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A NEW APPROACH IN THE 21ST CENTURY LEADERSHIP: “ZOOMER”

Abstract

The rapid changes in the 20th century with globalization have particularly affected the organization-environment relationship and the position of organizations in this relationship. We are in an information-oriented era where communication technologies are developing rapidly and change in all areas is very fast. Compared to traditional businesses, new businesses required by changes and new economies in the 21st century; greater focus on individual development; more focus on innovation and change; it seems that issues such as giving more importance to the integration of all the talents in the business come to the fore for the long-term benefit of the enterprises. In today's changing conditions, the insufficiency of classical leadership is discussed. In this study, besides some of the individual charismatic features sought in the 21st century leader, the “Zoomer” approach, which was put forward by us as a new approach in management sciences, was discussed.

Keywords: Manager, Leadership, Zoomer

21. YÜZYIL LİDERLİK ANLAYIŞINDA YENİ BİR YAKLAŞIM: "ZOOMER"

Öz

20. yüzyılda, küreselleşme ile birlikte yaşanan hızlı değişimler özellikle örgüt-çevre ilişkisini ve bu ilişki içerisinde örgütlerin konumunu önemli ölçüde etkilemiştir. İletişim teknolojilerinin hızla geliştiği, her alanda değişimin çok hızla gerçekleştiği, bilgi odaklı bir çağdayız. 21. yüzyılda değişimlerin ve yeni ekonomilerin zorunlu kıldığı yeni işletmeler geleneksel işletmelerle karşılaştırıldığında; bireysel gelişime daha fazla odaklanma; inovasyon ve değişime daha çok odaklanma; işletmelerin uzun dönem yararı için işletmedeki tüm yeteneklerin bütünleştirilmesine daha fazla önem verme gibi konuların öne çıktığı görülmektedir. Günümüzün değişen koşullarında artık klasik liderlik anlayışının yetersizliği tartışılmaktadır. Bu çalışmada 21. Yüzyıl liderinde aranan bireysel bazı karizmatik özellikler yanı sıra, tarafımızca yönetim bilimlerinde yeni bir yaklaşım olarak ortaya atılan **"Zoomer"** yaklaşımı ele alınmıştır.

Anahtar kelimeler: Yönetici, Liderlik, Zoomer

1. INTRODUCTION

Business knowledge consists of business economics and business management. Although these are often used as synonyms, business economics often examines factors related to non-business or, in other words, economic organization that will affect the good management of businesses. Therefore, business management requires a very good general business knowledge as well as a very good business economics knowledge and in addition to following the economic, political and commercial conjuncture around the world very closely and a very good application. For business management, first of all, strategies and policies must be determined, developed and executed correctly (Emiroğlu, 2010, 217-218).

Business managers, on the one hand, are the changes in the country (high inflation, devaluation, economic crisis, tight monetary policies, interest policies, credit restrictions, etc.), on the other hand, tight controls of the governments (tax audits, investment monitoring, legal competition rules etc.) and rapid changes in the global environment (global economic and political conjuncture, global interest policies, exchange rates and parities, oil and gold prices, conditions of developed and developing economies, etc.) to solve the complex problems they face in a way that can balance the benefits of businesses, planning, organization, coordination and control they have to give. In the solution of these complex problems, the need for "knowledge" has gradually increased as a key to reduce uncertainties.

The intensity of "System Approach" in business management has increased, "Management Information Systems", "Organizational Learning", "Restructuring" (Redesign), "Democratic Management", "Reengineering", "Bettermtech", "Management by Objectives", "Management by Results", "Positive Thinking and Focus", "Creative Problem Solving" (Theory of Inventive Problem Solving: TRIZ), "Concurrent Engineering", "Theory of Constraints", "Kansei Engineering", "Total Quality Control", quality concepts and approaches such as "Quality Function Deployment: QFD" and "Lean Management" have been developed. In this study, the concepts of "manager" and "leadership" will be discussed and **"Zoomer"** approach will be emphasized as a new type of leader.

