconvenient to strain the colleague. The task hangs in mid-air, and then vanishes at all because it is more important to keep personal good relations, than to achieve performance of a task. It is exactly an example of femininity manifestation.

However, it does not mean that in Russia all people are flabby. On the contrary, even the same person in different situations can prove himself differently. The chief can dress down the inferior and force to work during the weekend, and in the mean time to go home and to be gentle and delicate with a family. The mentality takes "temperature on average in hospital". When you hear
the phrase like "in Moscow of yours, people are completely different", it is just an illustration of
difference in mentality.

3.1.4 Uncertainty avoidance

This index shows as far as members of society are afraid of uncertainty and try to protect
themselves from ambiguous events.

In the countries with a high rate of avoiding of uncertainty, people perceive changes as a threat.
Usually the religion and strict social norms have the big power, and laws are registered in detail
in such cultures. Representatives of such culture are intolerant to those who differs from them.

In cultures with the high level of avoiding of uncertainty:

• the initiative at work isn’t welcomed;

• conflicts are perceived as a threat to the relations, not a productive way to solve the problem;

• risk — inadmissible carelessness;

• laws register in details;

• the behaviour that is deviating from standards is considered to be dangerous or indecent.

Low level of uncertainty avoidance looks far more optimistically: society is ready to change, easily
perceives new tendencies, is inclined to risk, opened for changes, is active in manifestation of
the position.

In Russia one of the highest indexes of avoiding of uncertainty — 95 points. The lowest in
Singapore — 8 points.

Scoring 95, Russians feel very much threatened by ambiguous situations, as well as they have
established one of the most complex bureaucracies in the world. Presentations are either not
prepared, e.g. when negotiations are being started and the focus is on the relationship building,
or extremely detailed and well prepared. In addition, detailed planning and briefing is very
common. Russians prefer to have context and background information. As long as Russians
interact with people considered to be strangers, they appear very formal and distant. At the same
time, formality is used as a sign of respect. (Hofstede)
3.1.5 Long-term orientation

This metrics is also called strategic thinking and Confucian dynamism. The indicator estimates, how far members of the society look in the future. Statement of the purposes for the years ahead, persistence depends on long term of orientation.

This index of Hofstede has invented not right away. Initially his theory was criticized for the fact that it shows the world from the Eurocentric point of view. Long term of orientation — a tribute to east culture therefore it is connected with the Chinese philosophical tradition. Economists have counted this index in 23 countries.

As perceive time in cultures with short-term orientation:

• time pasts as a circle;

• the future and the present are based on the past;

• what isn’t made today can be made tomorrow;

• it is necessary to live for today.

The nations with the low level of orientation to the future are wasteful and prone to the procrastination.

The societies focused on the future perceive time as the directed straight line. They are economical, do not look back in the past and highly appreciate results.

The high rate of long term of orientation is characteristic of east people, and low — for western. The most long-term oriented country is China. Then goes Hong Kong, Taiwan, Japan, and South Korea. In the USA, this index makes only 26 points therefore the most part of the population has very heavy credit debts.

3.1.6 Indulgency

This index reflects readiness of society members to satisfy the momentary needs. Contrast to indulgence — restraint. Strict social rules and restrictions are characteristics of those cultures, which recognize restraint as a good quality, a merit. The modesty is considered to be the one of the main virtues.

Usually representatives of reserved cultures are cynical and pessimistic. They pay not enough attention to rest and they do not know how to relax, they are held down by social norms and consider realization of the desires as something that can wait.
The young man goes to study as an accountant though he always dreamed to be a musician. However, society (in the person of parents) considers that the musician is not a serious profession.

Therefore, the young man graduates from economics department and goes to work to the big corporation. Spends days at office, does the annual report and, in principle, quietly treats the destiny. He has a house, a family, a child, and it is the sense of his life. Close to a maturity he, perhaps, will want to try music, but as a hobby. Through all his life, our hero carries an easy regret about what has not come true.

At the high level of indulgence to desires society pushes you to that, what do you want and you love. You want to be a musician? Please, go on. Come to the college, rehearse, and follow the dream. You can even buy this guitar on credit. One of 40 such future musicians will work then in the specialty, the others 39 — as it will turn out. Nevertheless, they will not blame the society for the unfortunate destiny, because they understand that they suited it to themselves.

In Russia, an indulgence indicator is very low — only 20 points. Compare this index to Australia, which indulgence rate is considered to be one of the highest ones:

![Figure 2: Hofstede’s Russian indexes in comparison with Australia](image)

### 3.2 Russian system of Basic Metaphors

All information that is perceived by the person is divided into two main types. The first type — basic metaphors - those actions and concepts, which the person understands directly. For
example, to go, to jump, to eat and so on. These actions and concepts are capable to be understood for the age until 3-5 years. The person understands all the rest not directly, but through comparison with already known and clear for it. For example, such gloomy and imperceptible concept as "death", the person understands in comparison to the basic concept "birth" or "transition". And transfer of knowledge of people perceives (in Russian) as the transfer fact from hand to hand something from one person to another.

Naturally that basic metaphor leaves the imprint for more difficult concept. So, in a situation with data transmission it is important to understand that in a basic metaphor by transfer of a subject, the transferring one remains nothing. From this point, the person subconsciously has a feeling that at transfer of knowledge, he loses something too. It is not surprising that, as a result, this feeling negatively affects efficiency of communications. In the same way, all basic metaphors, which are actually accepted in culture, are some kind of source of subconscious superstitions, on which the national or cultural mentality is based as a result.

To make it possible to feel the specifics of Russian mentality more thinly, I suggest considering several leading basic metaphors in the Russian culture.

3.2.1 «Cultivation» metaphor

The Russian culture by its nature is connected closely with agricultural industry, which in rather ancient times was slash burning. By other words, the tribe came to the wood, burned and rooted out most of the trees, for a several years sowed on this soil, more fertile because of ashes, and passed to the following place. At such maintaining plant growing, naturally, it was most important to choose the correct place, but not to keep it for descendants. Besides, the agricultural industry in our country always belonged to the risky category. If to sow the field ahead of time — frosts can ruin it all, if too late — the harvest does not manage to be ripen. From here big dependence on the external phenomena and situations and unavailability fully to take the responsibility. At the expressed temperate and continental climate everything depends on one harvest in a year and therefore there are two periods in a year when work goes practically without dream and rest (a sowing campaign and a harvest), and in the winter — the main thing to spend stocks minimally and whenever possible to save the energy until spring.

From here in Russian a set of agricultural metaphors: "to "sow" the kind, bright and eternal", "to "plant" in prison", "to "spud" clients", "to "cultivate" new generation" and so on. The features of mentality having sources in a metaphor of "cultivation" in relation to a problem of management:

− external locus of control: a state when the person is inclined to look for and find the reasons of own troubles, successes and failures in the outside world, not in himself and his/her abilities, when the person looks for the reasons, instead of looking for ways of how to make;
unevenness in job-performing, the uneven schedule of working capacity, the emergency solution of tasks, which alternates with the long periods of "swing" or the reduced working capacity;

readiness to expect of approaching more favourable conditions for realization of the project, aspiration to stop or transfer execution if external conditions do not dispose to its performance;

ability to find the "objective" reasons of absence of any results;

ability to carry out an incredible amount of works in the squeezed short terms, sometimes even without any harm to the quality;

the subconscious confidence that the work, which begun once, eventually, can be finished even "without my participation". After all, a grass grows by itself;

lack of a care about the one who performs the subsequent operation, therefore the person can execute qualitatively the part of work, for example, to screw up a bolt, but so hard that then it will be difficult to execute the subsequent technological step, for example, to screw up so that already not to unscrew it in any way.

3.2.2 «Path» metaphor

This metaphor is especially popular in the Russian policy of all times. In Soviet period the metaphor of a light way to the communistic future looked at citizens practically from all directions. And the main expressional form of expression of negative emotions in our culture is connected with the fact that the offender is recommended to proceed in a certain direction.

But what is a way in the Russian culture? If it is possible to pass all Belgium from the North to the South on a good car in 2 hours, and on a horse — no more than in two days, then our distances even in the ancient time were commanding a respect. The same legendary Ilia Muromets on the road from Murom to Kiev not only overcame distance almost in four Belgiums, but also battled against Nightingale-Rogue (rus. Solovey-Razboynik) on his way, and made many feats at the same time. Considering that the constant specially constructed roads in Russia took roots generally at Peter I "The Great", and before the road every year on spring could "change the course", it is possible to assume about another one difficulty in way — impassability of roads.

It turned out that if the person went to a way, then it was necessary to allow for it rather a lot of time, and during the journey he was trapped by different dangers. Therefore, the way in itself became the separate independent action, which is torn off from the source and the purposes. From here — rather high level of orientation to process, but not on results. The main consequences of this metaphor, which are desirable for considering in human resource management of the project, are following:

- high degree of enthusiasm for a process of performance or operation;
ability “to forget” about the reasons, which induced to perform separate work or operation;
ability “to forget” about terms and other characteristics of the purpose, if not to remind about it specially;
ablestlessly and ascetically to carry out those types of works, which cause the greatest interest;
danger of substitution of a main objective by some hidden or intermediate purpose, when instead of creating the plan of marketing actions for results of research, the employee concentrates all attention on details of the report about market research.

If to compare a combination of two first basic metaphors in a little ironic form, then the answer to one of eternal Russian questions is traced. Imagine a situation when the person seeded a harvest and went to a way. As the way long and difficult, by that moment when came is time to reap a crop, the person can appear in the distance from “the field”. And what he has left to do? He reaps a crop where he is standing. Therefore, in Russia not the one who sowed the field is right, but the one who harvested is. From this point, we see rather unstable the relation to property on what in due time Bolsheviks also played, taking away property from those who had it.

3.2.3 «Fight» metaphor

As the Russian people together made rather big community surrounded with rather smaller communities, then even ancient Russians were forced to be exposed to frequent attacks because of various benefits, like territories, abundance of natural resources etc. Pest control and fight for a harvest, labour fight and fight for a quality — all this only some examples of this metaphor. The first Russian president B.N. Yeltsin, for example, since the consignment ruling in Ekaterinburg differed in commitment to this metaphor — dispersed everyone.

What are the main consequences of this metaphor that are desirable to consider in the course of leadership?

Aspiration to find the certain enemy interfering execution of the main works, creating negative conditions for implementation of the project. Especially popularly in our country as it “the general enemy” to mention government;
Aspiration to consider small internal troubles and inaccuracies as result of action of the internal enemy. Search of “whipping boy”;
Increase of activity and initiative of personnel in a situation, when an external or internal threat to a process of implementation of the project appears;
3.2 Work force: transitivity effect

One of unique features of modern Russia is that now it still passes from industrial society to informational one. Transitive society which bright sample is Russia now represents coexistence of lines of various types of societies, a fancy interlacing of signs of industrial and information communities that, certainly, demands elaboration of new approach to study a problem of leadership and management in the Russian labour collectives.

V. Mau and T. Drobyshevskya (2012) noticed that the “catching-up modernization”, which is a characteristic of Russia, has affected all main values, basic concepts, ethnic and cultural features of the country. Demolition of old values during market reforms was expressed first of all in crisis of conciliarity and authoritativeness, on which large work collectives kept traditionally, since pre-revolutionary Russia.

Besides, “the catching-up modernization” (the late innovative processes) was expressed in simultaneous coexistence of three sociocultural types of society: 1) traditional; 2) industrial; 3) informational. (Yurasov, 2007)

Traditional society and its values remain dominating in the modern Russian village, so-called “remote place”. Such social features as a communality, a collectivism, and the authority of seniors still are very strong; heads of the family are held in respect, big families, mutual aid and support within a big family and a community is still strong. Representatives of rural culture help relatives and fellow villager with pleasure, but with very big mistrust treat “strangers” — immigrants from the city, refugees, migrants. These lines of traditional society worsen a socio-economic, socio-political and demographic situation in the modern Russian village. The negative gain of countryside people, its social and economic degradation are in addition observed. As a result, able-bodied, most educated and mobile people prefer to move to the cities today and to pass to work on the industrial enterprises, bearing with itself culture, way and traditions of society traditional while the large industrial enterprise is an institute of industrial society.

It is worth noticing that features of industrial society at the moment dominate in the average and small cities which economic and social basis are the city-forming industrial enterprises. The paradox is that there are some characteristics of information society at the same time, which social basis and social institute are the small labour collectives, which are functioning, as a rule, in service-sector.

In addition, features of informational society become dominating in the large cities and megalopolises, such as Moscow, St. Petersburg, Ekaterinburg, Novosibirsk, and Samara. In each of them, the fact is brightly presented that the main distinctive features of information society consist in sharp increase of speed of life, the boundless growth of consumption, extreme individualism of its members.
Thus, staff of the modern Russian enterprises and the organizations are in most cases formed of the people who are at the same time sharing values of three types of society contradicting to each other: traditional, industrial, informational.

The situation when the management and the top management of the company divide values and live in a beat of informational society, medium management of the company exists in beat industrial society, and local operational workers — in beat traditional society seems quite typical for modern Russian management. This phenomenon, certainly, complicates the management of labour collectives in Russia and imposes special requirements to leaders.

And at last, continuing a subject of specificity of the Russian labour collectives, also should be noted a unique set of qualities, which have allocated each certain employee. The main components are mistrust to the law and aspiration to informal regulation of the social and labour relations in collective, paternalism, faith in "the kind employer" and complete mistrust to the state here.

According to V. Yadov and J. DeBardeleben’s research (2004), informal regulation at the social and labour relations prevails over formal in Russian Federation. Authors see the reasons of it in the imperfect labour legislation of Russia. Experience, research of labour behaviour of industrial workers, bank employees, employees of investment companies leads to a conclusion that rule of law, the spirit of the law, hand-written norms, instructions, provisions were never decisive factors of regulation of labour behaviour. 90% of all social and labour relations are based on informal arrangements. It is necessary to see the reason of it in the long period of the autocratic power, lack of the accurate and in detailed laws defining the labour relations, to thousand-year contempt of the power for the person of work and for the subordinate. An example – the well-known position of Ivan the Fourth "Terrible": "Around our peasants we are free: to execute – are free, to have mercy – are free too". Words from other Russian emperor, Pavel the First: "In Russia only one to whom I speak is notable, and only while I speak to him!"

In conclusion, I note that rule of law, hand-written norms, instructions, and provisions were never decisive factors of regulation of Russians’ labour behaviour. On the contrary, the majority of the Russian social and labour relations are based on informal arrangements. In particular, the relation of the Russian person to the law per se has found reflection in popular wisdom "The law is a tube: where has turned, there left". In other words, an exit from any situation, according to logic of the Russian person, can be found, without addressing the law, and just influencing the necessary people at the moment suitable for this purpose.

Mistrust to the law and aspiration to informal regulation of the social and labour relations is visible from history of development of Russia. For example, in its thesaurus for quite long time there were no such words as "development", "civilization", "culture", "freedom". It significantly complicated language expression of texts of laws, bringing a discrepancy, various interpretation,
and turmoil in juridical office-work. The Russian person preferred to agree "in private", than to allow to regulate his life with foggy and unclear juridical formulations (Yadov & DeBardeleben, 2004).

As I consider, the reason of it, should have seen in the long period of domination of the autocratic power, lack of the accurate and in detail registered laws defining the labour relations, thousand-year contempt of the power in relation to the person of work and in legal nihilism of the Russian people.

3.3 Paternalism as inherent line of the Russian leadership

But one of the brightest lines of the Russian mentality is, as I consider, so-called “paternalism” — the Russian people for centuries of veins by the basic principle "Barin will arrive — barin will judge us". (rus. «barin» is an equivalent to the «lord»)

Sources of paternalistic tradition of the Russian people are in its historical past (Berdyaev, p. 317). Still from time immemorial, the patriarchal family was a basis of traditional culture and the most important social cell of agrarian society. Total number of such family could total several tens people. However, despite large number, the authority of the head of the family was indisputable at all.

Moreover, existence of a big family for a long time was an economic necessity, and the general labour rhythm in her promoted development of universal forms of the community for which authoritarianism was the most adequate line of the imperious relations in a family. The property relations leaving full authority for the head of the family to dispose of all means of the country yard, imposed on him a heavy responsibility and demanded performance of a number of functions in public, economic and household and moral and psychological spheres. The head of the family had the right to dispose of life of members of household at discretion, and they, in turn, had to make any decision as inevitability, inasmuch as such behaviour guaranteed a family survival as integrity.

In this case, the speech actually goes about the imperious relations of authoritative type in primary cell of the Russian society. Concentration of team functions in hands of the authority, namely at the head of a patriarchal family, left to all members of household only execution functions. In such situation people did not feel need to feel like the persons, they shifted responsibility for their destiny to the head of the family, to the state, the authority in general. They inevitably left from an individual responsibility, so as from freedom.

Our attention is deserved also the fact that the paternalistic lines that were caused by climatic conditions were settled not only in the Russian traditional culture, but also in elite one that was shown in a condition of moral and political unity of all Soviet society subsequently. Orthodoxy
has supported these relations with the strongest authority of church. Thus, paternalism became an axiom, the cultural archetype fixed in the Russian mentality and economic culture. By the way, the Russian historian and the writer N. Karamzin has paid attention to this peculiar feature of the Russian society in due time. His idea was that in Russia the autocratic ruling is fatherlike ruling.

The history of the Soviet period only confirms stability of the created paternalistic traditions. All young school age children were Little Octobrists — "Lenin’s grandchildren", and further, already at the level of high school, the most worthy of their number were accepted in Komsomol (Communistic Youth Council). (Cheng, p.34) Quarter of the century “the father of the nation” Joseph Stalin operated the country. Party’s agencies carried out guardianship functions, supervised, encouraged and punished citizens, being guided by standards of the moral code of the builder of communism, made appointments to key positions of the authority in scales of both entire country and the separate enterprises.

From this, it follows that “leader” appears as the main object of paternalistic expectations, whose invariable attribute in mass consciousness is not an ability to coordinate positions and to reach a compromise, but an ability to impose his will, to make decisions for other people. Formation of this kind of “leader” is promoted, certainly, by the hardy historical memory of the people of “father’s benefactors” originating directly in the Russian socio-political and economic traditions.

However, relevance of paternalism problems is confirmed also by events of our days when the situation, which has developed during the Post-Soviet period, has shown the people’s need for a strong leader, for guardianship from the state, in guarantees of the social help and protection, which the population considers as something aprioristic as obligatory function of the power. As the son imposes the requirements to the father, as the Russian person is sure that “it is possible to demand from the state of justice, the help, protection, compensations, without giving anything in exchange” (Sergeeva, p.166).