2. MANAGEMENT AND MANAGER

2.1. Management

Perhaps there is no more important area in human activities than management. It is the main task of managers to be successful by designing and working together in all levels and all kinds of organizations in line with predetermined missions and objectives (Koontz, O'Donnell, Weihrich, 1980, 6). Management is to get business to others, to achieve business and to achieve goals in order to achieve the goals that people cannot achieve by themselves. Management is aimed at ensuring loyalty within the spiritual limits of employees. It is the use of resources and rights obtained by the manager through his / her appointment. In order to achieve the determined goals, it tries to get the formal tasks of the employees and it is necessary to be successful in order to be sustained. The quality of management varies according to the management style of the top manager and the managers who have to follow him / her.

Management is an art and also a science about the positive and successful use of resources. It is the harmonious and efficient use of people, resources and time to achieve certain goals. The art of management is the act of getting things done through others. Management Science is the planning and regulation of the system and controls of the actions related to the institution / business functions. Management processes are; planning, organization, directing, evaluation and development (Emiroğlu, 2018, 17).

Some of the various definitions related to management are as follows: "*Management is a phenomenon consisting of planning, organizing, directing, coordination and supervision actions*" (Henri Fayol). "*Management is conduct of affairs of business, moving towards its objective through a continuous process of improvement and optimization of resources*" (Henri Fayol), "*We regard management as being that kind of decision-making behavior which results in achieving organizational missions and objectives through the coordinated behavior which helps to achieve those ends must be of value to managers* (Michael and Jones, 1973, vii), "*Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims*" (Koontz, 1967, 8), "*Management is the complex of continuously coordinated activity by means of which any undertaking administration / public or private service conducts its business*" (ILO), "*Management is the coordinated activities for the management and control of an organization*" (ISO 9000).

2.2. Manager

The manager can be simply expressed as the person who manages it briefly. The manager, who has the power to manage and is defined as the person who deals with the management of an organization, is also expressed as the person who brings together the factors of production for the production of goods and services. The professional manager is the person who conducts the business of managing a business as a profession and does this job for a fee. The manager is the person who focuses on the concepts of profit, loss and risk as if he / she is the owner of the business, tries to maximize efficiency and receives a certain amount of money for these services.

The manager may not be the leader. It is appointed by the owner of the capital or administrative power. It uses its legal power, has power based on reward and punishment. He tries to do formal tasks to achieve the determined goals. It deals with protecting the

organizational structure, checks, organizes, coordinates. The manager is not the person who does the work himself / herself, but the person who plans, organizes, coordinates and supervises the work to be done. The manager is the attorney appointed by the employer in order to achieve corporate goals and ensure that the work is done. The employer can be the person providing the capital (means of production) of the institution, the institution (foundation, union, association, joint venture, etc.) or the state. The manager has the authority to use the corporate resources (human, money, tools, equipment) allocated to him in every decision he / she takes, in every job he / she performs, to make the corporation achieve its goals, with profit and risk belonging to the employer. Management is a very abstract situation. Translating this situation into information and service with various analyzes (such as organizational structure, task, authority, responsibility and obligations, data collection, quality of product and service, career management, performance evaluation, measurement of workload, efficiency, cost analysis, development) must be done. Because anything that cannot be measured and monitored cannot be managed.

Management is a team game, the institution is the playing field of the manager. The manager determines the rules of the game related to the work (designs the administrative system) and ensures that the game is played according to the rules he / she sets. Therefore, the success of the manager is measured by the degree of achieving corporate goals, and in fact, the success of the employees is the success of the manager.