Modern foreign writers also pay attention to specific Russian paternalism, analysing practice of functioning of modern Russian business: “If chiefs try to explain you something, they aren’t really patient, they say that it has to be made, and a point ... Just make it, otherwise will ask someone another. It is a problem of Russia — "the initiative is punishable" if you lean out - additional problems will arrive. Showing independence is not for Russians because it means heavy responsibility, and it is what they do not wish. They just want to get paid and not to have problems” (Bengoa, p.17).

In my opinion, paternalistic traditions can be referred to “collective unconscious”, i.e. to the culture archetype acquired by the person during the process of socialization. This unconsciousness operates his behaviour at the level of sub-consciousness. “In other words, it means that the same qualities of character and feature of behaviour of Russians can be found
also at a stage of the Christianization of Kievan Rus’, and during Ioann Grozny (Ivan the Terrible)’s reign, and the Soviet period also. Here also belong: way of life, stereotypes of household behaviour ... public morality... idea of life and other” (Sergeeva, p.173).

Thus, one of the most important national and historical features of the Russian person is his extreme paternalism: perennial adaptation to the thought that nothing depends on him or his actions. For many years, the Russian person has managed to develop in himself traits of character, which are not peculiar to the western mentality. A bright illustration of the influence, which has defined a national and historical way of people development, is the specific type of the leadership from the Soviet period. It was characterized by the fact that these leaders moved forward on the different level leading positions thanks to the party structures — it was seldom when people became leaders during personal and professional development. Moreover, in the face of authoritative system conditions, there were not and could not be any motive for leadership skills development as it was absolutely contradictory to the spirit of this era.

That is why today, speaking about leadership, it is necessary to take into account those national and historical features of the population of the country, feature of mentality which were formed centuries and which are difficult to lead to changes, and therefore are available in Russia and today. Certainly, the considered features leave a mark on a manpower of modern Russia that, in turn, lays the foundation of formation of the modern Russian leader.
4. Leadership with “Russian accent”

4.1 Russian leader: who is he/she?

So, if we try to draw an average portrait of the modern Russian leader, then first of all it is necessary to pay attention that this type of leader contains characteristics of the Soviet past (command system), the market future, and also in many respects the time of transformation and reforms problems are combined.

Carriers of all of these lines in Russia are leaders conditionally today speaking to three generation — Soviet, Perestroika and post-Perestroika. At all blurring of borders between them, mobility, internal dynamics, and specific features of representatives of these generation they, and also their relationship make big impact on all processes happening in the country now.

Obviously, it would be incorrect to believe that belonging to this or that generation of leaders initially defines a positive or negative sign of their influence, and also guarantees success or dooms them to failure. On the contrary, practice shows that some "veterans" sometimes successfully adapt to new conditions and work very productively even in crises; at the same time not all representatives of Perestroika leaders generation whose career took place on a wave of changes, managed to find themselves subsequently. They were quite effective in the conditions of meeting wave, destruction of former system, but could not fit into creative processes.

The fact is not evident that the new, the youngest generation of the Russian leaders who grew up already in the new environment got the corresponding education and professional administrative skills will be steadily successful in a long-term outlook. In the present high-changeable environment, the success is often connected not only with factors of an objective order, but also with successful combination of circumstances.

Moreover, in today’s Russia there are many firms and the companies where application of modern administrative technologies adjoins and easily get on with enormous development of the most primitive bureaucracy, a prevalence of the interpersonal relations over business relations, improvisations — over system in work, etc. Obvious expenses of such management style, as a rule, are not considered. And psychological consequences more lay down on shoulders of subordinates who, following long Russian tradition, nevertheless do not grumble, being afraid to lose well paid work. Perhaps, it appears to be the evidence of the fact that, as leaders of new generation — generation of Russian "yuppies" — are still focused considerably on short-term success.

Confirmation to this, in particular, is that elaboration of long-term strategy of business structures development is still not quite demanded. So far, purposeful work about formation for
steady, professional teams and maintenance of the normal human relations in corporation stimulating development of corporate spirit often remains in the shadow.

In many Russian organizations, leaders face the necessity of using new style of the management. Leaders are generally rectilinear and strict, are guided by rigid hierarchy in the relation with subordinates. In most cases, the culture based on punishment remains, but at the same time, Russian leaders are paternalists and defenders of their subordinates, their behaviour is considered even warlike. However, imperiousness and authoritarianism appear to be not the only Russian managers’ traits. To become an effective manager in Russia, it is necessary to put much effort in the relations both with partners, and with subordinates, to be able “enlever sa cravate”, to spend time with people. (Aghabachian, 2013) Besides, the manager in Russia is the charismatic person, he is perceived as the father of one big family, and employees admire force, which he personifies. (Yushina, 2014)

However, it is necessary to consider that modern Russian businesspersons had no opportunity to accumulate considerable experience in the sphere of corporate leadership development — they had to deal with other tasks. Now, to seize instruments of creation and development of leader potential, they should learn a lot and in many respects to reconsider the views.

What qualities the modern Russian leader has to possess? Can be carried to number of prime such as professionalism, sense of responsibility, spirit of business, global thinking, accounting of variety of cultures, high educational and cultural level, ability to work in team, to focus on partnership and ability to distribution of the management.

Certainly, "good leaders have to be excellent managers and to have deep understanding of the basic principles and methods of their application in marketing, production management and logistics, in finance, control, the organization and management of people" (Abell, p.131).

In other words, leaders have to be first of all professionals as the high extent of self-checking and self-government necessary for modern Russian leaders forms responsible leadership — responsibility not only within the short-term financial objectives of the company, but also to the society in general, in the long term. The spirit of business and search of new resources and competences in the international markets can form a basis for long-term competitive advantages in business, will allow to strengthen the positions in global economy.

As a conclusion, modern Russian leaders should also consider the fact that globalization of economies inevitably leads to considerable expansion and complication of interdependence between certain economic subjects, national economies, leads to the deepening of integration processes of the world information space, of the world capital market, of goods and labour. During the process of globalization the complete international economic system, which covers
the territory of all planet and dictates rules of existence to separate national economies and economic entities, is formed.

There is every reason to assume that processes of globalization will play the defining role in world economic development in the 21st century and will become a basis of formation of new system of the international economic relations. In turn, that means the Russian leaders already have to and, apparently, would have to work in the conditions of the variety of cultures in the future, which means variability of approaches to the management and production, personal behaviour and values, relationship of races and floors. The Russian leaders have to realize not only economic and legal distinctions, but also distinctions of social and motivational character existing in the sphere of work around the world. The leaders that are capable to understand, to appreciate and to motivate effectively the colleagues belonging to different cultures will become the most valuable resource in the future.

Management from the top of rigid hierarchy consigns to the past, the delegation of powers of authority and development of partnership becomes the trend of time, "... decisions have to be made at the levels of management which are brought extremely closer to sources of information on the basis of which these decisions are made. Nevertheless, it means that in the organization there has to be a "multiplication" of leaders as the considerable number of people has to be able to define what to do. Thus, there is a need for leaders practically at all levels of management. It is possible to tell that the maxim given above ceased to describe alternative: now it is necessary to be both the manager, and the leader. Naturally, it is about leadership of different scale, but the problem essence from it does not change" (Filonovich, p.93).

Thus, some qualities considered above, which the modern Russian leader has to possess, will allow to create the special behaviour model of the person or the organization providing the advanced positions in business competition. In this sense, the understanding of leadership itself can be treated by us as the new special behaviour model capable to provide a survival and development of the organization in the conditions of changing environment.

It is told a lot about influence of these changes in a number of recent researches. So, for example, in 2005, Adam Smith's institute conducted among representatives of the Russian business community a survey on the subject "Skills and Qualities of the Head" in the run-up to the forum "Leaders in Moscow" which took place at the beginning of October of the same year. The objective of this research consisted in identification of the Russian heads' views about the key questions connected with leadership in the modern organization.

According to the Jane Ray's conclusion (the managing director of the "Leaders in Moscow" project): "in recent years the relevance and practical importance of a leadership development problem grew, it was written and told about this subject. Understanding the importance of a leadership phenomenon in corporate management, we decided to study ideas of Russian
managers’ leadership. As a mirror, our interrogation highlighted current status of the management staff market in Russia which lies now on a stage of an early maturity. Many already achieved considerable progress. At the same time they are interested in leadership skills development; they are open to the dialogue and are ready to perceive experience of the western colleagues” (Leaders in Moscow).

The conducted survey is rather representative — about one thousand managing directors and managers of an average and the top management of leading companies and the industrial enterprises participated in it. The cut of information received as a result from research was quite curious: it allowed to reveal some tendencies connected with development of leadership in the modern Russian organizations.

Therefore, for example, the analysis of sex and age structure of respondents showed that business in Russia — it is a young people’s business, at first. People of 25 years to 44 (74,5% of respondents) were the most active participants of research. Interview showed that youth and mobility — the main characteristics of the national Russian management staff market. For almost a half of respondents, work experience in the companies is estimated from one to five years. Two thirds of respondents (60,7%) work in the large companies.

The subject of leadership occurs to be interesting to all to participants of research, and first of all in the context of personal and career development. In modern Russian business, the rising demand for the careerists aspiring to be the first is observed. Leaders in this question are men, unfortunately, it is less women identifying themselves with leadership, than men: their share among respondents made only 28,2%.

Interview also confirmed the fact that business in Russia is moved forward by uncommon persons as well. It was offered to participants of the research to choose the best one from ten leaders of business belonging to the "gold fund" of the Russian managers. The list of candidates included the famous and successful representatives of a business community of Russia — respondents estimated them from the managerial effectiveness point of view. Voting results were rather expected: the victory was awarded to representatives from the large business, which appears to be a flagship of national Russian economy.

The highest rating among male heads was received by the head of R-JSC United Energetic System - Anatoly Chubais, 31,2% of respondents voted for him. Roman Abramovich for whom 18,4% of respondents gave the votes did not lag behind him. According to respondents, Anatoly Chubais successfully uses the business qualities in political arena. Among female managers the president of Russian and CIS Microsoft department - Olga Dergunova who collected 28,3% of votes was recognized as the best. In this success rating, the business leader Dergunova bypassed her closest competitor — the politician and the mayor of St. Petersburg Valentina Matviyenko who is considered by the best 19,4% of respondents.
As it became clear from interviews, the real fight of floors for reins of government is developed among the Russian companies. However, despite the gender equality declared by the Constitution of the Russian Federation, traditionally men have more chances to be appointed to a senior position. Results of the interrogation only confirmed this thesis: 76% of respondents consider that men approach on the leading post of the large company more. At the same time 35,1% of respondents are convinced that women discover their leading talents in small business. Most likely, there has to pass quite a bit of time, before the gender stereotypes existing in the Russian society would be shifted.

The interview showed also that the Russian managers first of all stake on the charismatic leader. This management style is considered by 38,12% of respondents as the most effective for the Russian specific conditions. It is interesting that the statement that leaders are born gradually loses its importance among the Russian business community: 58,8% of respondents disagree with this statement. Russian managers, convinced that leadership can be trained, highly appreciate such personal qualities as ambition and business intuition, and at the same time seek to form in themselves strong-willed character and working capacity. They call ability to position themselves among colleagues as one of the integral factors of success. In addition, we can consider important such fact as the Russian managers’ confidence that professional competences define the status and authority of the leader’s identity. According to respondents, the modern leader is distinguished by determination, organizing abilities, a power of persuasion, ability to accurately formulate a task in front of the personnel, and readiness to perceive and introduce innovative approaches.

The Russian managers also attach great value to the education level of the modern leader, they are sure that to be successful, it is necessary to reach the higher education (economic or technical — 46 and 34% of voices respectively), and the knowledge and skills acquired by professional development as well (21,8%). A third of participants of an interrogation (30, 9%) considers important to have training in the MBA program under belt.

The Russian managers — participants of the interview, consider that mission of the leader — to change the world around (42,5% of respondents) and to inspire others (51,9%). In their opinion, leaders’ main feature is that they finish the begun business until the end (31,5%) and have the followers (47,4%).

Meanwhile the conducted research allowed revealing not only essential shifts in representations of modern Russian managers concerning leadership in general. Research also gave the chance to reveal one of the most important tendencies of development of leadership in modern Russia, namely the formation of a new format leaders at three levels of social and economic system of the Russian society: at the macro-level, meso-level and micro-level.
This tendency will quite be coordinated with the fact that in modern Russian reality we deal with formation of leaders of a new type - the market one, with the most significant and bright figures:

— the undisputed leaders representing the federal level of the power, macro-level of social and economic system of the Russian society are the president of Russia V.V. Putin and the Russian Prime Minister D.A. Medvedev;

— meso-level of social and economic system of the Russian society, level of the large branches and regions can be presented by such symbolic figures as, for example, A.B. Chubais is the chairman of the board of R-JSC UES of Russia, V.I. Matviyenko - the city governor of St. Petersburg and, at last, the large Russian businessman R.A. Abramovich mentioned above;

— at last, the level of concrete economic entities, the most significant in modern Russian economy — the micro-level of social and economic system of the Russian society, can be presented by the head of JSC Gazprom - A.B. Miller.

By the way, results of annual research about measurement of a credibility level to the state and public institutes “Trust Barometer-2008” confirm ponderability of above-mentioned positions. Therefore, unlike many European countries, business and the governance in Russia reach the maximum trust-level from the people. Mass media and nongovernmental organizations (NGO) enjoy the smallest confidence. “The level of credibility to the governance in Russia is high because Russians pin hopes for the best future on it” — David Breyn, the vice-president of Edelman for the countries of Europe. He considers that levels of credibility to the government and business are closely connected, because in Russia “it is obvious to everyone that business is a part of the governance” (Unity of Business and Authority).

4.2 The strong leader is necessary

Referring to history, traditions of ruling Russia, authors remember Peter the Great, Joseph Stalin, Georgiy Zhukov as strong and charismatic leaders of their time. Necessity in having strong “leader” is projected in the Russian mentality and on the corporate environment. Company management with the prevailing share of Russian-speaking workers demand existence not only the nominal, but also strong-willed and competent manager who has to be capable to direct the processes, involving own example and manual of all other employees. The faith in such leader, in Fey and Shekshnia opinion, can force workers to work wonders. In confirmation of the words, authors give two examples of business management: positive and negative.

As a successful tactics, the history of the oil company Sidanko formed in 1994 by allocation from the “Rosneft” structure within the company on privatization of the Russian oil branch is described. Robert Sheppard, who has actually become the president of the company in 1999 soon after recognition of its bankruptcy by the court could bring the enterprise out of dive. Having
concentrated on establishment of control over cash flows, on adjustment of a personal contact in the surrounding business and administrative environment in the beginning, and also on establishment of own authority in the company, he managed in two years to re-structure a debt, to bring the enterprise out of outsiders in leaders of branch by 2002. The company had considerable profits from sales, was considered the most advanced in branch as technically, and from the point of view of business planning.

The example of how it should not be done with business in Russia, is shown by authors in the form of history of the manager under a pseudonym Ron Champman. (Fey & Shekshnia, 2011) Appointed by the top-management of large industrial corporation to supervise development of business in Russia, Ron has relied on delegation of the powers on management of group of companies to Russian-speaking deputies (or to "general managers" as they are called in article). He held semi-annual meetings, estimating work of the protégées by results of the reporting, never getting into local problems of management of branches on places.

Taking into account the Russian realities, consequences of such superficial approach to business have not kept themselves waiting: one of his deputies has left, having opened the competing structure, another has been caught on corruption schemes, and a bit later, the company has lost several perspective employees who have also organized the rival enterprise.

As a result business under the leadership of Ron Champman lost the leading positions in the market, the top manager has been transferred to manage the direction of business in other territory, the group of companies has been transferred under one legal person and still tries to make up for lost time. Judging by responses of Russian-speaking employees, Ron was perceived as the weak head, his ease was considered for weakness, and a non-interference policy in internal affairs of the companies – for incompetence or for unwillingness to have an insight in a business essence. His collective has not apprehended the style of the management seriously.

4.3 Problematic field of the Russian leadership

The last decades show significant increase in interest to a leadership subject in the Russian scientific and publicistic literature. In particular, the number of the publications devoted to this phenomenon of management increases and there are more and more works where the subject of leadership is considered in connection with researches in other areas and taking into account various problems of management. In real business heads of the companies even more often realize that efficiency and success of their activity in many respects depends on that, their leader potential is how strong.

One of the most important reasons of a surge in interest in this problem, in my opinion, is a change of the business environment. Still quite recently, when the environment of business was rather stable, leaders were required only at the top level of management or in the top echelons
of power. The "monoleadership" formed for decades was fully coordinated with the Russian traditions of management and allowed to rely on the people having natural tendency to leadership. The leader was at top of a hierarchical pyramid and made all key decisions necessary for successful functioning of the organization. However already then the problems connected with movement of information and adoption of operational decisions were observed.

In addition to everything, changes, occurring in the world and in Russia, create the growing need for leaders of essentially new type. "At the time of fast changes, like the present ones — Derek F. Abell, the president of the European school of management and technologies notes: “the balance between management (optimization of routine work) and leadership (which includes creation of images of the future of the enterprises and advance of the organizations and people to this future) is displaced towards bigger demand for leadership” (Abell, 2004, p.130).

I will notice that we can observe and analyse the changes happening in the environment of business at three levels — global, regional or national and, at last, at the level of the concrete company. These changes, certainly, are connected with a number of the reasons. Such unique phenomenon of the modern world as globalization of world economy can be carried to number of the most significant of them.

Explaining this concept, we should note that globalization is the difficult and contradictory process caused by the whole complex of technology, economic, ecological, political and welfare factors. Globalization of world economy represents a new stage of interdependence of the countries, regions, and certain economic subjects. It creates new external environment of the companies' activity, which characteristics are rather universal and are not connected with activity of firms in the concrete countries and regions of the world in any way.

Companies that are operating in foreign markets are forced to consider a possibility of fast loss of the competitive advantages in the conditions of new "coherence" of world economy. The wide distribution of the latest information technologies, rather easy access to sources of financial resources much reduced life cycle of products and technologies do by less significant entrance barriers on the markets and force to look for new forms and ways of preservation of competitive advantages of the company.

In this context the understanding that "all changes demand transformations, and all transformations demand leadership — not just routine management" is extremely important (Abell, 2004, p.131). In order that Russia in the conditions of globalization could take an advantage of the huge potential, big transformations on micro, macro - and the meso-levels, which are closely interconnected among themselves, will be required.