3. LEADER and LEADERSHIP

3.1. Leader

Many different definitions of the leader are made. *"It is easy to bring together top players; the hard thing is to get them to play together"*, and the leader is to do it. The leader is concerned with change, has vision, is guiding, motivating and instilling the spirit of struggle. The leader has taken the lead by doing more than the average effect of the audience and ensuring their loyalty. It should be able to create a synergy by forming a team with the audience; should be able to manage this synergy effectively. In realistic governance, individuals are not confronted with the ruling-governed distinction; mutual communication and interaction rather than unilateral influence; that is governance. The leader has a shared purpose-based power. It has stable, hardworking and self-confident. It takes on its responsibilities voluntarily. It must have sharp and practical intelligence, conceptual, analytical and innovative thinking ability, and creative power. In addition, a good listener should be able to respect others' thoughts and suggestions, have organizational and social skills, and have the ability to speak politely, impressively and persuasively.

MANAGER	LEADER
Manages.	Linking.
Maintains the current order.	It pursues innovation.
It originates from the status of authority.	His / Her authority is his / her own
It gathers powers in itself.	Authorizes his / her subordinates.
Emphasizes obedience.	Emphasizes participation.
It depends heavily on the plans.	It is open to alternative approaches.

It serves specified goals.	It sets new goals.
It does the job right.	It does the right job.
Emphasizes control.	It is based on trust.
Reads the written speech text.	He / She writes the text of the speech.

Source: Emiroğlu, (2015), Quality Control and Management, Lecture Notes, 114.

Leaders act to help a group achieve objectives with the maximum application of its capabilities. They do not stand behind a group to push and to prod; they place themselves before the group as they facilitate progress and inspire the group to accomplish organizational goals.

3.2. Leadership

The idea of leadership as an influential increment made especially necessary by the fact that all enterprises are open systems and that people have varying drives, attitudes, and desires fits in very well with the organizational goals. Leadership is a very broad concept that is found in every segment of the society. Various definitions have been made about leadership. Leadership should have an extraordinary effect on viewers. The power given to the leader by the audience is that the leader exceeds the spiritual limits to influence them. In order for leadership to be maintained, the leader must be able to continue his / her effectiveness. *"Leadership is generally defined simply as influence, the art or process of influencing people so that they will strive willingly toward the achievement of group goals. Leaders act to help a group achieve objectives with the maximum application of its capabilities"* (Koontz, O'Donnell & Weihrich, 1980, 661). Leadership should turn the qualifications of the audience into action. *"It is the cluster member who can do more than the positive effect of the cluster members on themselves"* (Başaran, 1991, 18). *"The leadership function is of unquestioned importance to the success of any organized activity, and the vast amount of time and capital allocated to the acquisition and improvement of management talent bears witness to this fact"* (Michael and Jones, 1973, 289).

Every group of people that performs near its total capability has some person as its head who is skilled in the art of leadership. This skill seems to be a compound of at least three major ingredients; **i.** the ability to comprehend that human beings have different motivating forces at varying times and in different situations, **ii.** the ability to inspire, and **iii.** the ability to act in a way that will develop a climate for responding to and arousing motivations.

3.3. Organizational Leadership

The organizational leader is not empowered to change the purpose, policies and functions that the natural leader has done. Therefore, in order to achieve and maintain organizational effectiveness by realizing organizational goals that he / she and the employees do not set, he / she must have superior characteristics than the natural leader. Intelligence, experience and educational superiority are necessary qualifications. According to this; on average, they should be more intelligent (superior to cognitive) than their subordinates, be able to establish a communication and relationship based on friendship with their subordinates, be more sufficient than their subordinates in management (management information, ability to manage conflicts, decision making and adequacy regarding unexpected situations that may arise from the environment, seeing and solving problems). In achieving organizational goals, he / she should

be more motivated than his / her subordinates, recognize the competencies of the subordinates, use each of them in areas where they will be sufficient and evaluate their strength.