Thus, modern conditions of business in the highly competitive, hardly predictable, turbulent and globalized environment dictate the need of modification of use of the old scheme
"monoleadership", need of delegation of powers of authority on levels of management, which are as close as possible to information sources.

Meanwhile the existence of a number of the specific Russian features including considered above complicate development of leadership skills in a wide range of managers. The majority of these features are explained by a cultural originality of the country, specifics of mentality of the population. Other features are caused by recent past of the Russian and Soviet organizations and enterprises (disintegration of the Soviet Union, mass privatizations, default, etc.). At last, thirds are connected with modern model of development of the Russian business in general.

Detailing the aforesaid, I will note that the following can be carried to number of the main Russian features complicating development of leadership skills:

One-man management. The Russian business culture, which is historically constructed on recognition of authoritative model of leadership as the most effective, will be hardly changed quickly — most likely, more than one generation of the Russian managers will be changed until this aim will be reached. However, it is necessary to recognize that the European model considering importance of personal skill and collective leadership will be necessary and demanded in Russia.

Big distance of the power. Having glanced in history of the Russian state, we will find out that else from 14th century in the Moscow kingdom under influence the Tatar-Mongol "in Russia has become stronger type of social communications "master — his servant" in Asian way. In public and private life the behaviour of the person began to be estimated from the point of view of his "rank" (i.e. places in social hierarchy), in other words, "servility" prospered (Sergeeva, 2006, p.174–175). Stability of historically developed system of the relations between "chief" and "subordinate" during the modern period is surprising. Russian workers perceive unevenness of distribution of the authority and authority in the companies (however, as well as in society in general) as the truth or reality, which is not a subject to doubt. Certainly, it slows down the development of leadership skills in a wide range of managers of the Russian companies.

Leadership cascade. One of the most important and most interesting problems of the Russian leadership is the effect of "cascading" of style of leadership, i.e. gradual copying of style of top levels by lower ones. "At first sight, reproduction of style of leadership can be seen rather minor problem. For Russia where throughout centuries the personified, charismatic leadership was cultivated, this effect is very serious in our opinion" (Filonovich, 2007, p.97). To this day at consciousness of modern Russians, there are norms of business interaction inherent in the charismatic power. Charisma gives the power constructed not on arguments or long tradition but only by force of strong-willed qualities of the personality.
The Russian history left us a big heritage regarding charismatic leaders and their henchmen, starting with Ivan the "Terrible" and finishing by leaders of the Soviet era. Traditional regulations of authoritative business interaction are shown, for example, in the Russian sentence "The economy loves a strong hand". The seventy-year Soviet mode strengthened the power of the administration of any level, and this management it was necessary to obey, despite its level of professional literacy and competence. Charismatic leadership and authoritarianism, besides, strengthened a bureaucratic basis of the totalitarian state.

Today considerable part of Russians of different age are to some extent supporters of the mode of "a tough hand". By the Russian tradition, the chief shall be severe and tough. "Spinelessness" of the chief means his incertitude in him/herself, weakness. This quality is not accepted, and is condemned by subordinates rather and is even derided.

The fact is, that according to most of Russians, the model of modern Russian society seems them in a form of a pyramid, is indicative already. In its basis, there is a country population, from above — political and economic elite of the state. "Patriarch", the tsar, the secretary general of a batch, the president crowns a pyramid. In other words, the pyramidal device of life "in Russian" assumes strict hierarchy of the power with the charismatic leader above. "A pyramid — the steadiest design. The traditional model of such society is literally acquired by Russians with mother's milk" (Sergeeva, 2006, p,167).

Inability to work in team. Constructed by the principle of autocracy, Soviet management system kept for decades on strict hierarchy and a big distance of the power and therefore many Russian business leaders, despite the individual advantages and high professionalism, are not able to work in team and to adjust the team approach in the company in general. Kets de Vries (2000) writes about obstacles in Russian people's minds that were formed during the ages of autocracy and regimes. Modern employees feel uncomfortable in taking responsibility and always are afraid of making decisions because of a fear to be punished or even fired. Now what it has to be done – is to overcome this cultural phenomenon. Certainly, the Russian business leaders more and more realize the importance of creation of the command environment in which all managers would work together and as equals, would make the special contribution to general success of the company. In Russia such practice gets to be accustomed slowly, however team work and reducing a distance of the power as I believe, will allow to develop in subsequent in the Russian companies a command collectivism, so necessary to the modern business.

Domination of the personal relations over professional. The personal relations always played and play in Russia more important role, than in the typical western organization. Certainly, such situation can be considered quite normal at a stage of forming of the company when loyalty of personnel to the company can be more important than its professionalism. But also even today in many Russian companies, the personal relations with the people, who are making decisions,
remain the most important factor of promotion on an office ladder. Moreover, in many Russian companies there was actually a specific hierarchical system constructed on a personal contact and contradicting with professional requirements.

Unfortunately, to this day many Russian heads of the companies do not own a sufficient knowledge in the sphere of human resource management. Therefore, for example, they place emphasis on financial ways of employees’ stimulation (which, certainly, are important), but not always pay enough attention to other, not less effective factors of motivation: possibilities of personal growth, participation in the general vision, emotional attachment to the job or team, a professional education etc. Meanwhile it is necessary to know and consider the most important specifics of the Russian worker, which, according to analysts, are: "Russians are enthusiasts, they are capable "to be married" to the job. If work gives pleasure, then they are ready to work even without material compensation ... to receive a small salary and not to change the place of work. For Russians intensity of work and size of a salary are quite flabbily connected among themselves, and more often are even independent at the choice of the place of work" (Sergeeva, 2006, p.277). However, until employees realize what kind of job is giving pleasure to them, in most of cases they will look for a big salary first. Therefore, the problem of vagueness appears and it is a leader’s duty to help his followers in finding what they want. Productive use of this unique feature of the Russian worker means accumulation of competitive advantages of the company.

However, many Russian heads understand that one of key factors of their success — highly skilled personnel. One of the guru of modern management Peter Drucker somehow noticed that highly skilled workers are people who know about the work more, than their managers do. In relationship with them former models of the management do not work. Practice, at which subordinates are told what they should do, gradually becomes a ridiculous anachronism. Moreover, it becomes harder and harder to hold highly skilled workers on your enterprise. Unlikely that it is possible to expect some special devotion from such high-level workers to the concrete company, most likely they will behave as a free professionals working with those who give the maximum opportunities for their personal and professional growth and career development. Ability to attract and hold talented workers is valuable quality that modern Russian business leaders have to develop in themselves.

Excessive control and lack of ability for delegating power. For many Russian companies integration of a total control mechanism, coming from the head, over all spheres of life of the company seems to be standard. Though, it is obvious that excessive control over activity interferes with decentralization and delegation of powers in the company, necessary for leadership development. Experience of activity of the successful international companies is indicative meaning that provide to middle managers more and more freedom for development of entrepreneurial spirit and leadership skills and at the same time confer on them more and more
responsibility. At the same time, the management of the company controls only in advance coordinated key parameters of activity. As a result, many companies managed to reduce significantly the number of levels in the structures, to increase efficiency of activity, to react more sensitively to changes of external environment.

In the Russian companies, on the contrary, often there are no accurately outlined zones of responsibility and effective procedures of decision-making as their heads consider that thanks to such structure of the organization they will be able to control the working process of all divisions and to make operational decisions.

*Lack of experience in corporate culture’s construction and development.* In Russia, the concept "corporate culture" (in modern understanding of this term) in the theory and practice of enterprises management practically was not used until recently. The corporate culture of the majority of the enterprises of the former USSR was, as a rule, formed by the functional principle constructed according to the types of works, which are carried out by separate divisions. The functional structure perfectly suited the organizations when they worked in the conditions of the stable and centralized state planned economy. The Soviet power showed consideration for corporate culture at the enterprises, it actively supported by its party ideology existing at that time. The whole range of actions, such as working evenings and holidays, demonstrations and community work days, company clothes and symbolic, took place at the Soviet enterprises. These actions connected people by bonds of corporate spirit, formed agreement of opinion, tied to the workplace and labour collective. However, refusal of a state planned economy, emergence in Russia of the free market, complication of the administrative tasks connected with a new stage of development of economy demanded from the enterprises of rigid self-organization, actualized the necessity for change of former corporate culture and its structure.

At the same time, it is difficult to overestimate the value of corporate culture in activity of any organization — it gives to employees an organizational identity, defines intra group idea about the company, being an important source of stability and continuity in the organization. The corporate culture creates feeling of reliability of the organization and the situation in it for employees. Moreover, it promotes the formation of social security feeling that is especially actual in modern Russia. At these times, it is not incidentally that in the domestic theory and practice of management, the interest in studying of corporate culture became more active to be shown and scientists along with experts allocate a special place to it in an administrative activity of all levels.

*Low culture of modern technologies possession.* Modern times demand modern skills and abilities from business leaders. Unfortunately, at many today’s Russian heads these skills are absent, and quite often managers do not even consider them important. The majority of the Russian heads perceive technologies as something, which, certainly, is important for personnel of the
company and production divisions, but not for the person leading "real" business. Really, possession of modern technologies is defined considerably by individual abilities. Though it is not obligatory at all for each head to be the gifted technician or the expert in computer technologies, however it is absolutely necessary:

— to understand, how new technologies can be useful to business;

— to attract, develop and support technically competent workers;

— to know, to what new technologies it is necessary to invest and how to operate these investments;

— to set an example for employees in application of new technologies.