Some authors have addressed the qualifications required for organizational leadership under five headings: **i.** Capacity (intelligence, alertness, verbal ability, originality, common sense, judgement), **ii.** Achievement (scholarship, knowledge, ability, athletic accomplishment), **iii.** Responsibility (dependability, initiative, persistence, aggressiveness, self-confidence, desire to excell), **iv.** Participant (activities, sociability, cooperation, adaptability, humor), **v.** Status (socio-economic position, popularity) (Michael and Jones, 1973, 304).

3.4. Necessity for Leadership in Organizations

No matter how carefully the organizations are established, the employees cannot work perfectly no matter how carefully they are chosen. The relationship and interaction between the employees can sometimes reach the dimensions that will disrupt the organization's unity and prevent the realization of the goals. Employees, by their very nature, often seek someone else's influence to achieve organizational goals and prevent them.

The organization constantly interacts with its environment as an open - social system. Changes in the environment are often faster than the speed at which the organization adapts itself. This rapid change in the environment sometimes reaches the dimensions that will cause the organization to lose its life. In these crucial situations, the recovery and survival of the organization depends on the leadership qualities of the managers. Every organization tends to grow in order to survive and increase its effectiveness. This type of growth often occurs without connecting to a model (based on the system). Subsystems lose their balance by being heavily affected by random growth efforts. Leadership is needed to eliminate this imbalance that causes conflicts and loses its effectiveness within the organization and to make the organization dynamic again (Emiroğlu, 2015, 106-107).

3.5. Literature Search

Often "*management*" and "*leadership*" are considered synonymous. However, these two concepts have different meanings. For example; It can be a "*leader*" in any unorganized group, while the "*manager*" can only take part in designed and organized formations. Manager achieves results with its planning, organizing, staffing, control and coordinating functions. However, these results fail if managers do not combine with superior effective leadership to achieve the business.

The meaning of leadership always requires occupying a static position at the head of a group. The leader is always defined as responsible person and means having authority over people and making decisions for the group. In a constantly changing business environment, leadership characteristics and habits from the past can no longer respond to the challenges of today's workplaces in the 21st century. Firestein describes this situation as follows: "... *today's expert is the dinosaur of tomorrow*" (2004, 27). The dialogue with the employees and colleagues of the 1950's authoritarian boss is weak. By the 1990s, he / she turned from authoritarianism to sharing. However, in today's world, it is predicted that this leadership approach will not get fast enough to keep pace with the developments and competition of the 21st century. O'Reilly stated that success or failure depends on how well a single leader can express vision in managing and directing top managers. O'Reilly emphasized that organizations are now much more nuanced and leaders at different levels can have a significant impact on new

initiatives (O'Reilly, 2010, 104-113). Although top executives can provide a general vision, the success of a new initiative often depends on the competence of lower-level managers, along with employees.

3.6. Factors That Cause Change in Leadership Skills

Research shows that effective leaders are those who are in tune with their environment and who consistently act in ways that promote a particular point of view. The actions of leaders, however, are not made up of grand visions and speeches (although these can help). Instead, the actions of leaders tend to be smaller but impactful, they tend to be clear in their intent, and they form a part of a larger vision of the organization's future. In today's changing conditions, the insufficiency of classical leadership is discussed. We live in an information-oriented era where communication technologies are developing rapidly and change is taking place very quickly. This fact makes it difficult to maintain the static situation that a person is at work. Brown emphasized the critical point that the leader of rapid change forces not only to focus on new methods of problem solving but also on new problems to be solved (Brown, 2009, 4).