Incentive for implementation of these requirements can become the fact that the companies headed by technologically competent heads get essential competitive advantage in the market.

4.4 GLOBE’alization

So far a situation in this regard in our country is not the most iridescent. So, a bright illustration of some of the features of the Russian leadership is the assessment of the western managers working in Russia. The Russian Federation, from a position of the western managers, is one of the most “difficult” countries. The staff from the western companies coming to Russia faces the whole block of problems. For example, to achieve success and to operate the company’s personnel in the most effective way, they have to acquire certain rules of the game. It is necessary to understand how to operate people with mentality, other than the western type, to define what type of the management and leadership in modern Russia is most suitable. “One consider that the western style of the management gradually gets accustomed in Russia, with elements of democracy and collective nature. On the contrary, others claim that changes are out of the question inasmuch as tendency to authoritarianism is historically inherent in Russia” (Kashubskaya-Kimpelyajnen, 2009, p.60).

Meanwhile the most optimal management strategy for the company managing in Russia, according to most of the western managers, is the skilful combination of the western and Russian management styles, which consists the availability of the democratic and at the same time authoritative and charismatic type of leader that directs people. In addition, it is important to mention a big freedom degree — much bigger, than in the western companies. Thus, from a position of the western experts it is possible to select two main characteristics of typically Russian productive style of the management: authoritarianism and attention to people.

From a position of the Russian features considered above also results carried out to the period from 1994 to 1997 within the GLOBE project (The program for studying of global leadership and
efficiency of organizational behaviour) of large-scale international research of professional values and management styles are indicative. (House, 2004) Materials of research are interesting also because the time interval of this research covers an initial stage of reorganization of the Russian economic and social system and reflects that level of representations and values with which the Russian community entered a change band.

Within the above-stated project, more than 17 thousand managers from 62 countries were interrogated.

In the analysis of dynamically developing Russian business-environment, the Russian professional values — researchers of GLOBE used a method of comparison of data on the current situation: "what is" with expectations of people, their idea of the future — "as it has to be" (fig. 3).

![Figure 3 Russian leadership and organizational culture according to the GLOBE Study of 62 Societies](image)

What strikes the eye first of all? Marginal situation in parameters, which, according to GLOBE authors' conclusion, define a development vector of the international management. In their opinion, global tendencies consist in the movement to creation of conditions for bigger predictability of the future and decrease the uncertainty, more democratic relations in business, orientation on commercial results and individualism level increase in managers' behaviour at the same time.
The Russian managers are on the last place by criteria "uncertainty avoidance" and "future orientation" and take the third place from the end by "performance orientation". Talking about "individualism", Russia is located somewhere at the average level, which is rather far from recognized management authorities. Ideas about role functions and humane orientation say that the Russian managers prefer to motivate employees with methods of "the strict father". Therefore, "maternal" care, attention to social problems that is so valuable in Europe, appear to be on the periphery of a motivational package "in Russian". To the behaviour standards accepted in civilized management society, Russians are close, perhaps, only in the "persistence in achievement of the purpose".

The conclusion that the essential distance of the power — so-called "distance" between people of the different statuses in this or that social system or group is the one of the main characteristic of Russia, unlike the western countries, became result of the conducted research. For example, between the superior and the inferior. At the same time researchers noted that Russians perceive uneven distribution of the authority and powers in the companies and in society in general as a fact, as the truth, which is not subject to doubt about. At the same time Russian managers who participated this research hoped that over time this distance would be gradually reduced, and such qualities of leader as humanity, justice and attention to people around to which in Russia it is traditionally paid a lot of attention, will increase.

Having carefully analysed indicators, authors of the GLOBE project drew for themselves the following portrait of the effective leader in national Russian representation: "It is the inconsistent person with obviously expressed rigid autocratic style of behaviour. Possesses ability to make individual decisions to assume responsibility for these decisions. He or she are autonomous, do not try to save face, work openly, quickly and rather competently in unstable external environment. The leader is poorly aimed at resulting effect of activity, he/she is more focused on a process, at the same time being very attentive to the status. Nevertheless aggressive style of behaviour, lack of vision of the future do not allow him/her to become strong charismatic leader" (House, 2004).

It is also necessary to note that in Russia the judgment of the required effective models of management goes quicker, than their realization. Researches of the Russian authors give the grounds to say that personal charisma, one-man management, recognition of the status in the short term in Russia will hardly lose the crucial importance as we deal with historically developed authoritative environment. However, formation of new values of global management as I consider, will happen anyway, despite all existing difficulties.
4.5 Comparison of styles of the European and Russian leaders based on behavioural and situational theories

As it was already told earlier, the Russian culture of management is characterized by a high distance of the power and the "collective mentality". In the Russian culture, autocratic management style is considered as the most efficient, while the European concept of management is more democratic; it is based on participation of subordinates at the enterprise in decision-making (a small distance of the power) and assumes a high level of credibility to the leader. Thus, the wide distance of the power and rather insignificant attention to the personal interests make the Russian management style incompatible with European.

At the heart of European management style, we can identify a support on the facts and fast solutions (thanks to the strict accountability in organizational structure). On the contrary, the Russian management is quite intuitive, characterized by using a large volume of information, personal contacts, and political influence also.

For the best understanding whether it is worth applying the European management style in the Russian organizations, it is necessary to allocate the types of the power inherent to each style. As for the high level of a power distance, aiming at work in team, and politically focused values in Russia, the legitimate and referent authorities are the most suitable source of the power. However, successful management will soon depend on the managers' ability to apply also other types of the authority (such as expert and the power based on remuneration).

Proceeding from what heads apply either autocratic management style (centralization of the power, the power based on remuneration and coercion), or democratic (participation in company management of employees, the reference and expert power) the leadership continuum reflecting various extents of participation of employees in decision-making was made. According to the authority types, the following results were received:

<table>
<thead>
<tr>
<th>Europe</th>
<th>Russia</th>
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<tbody>
<tr>
<td>- the management focused on people;</td>
<td>- the management is focused on &quot;boss&quot;;</td>
</tr>
<tr>
<td>- the manager formulates idea and offers it to followers for consideration, discussion and promotion of their own opinion about this idea (according to conditions in which employees can make decisions independently);</td>
<td>- the power generally is in the manager's hands, he puts forward ideas and makes decisions individually or with insignificant participation of employees of the company;</td>
</tr>
<tr>
<td>- leaders are democratic to a large extent.</td>
<td>- leaders are autocratic to a large extent.</td>
</tr>
</tbody>
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Figure 4: Leadership continuum.
European organizations are able to achieve best results from their activity. This efficiency is defined by such parameters as special attention to people and to quality of the products of labour from managing directors. Presently, the European management style can be characterized as a competent combination as for the help to employees and their encouragement, remuneration, as for the attention to strict performance of the objects set for the organization. As for the Russian management, the attention that was earlier focused on the tasks, nowadays, with development of market economy, it is directed on an excessive care of subordinates also.

To define an orientation of the Russian managers, survey among pupils of the Orenburg State University of faculty of business informatics was conducted (Yushina, 2014). The standard scale of the least preferred employee was offered to them. Results of a poll are as follows: ~85% of respondents noted adjectives with sharply negative shade at the highest point, other part (~15%) thought as the European managers: they considered that good qualities correspond to the least preferred employee.

Thus, one may say, that one of the main differences between management of the Russian company from the European consists in opposite orientation: the Russian managers are focused on achievement of a definite purpose while the European managers concentrate attention on relationship. (Figure 5)

| opened | Leaders of the European companies use these adjectives for the description of the least preferred employee, namely adjectives with positive colouring; therefore, they are focused on taking care of the employees. |
| easy-going | Leader in Russian company restrains concentration of its attention not on employees' feelings and interests, but on goals and their achievement. |
| efficient | assertive | sanguine |
| picked | | |
| unproductive | | sullen |

(Figure 5. Scale of the least preferred employee. (Fiedler F.’s management style). (Daft, p.4)

The Russian leaders feel, like a duck to water, either in favourable, or in an adverse situation whereas the European leaders are most effective during the intermediate period. Efficiency of the leaders focused on tasks in bipolar situations is defined by the fact that environment is stable.
Intermediate situations are characterized by an urgent need of effective communication; therefore, leaders focused on relationship achieve the greatest success here.

As for the analysis of management styles on the basis of the theory "path-goal", the European model of management is directed on the objectives achievement and on the support of employees to a large extent, as the staff of the company are professionals, competitive people, with the developed motivation, literally living by their work. (House, 1974) For the Russian management the directive style is inherent, that can be described by the situation, when the worker receives the accurate instructions, which he/she follows for beforehand discussed remuneration. It is impossible to consider at all that there are strict differentiations of the management; the theory "path-goal" considers application of various types of the management to various situations that promotes development of motivation of subordinates by managers of new methods.

### 4.6 Leadership development in the Russian companies

What does it has to be made for leadership potential development in the Russian company? Identification of the problems that are disturbing it — only the first step in the necessary direction. The companies have to create conditions for development of leadership potential at all levels of the organization and they have to promote this development in every possible way.