Technology is another big factor that leads to changes in leadership skills. It requires being an expert on multiple platforms and social media networks. In his book *Megatrends: Ten New Directions Transforming Our Lives*, Naisbitt introduced a concept called "*high touch*", describing it as a historical response to technological advances (Naisbitt, 1982). According to Naisbitt, when a new technology is introduced, there must be something to balance the human response, which, if technology is not rejected, has called it a high touch. Adoption of a new technology implies the process of developing and implementing new technology by others (Damanpour, 1991, 555-590). When any change, innovation or technology first appears, adoption is rather slow. Then the adoption rate starts to increase rapidly and after a certain point the adoption rate starts to slow down again. In this context, it is assumed that the adoption rate has been realized in four stages as "*slow start*", "*going to flight*", "*fast increasing*" and then "*slowing down*" (Emiroğlu, 2018, 69). The concept, which Naisbitt calls "*high touch*", is the middle of the "*going to flight*" and "*fast increase*", where the rate of adoption peaked. The leader must fulfill the leadership requirement in all four stages and make a quick decision.

There are natural tendencies, with which we are born or learn at a young age, that lend themselves more naturally to leadership qualities. Some of those tendencies include extraversion, patience and openness to new ideas. **i.** Personality is one of five elements that will influence our leadership behavior. According to most studies, personality doesn't change, but behavior can change. Leadership qualities can be taught and individuals can set personal behavior targets to begin changing counterproductive actions that hinder success into leadership qualities, or new habits, that result in success. **ii.** The situation should determine our response to events and people. However, often times the habits we have formed in the past are what comes out in any given situation. **iii.** Individual needs play into the leadership behavior we exhibit. For example, a need for power would tend to lead someone to be more authoritative and demanding, whereas a need to be liked by others would encourage "going-along-to-get-along." **iv.** Perhaps the greatest influence on our leadership behavior is our manager's leadership style. For better or worse, we begin to emulate our manager's style in order to keep the peace, get promoted, be viewed as a team player, or keep our job. As leaders, we need to recognize the influence we have over others and stop and think before responding. **v.** Finally, the operating environment can effect our behavior. If we are in an environment that encourages risk-taking,

we are more likely to take risks for instance. Leaders understand that we have to interpret our operating environment for those around us in a way that is motivating, encouraging creativity and allowing appropriate flexibility, rather than with rigidity and inflexibility.

The last factor put forward by Semmel (2009) is the presence of leaders in informal leadership roles. When employees advocate better ways of doing things, they show leadership even if they have no interest or skills to achieve a formal leadership role. Wish and suggestion boxes used in the past are no longer realistic for the 21st century. Individuals want to express their views on how an organization works.

3.7. 21st Century Leadership Skills

What features should the 21st century leader need to be successful? There are some basic skills that leaders have developed since the second half of the 20th century. For example, Katzenbach, stated that *"commitment to the organization"*, *"loyalty at the personal level"*, *"courage to challenge norms"*, *"personal initiative"*, *"motivation of themselves and others"*, *"consideration and respect for others"* (Katzenbach, 1996, 148). Some other features are *"staying hidden"*, *"not needing to introduce yourself"* and finally *"having a sense of humor"*. In addition to these historical attributes, new leadership features are emerging to meet the needs of major changes that took place very quickly on a global basis in the 21st century. These skills and features are specifically designed for success in today's environment. In addition to many factors that affect the capacity of the leader, the factors listed below are important to support the changes of the 21st century.

- Self motivation (Self motivated)

The best kind of motivation is self-motivation. Self-motivation for the leaders is of paramount importance because as leaders they should be self-motivated first before motivating their team members. Self-motivated leaders contribute to the realization of the organizational vision by providing strategic direction and motivation to the teams. Leaders who are highly self-motivated enjoy the following benefits: **i.** It helps the leaders in defining clear goals and also in finding out ways for attaining those goals more consistently. **ii.** Self-motivated leaders motivate others to adopt their style of leadership and in dealing with the day to day responsibilities. **iii.** Leaders who are self-motivated evolve and improve continuously, as they attain new heights of motivation after every achievement.

Leaders who strengthen their leadership capacities successfully motivate themselves to change. They are eager to strengthen both their managing and inspiring capacities. Schultz emphasized that *"... the manager should grow beyond his leadership role"* (1997, 202) and *"big companies need both a visionary leader and a talented manager"* (1997, 241).