Because of the Russian society’s liberalization, its openness to ideas of the West and progress in programs of support of private ownership and small business, we observe amount of changes leading to the more effective selection of the staff. Similar administrative values, contrary to cultural distinctions, their evolution cause efficiency of cross-national techniques. Thus, some concepts of the American management can and have to be practiced in Russian companies. (McCarthy 2005, Elenkov 1998)

One of the major conditions — decentralization and delegation of authority, refusal of methods of employees’ responsibility increase that are traditional for Russia, such as hierarchical control, in favour of the enterprise relation to the working process. Experience shows that distribution of authority and responsibility renders the strong motivating effect on employees and increases efficiency of their work. Not incidentally, the majority of successful large western corporations are constructed on the principles of decentralization and stimulation of enterprise: they realized that bureaucratic hierarchy is incompatible with development of leadership potential.

The second indispensable condition — a bet on development of key employees, so and leader potential, at all levels of the company. Researches show that the cumulative income of shareholders of the companies — leaders in the field of development of personnel almost for 20% exceeds average on branch. Such result, of course, speaks not only about the progress in development of people, but the value of this factor should not be underestimated. It is very important therefore to build comprehensive system, which would stimulate development of
leadership potential in the organization. Actually many elements of such system are quite obvious and "mechanistic" that, however, does not belittle their importance. This and continuous practical training of all today's and tomorrow's leaders, and also involvement of leaders of all organizational levels to a personnel setting process, assessment and career advance of employees, and not only the functional divisions. All of this not only increases overall performance, but also helps employees to understand better the most highly valued leadership skills and abilities in the company and to try to develop them in themselves.

Thirdly, human development and education of future leaders has to become a task of paramount importance for the first person of the company. Heads of the most successful companies find essential part of the time (as well as resources of the company) for development of employees of all levels of the organization. "I consider the development of our human potential as the main task, therefore each conversation, each meeting I perceive talking about people as an opportunity. That's how we operate GE" — Jack Welch said. In the most successful companies top managers quite often participate in appointment processes even to the most ordinary positions, which less successful companies' top managers do not award with the attention.

At last, top managers have to try to work more on themselves, to develop their leadership skills, for example, applying different management styles depending on a situation. It is important to remember that management style and a manner of behaviour of the first person, as a rule, are reproduced in the company — they are copied by direct subordinates, and then repeat at all levels of the organization. The head causes response in collective by showing openness and restraint, showing that he appreciates an initiative and responsibility. I witnessed quite rare "incident": the worker was not afraid to tell the first person of the company inspecting the new monitoring system in shop about how they "bypass" this system. Before the head considered that the system works effectively, moreover, he gave to workers an award for excellent work. What high has to be a trust of the ordinary employee to the head of the company to leave with such recognition! Such behaviour — in many respects the head's merit. Having proved the person open and susceptible, he created the atmosphere of trust that people were not afraid to tell about failures in the company, could involve employees in the solution of serious problems of production, improvement of operating activities and by that made them leaders.
5. Hypotheses about Russian Leadership

5.1 “It is an ongoing process...”

The Russian leadership potential at this stage of development did not manage to adapt completely to a modern economic situation in the country yet. Throughout all history of the Soviet Union managers and leaders at the companies, as a rule, had only the formal status and did not bear any real responsibility in view of their needlessness, inasmuch as government institutions were engaged in the real company administrative control. After Soviet Union disordered and Russian Federation formed, national economy was in the strongest crisis for a decade, and the former Soviet managers had to adapt urgently under the conditions demanding directive management. Otherwise, managers quickly lost control over a situation and the organizations got derailed because of poor control in the conditions of crisis, as it is possible to see on the example of hundreds of the bankrupt enterprises at the beginning of history of the Russian Federation. Nowadays, inside Russian managers' consciousness there is some kind of upgrade happening: they learn to be leaders for their followers in the conditions of changeable external environment, mastering new approaches and methods of more democratic management style maintaining. As it appears from the comparative analysis of leadership in Europe and Russia, Russian managers have considerable experience in management of the enterprises in the conditions of crisis, effectively reacting to internal and external irritants when they do not place emphasis on creation of organic relationship with employees, and it is necessary to set the accurate purposes and tasks offhandedly. Modernization of authoritative approach, adaptation of new democratic techniques demands considerable amount of time, which was spent too little at the moment to resemble the European style of leadership somehow. Therefore, nowadays in the market of management, a dual situation emerged: on the one hand, overwhelming number of the enterprises still prefer to adhere to autocratic management style (Zlatin, 2008, p.265), at the same time understanding that it is necessary to add elements from democratic approach. On the other hand, also it takes place to be the managers who are completely refusing total control, ennobling to a maximum importance of development of the relations between managers and employees (Zlatin, 2008, p.264). As a result, that also does not lead to anything good: employees see in their chief a flabby and weak ruler and refuse to submit to him because of the features of the Russian mentality “there always has to be a boss”.
5.2 “Crossroad of Russian Leadership”

The problem of the Russian businesspersons’ adherence to autocratic style of leadership is also traced in Angus Maddison’s paradox and in researches of national culture of Geert Hofstede. According to the “Two trajectories” theory (Maddison, 1991), there are two paths for all countries of the world, two cosmic speeds, which are counted according to GDP and which define success and regularity of development of economy. At the “first speed”, there are 25 countries, such as the USA, Canada, almost all Western Europe, Japan, etc., and on a low trajectory – all others. Development of the “successful” countries in Maddison’s theory happens slowly, around 2-3% of GDP each year that in long-term indicators is expressed in huge numbers, whereas outsiders develop by jumps, but at the same time sharply falling down. Doctor of Economics Alexander Auzan (2015) noticed that only few countries are able to overcome «path-dependence» problem, to pass from the second speed to the first (for ex. Singapore, South Korea, Taiwan, Hong Kong), and it occurs after certain positive shifts are observed in a country’s culture (mentality) . Using Geert Hofstede’s terminology, one may say, that the indexes of a power distance, uncertainty avoidance have to be lowered down, and it has to be a growth of individualism, indulgence, etc. for a change of a development trajectory. Proceeding from it and analysing dynamics of Hofstede’s indexes in Russia, it is possible to draw a conclusion that nowadays the mentality of the country population is located at the frontier, when the previous experience still prevails in consciousness, forcing to adhere to old traditions and the well-tried decisions, but fortunately positive changes are already outlined.
6. Conclusion

6.1 Summary of Mentality part

The Russian mentality in this paper was considered from various prospects representing Russians from the positions of historical formations, Hofstede’s rational analysis and metaphorical thinking which is closely bound with the concept of “basic assumptions”.

Geert Hofstede’s rational approach showed that the Russian inhabitant is inclined to separate very strongly from the authority (PDI - 93), preferring to submit in everything to the chief and to take the minimal responsibility that is also expressed in quite low indicator of individualism (39). Also Russian cultural archetype is inclined in feminine behaviour, in other words the modesty, care and non-conflictness is cultivated in society (Masculinity - 36). The high rate of uncertainty avoidance (95), most likely, originates in the Soviet past of the Russian people, where the idea of administrative control and strict following to rules and standards was formed. Orientation to a long-term outlook (81) in Russian inhabitant’s life is almost brought to the absolute, however in the conditions of business absolutely other situation formed: businesspersons (small and medium-sized) in most cases expect fast profit, most often opening such types of entrepreneurships, which have very short turnover cycle of current assets. The indulgence index influences very strongly aspiration of the people to follow their desires. However in Russia (Indulgence - 20) society pushes you rather to do the job, which is considered prestigious, but not which you would like to be personally engaged in.

Of course, the portrait made on the website of followers of a Hofstede’s technique shows that Russians are insufficiently prepared in mental prospect for successful business in the conditions of market economy. However, the survey, which was carried out by me by the same technique, says that some positive shifts on the indexes described above are observed and further development requires time and maintenance of a social situation up to standard.

The concept of basic metaphors describes the Russian mentality from the positions of the metaphorical main assumptions acquired throughout the historical development. For example, the “cultivation” metaphor was created in the course of continuous expansive (and in most cases risky) agricultural activity of ancient Russians, and means short-term hyper-working capacity against long process of “conditioning”, and also a disorganization and readiness for crisis “emergency” situations. While the “path” metaphor explains self-disregarding in doing beloved job, aiming at the process, but not on a result, and asceticism by a problem of huge distances, which our ancestors had to pass during quite long time.
The effect of labour "transitivity" can be described as a necessity of coexistence of three types of societies (traditional, industrial and post-industrial) at once, because of unevenness of development throughout all territory of the Russian Federation, which is also explained by excessive concentration of development factors in the Central region (the farther from Moscow, the more society becomes "traditional" in its development). "Transitivity" of working structure at the enterprise complicates managers' work, because of a huge number of various systems of values coexisting in collectives. That is why the prevalence of the personal relations over professional exists, when regulation of the group relations happens chaotically under the influence of various cultural backgrounds.

And at last, notorious Russian "paternalism", which can also explain such high rate of PDI and low level of individualism by Hofstede. The phenomenon of paternalism can be tracked throughout the entire history of Russia, beginning from Ivan IV "The Terrible" reign and finishing with the Soviet period. The necessity of strict distribution of duties for a medieval Russian family, and also vast power of "father manager" are explained by the process of survival in a severe climatic conditions, and also by a large number of family members, which in these conditions just cannot work "democratically". Such situation was fasten by activity of the Orthodox Church, preaching immunity of the head of the family, of course. Now paternalism is expressed in subconscious expectation from the leader to be "God-chosen" and abilities to solve any problems by only a wave of a hand.

6.2 Summary of Leadership part

The Russian managerial diaspora represents today an alloy of the old school managers, who saw the crisis of 90th, and the younger generation of leaders, full of enthusiasm, ambitions and knowledge of democratic business. "Veterans" that adhere to more authoritative management style, giving preference to a total control and bureaucratization of management process, constrain the process of integration of young leaders' generation. Of course, the mechanism of coexistence of such collectives is at the moment debugged, greased first of all with a fear of punishment. However, over time the tendency of replacement of old details with new ones has to proceed, and punishment-free zones will appear everywhere, at the same time having left the best qualities of "paternalism" (for ex. aspiration to protect employees, responsibility for them, etc.). Of course, leaders need still to master such qualities as professionalism, spirit of the competition, ability to work in team and so forth. However, it is only a matter of time at present rates of development by potential leaders of democratic management style. According to opinion of the majority of the Western managers, and also to the results of the GLOBE's research and the comparative analysis of the European and Russian models of leadership, it is possible to claim that an optimal variant of leadership behaviour in the today's Russian realities is an effective use of tools from both styles with gradual shift towards democratic ones.
At the same time, it is always necessary to see the problems in a prospective, which prevent the Russian leader to take effectively the advantages in management of the company for further self-improvement. Such "barriers" are:

− aspiration to individual management
− tendency for the creation of the subordination atmosphere
− subconscious copying of other leaders' behaviour (leadership cascading)
− radicalism in conducting reforms
− aspiration to create the twinning relations instead of professional
− excessive control and so forth.

Development of leadership potential – process long and labour-intensive. Therefore, it is necessary to allocate three directions of improvement, on which modern Russian managers should place emphasis:

1) Decentralization and delegation of powers, and also gradual refusal of hierarchy of organizational structures in favour of development followers' sense of responsibility;

2) Creation of trainings and carrying out courses about leadership among the employees at all levels of the organization;

3) Development of leader potential among the staff of the company has to become a priority for the companies' directors.
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Appendix

Appendix 1: Questionnaire by Hofstede and its results – English

“We sincerely ask You to fulfil next tables, circling around the number, that is most consistent to the country’s characteristic you would like to live in. Numbers 1 and 5 mean that present characteristic totally coincides with Your desire, and intermediate numbers mean that in your imagination both characteristics combine to varying degrees. Please, follow next sentence: “I would feel (s) myself most comfortable in a country, where ...”

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power Distance Index</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Children are taught that their opinion has the same weight as the parents’ one</td>
<td>28</td>
<td>39</td>
<td>43</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>(18,5%)</td>
<td>(25,8%)</td>
<td>(28,5%)</td>
<td>(17,9%)</td>
<td>(9,3%)</td>
</tr>
<tr>
<td>Children are taught in a family that nothing can be taken for granted</td>
<td>31</td>
<td>36</td>
<td>58</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>(20,5%)</td>
<td>(23,8%)</td>
<td>(38,4%)</td>
<td>(11,9%)</td>
<td>(5,3%)</td>
</tr>
<tr>
<td>Subordinated have to define a circle of the working duties and the situation in firm</td>
<td>4</td>
<td>11</td>
<td>35</td>
<td>49</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>(2,6%)</td>
<td>(7,3%)</td>
<td>(23,2%)</td>
<td>(32,5%)</td>
<td>(34,4%)</td>
</tr>
<tr>
<td>Subordinates constantly argue with the management, and it is sometimes difficult to</td>
<td>8</td>
<td>13</td>
<td>51</td>
<td>53</td>
<td>26</td>
</tr>
<tr>
<td>understand who the chief and who the subordinate</td>
<td>(5,3%)</td>
<td>(8,6%)</td>
<td>(33,8%)</td>
<td>(35,1%)</td>
<td>(17,2%)</td>
</tr>
<tr>
<td>The opinion prevails that it is better to change political system gradually, by</td>
<td>28</td>
<td>39</td>
<td>43</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td>discussions and democratic vote</td>
<td>(18,5%)</td>
<td>(25,8%)</td>
<td>(28,5%)</td>
<td>(17,9%)</td>
<td>(9,3%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Masculinity</strong></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>People sympathize with less successful, and envy more successful</td>
<td>18</td>
<td>35</td>
<td>78</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>(11,9%)</td>
<td>(23,2%)</td>
<td>(51,7%)</td>
<td>(9,3%)</td>
<td>(4,0%)</td>
</tr>
<tr>
<td>The motivation on a workplace is created by a pleasant environment, warmth and</td>
<td>24</td>
<td>27</td>
<td>50</td>
<td>28</td>
<td>22</td>
</tr>
<tr>
<td>friendliness</td>
<td>(15,9%)</td>
<td>(17,9%)</td>
<td>(33,1%)</td>
<td>(18,5%)</td>
<td>(14,6%)</td>
</tr>
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</tbody>
</table>
| People on a workplace try to reach a consent and do not compete with each other | 33 (21,9%) | 39 (25,8%) | 33 (21,9%) | 31 (20,5%) | 15 (9,9%) | Confrontation is considered the positive phenomenon, guarantee of achievements: either you sustain the competition, or you nobody
| Both men and women can be modest and sympathizing, to care for quality of life | 48 (31,8%) | 29 (19,2%) | 30 (19,9%) | 30 (19,9%) | 14 (9,3%) | Men have to strive for material success, and women have to be more modest and sympathizing
| Love means intimacy | 8 (5,3%) | 6 (4,0%) | 62 (41,1%) | 39 (25,8%) | 36 (23,8%) | Love means emotional support

| Individualism |
| People support strong and long communications in the group | 11 (7,3%) | 19 (12,6%) | 41 (27,2%) | 29 (19,2%) | 51 (33,8%) | People choose friends depending on similar interests and mutual sympathy
| The communal spirit and solidarity dominate | 16 (10,6%) | 44 (29,1%) | 50 (33,1%) | 29 (19,2%) | 12 (7,9%) | The loneliness and freedom dominate
| People care first for to not lose face, and try to help with it to other member of group | 16 (10,6%) | 21 (13,9%) | 42 (27,8%) | 48 (31,8%) | 24 (15,9%) | People are interested first in adhering to own views and standards
| Promotion is carried out depending on degree of loyalty and age | 6 (4,0%) | 11 (7,3%) | 20 (13,2%) | 42 (27,8%) | 72 (47,7%) | Promotion is carried out depending on achievements, not on age
| Use of official position for the help to the family member in finding of work is NOT considered immoral | 20 (13,2%) | 21 (13,9%) | 41 (27,2%) | 38 (25,2%) | 31 (20,5%) | Use of official position for the help to the family member in finding of work is considered immoral

| Uncertainty Avoidance |
| Children in a family are taught how to live in conditions of chaos and uncertainty | 6 (4,0%) | 24 (15,9%) | 60 (39,7%) | 36 (23,8%) | 25 (16,6%) | Children are taught to create a harmonious structures and to avoid uncertain situations
| Respect the people having the general knowledge because they understand what to do, practically in all situations | 10 (6,6%) | 16 (10,6%) | 57 (37,7%) | 47 (31,1%) | 21 (13,9%) | Very much respect experts and competent leaders
| You DO NOT have to carry the identity certificate everywhere with yourself | 44 (29,1%) | 38 (25,2%) | 29 (19,2%) | 21 (13,9%) | 19 (12,6%) | You have to carry the identity certificate everywhere with yourself
| You DO NOT have to show the feelings in public | 18 (11,9%) | 21 (13,9%) | 25 (16,6%) | 47 (31,1%) | 40 (26,5%) | You can show the feelings in public (in due time and in the right place)
In society there are a few standard rules to which all have to submit

<table>
<thead>
<tr>
<th>Long-term Orientation</th>
<th>39 (25,8%)</th>
<th>24 (15,9%)</th>
<th>45 (29,8%)</th>
<th>26 (17,2%)</th>
<th>17 (11,3%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People accurately divide the good and evil</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>People submit to achieve a common goal, without thinking of the good and evil</td>
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<tr>
<td>Balance and constancy are on the first place</td>
<td>35 (23,2%)</td>
<td>42 (27,8%)</td>
<td>33 (21,9%)</td>
<td>27 (17,9%)</td>
<td>14 (9,3%)</td>
</tr>
<tr>
<td>People submit to achieve a common goal, without thinking of the good and evil</td>
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<td></td>
<td></td>
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<tr>
<td>It is emphasized that everything is relative and can change at any moment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children are taught to ask &quot;Why?&quot;</td>
<td>27 (17,9%)</td>
<td>39 (25,8%)</td>
<td>55 (36,4%)</td>
<td>17 (11,3%)</td>
<td>13 (8,6%)</td>
</tr>
<tr>
<td>Children are taught to ask &quot;What?&quot; and &quot;How?&quot;</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>People often address to the roots and the past</td>
<td>24 (15,9%)</td>
<td>19 (12,6%)</td>
<td>57 (37,7%)</td>
<td>27 (17,9%)</td>
<td>24 (15,9%)</td>
</tr>
<tr>
<td>People can work for the purpose, which can be reached in hundred years</td>
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<td></td>
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<tr>
<td>People want that various information could be well combined</td>
<td>33 (21,9%)</td>
<td>35 (23,2%)</td>
<td>34 (22,5%)</td>
<td>24 (15,9%)</td>
<td>25 (16,6%)</td>
</tr>
<tr>
<td>People can live among the inconsistent information</td>
<td></td>
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</tbody>
</table>

Total respondents: 151

Results:
- Power Distance – 75,5
- Masculinity – 73
- Individualism – 85,5
- Uncertainty Avoidance – 77,5
- Long-term Orientation – 71