- Open for feedback

Leaders should be open to feedback on suggestions and criticism and welcome them. They have to show courage to face some bitter facts and work diligently to overcome blind spots. Leaders must *"look in the mirror"* and self-evaluate by weighing themselves before dealing with the difficulties in their organizations. Blanchard, in his book *"Leading at a Higher Level"*, has given wide coverage to this issue and stated that self-evaluation is the first step of leadership (Blanchard, 2007, 67-86, also Blanchard and Spencer, 1982, 30-31). The feeling of *"knowing and doing everything"* is inherent in man. However, after the leader weighs and evaluates himself / herself in matters such as education, knowledge, and experience, and is

convinced of his / her competence, he is ready to tackle problems one-on-one, then he / she can successfully guide and lead a team and then an organization.

- Self-awareness of individual strengths and weaknesses

It's not unusual for people to compare themselves with others around them, and to feel superior or inferior towards them based on their strengths and their weaknesses. The thing is, every individual is different and we all function differently based on our personalities. It is important to know ourself and our capacities. We strengths are things we can leverage on, things we can use to push ourself further. On the other hand, our weaknesses are not our downfall. These are areas we need to improve on. It is not something we lack. It is something we need to develop and build.

Using their strengths and managing their weaknesses is decisive for any 21st century leader. After evaluating strengths, weaknesses should be tried to be developed. Once leaders weigh and evaluate themselves, they can reach a capacity to help create better performing organizations by changing the skills and behavior of many people. Ethical standards that the leader models for himself / herself and his / her employees will be applied by the employees (Goldsmith, 2007, 145-146).

- Originality, link building and detection

Originality is the ability to think independently and creatively, and detection is the finding out of a constituent, a signal, an agent or the like, mostly by means of a specific device or method. Original leaders don't seek recognition. Instead, they focus on developing new ways they can create an impact, both among employees and in achieving their organizations' mission. Original leaders are also pioneers, or "*constructively disruptive*". On the other hand, wise leaders should strive for originality in their leadership. Wise leaders are the ones whose presence, authenticity and the manner in which they communicate and engage with others is genuine and unique. They quickly earn respect but realize it takes originality, creativity and uncommon thinking to sustain it.

Management consultancy educator and social trend analyst Pink emphasized that the most appropriate qualities of the 21st century are "*resourcefulness*", "*originality*", "*relationship*" and "*intuition*". Pink stated that those who have these skills should not be sent to overseas countries with brain drain. Pink argued that the 21st century leader should have the skills to balance, listen, foresee, natural, set and destroy rules, process and direct people, criticism and forgiveness (Pink, 2005, 58).

- Open to other possibilities

Leaders who discipline themselves to look at the world around them with an open mind stand on a balcony where they are better-positioned to see windows of opportunity. They have the ability look at the big picture and take in the whole landscape, as well as a talent for drilling down into the details where they may discover hidden opportunities. The open-minded leaders' unique perspective helps them and their teams adapt fluidly to the forces around them rather than being caught off guard by unwelcome surprises.

While creative leadership is being discussed, Puccio and colleagues have focused on the qualifications of future leaders that will be needed. Some of these qualities are actively creating alternatives and finding other methods; search for possibilities and other potentials; being

flexible; targeting and focusing; risk-taking; hardworking and determined (Puccio, Murdock and Mance 2007, 13-14). Creative leadership is not industry specific, nor is it one-size-fits all. It is the individual act of a leader in the context of perpetual beta, and therefore path-dependent. In contrast to analytical forms of leadership, where the act of problem-solving culminates in one truth, creative leadership presupposes that the drive for a solution to a problem or challenge can have several outcomes and is to a significant degree shaped by the leader.

- Risk-taking, ambitious, setting clear goals and being open

When it comes to setting goals, most leaders follow a well-established set of practices. They hold one-on-one meetings with their subordinates to set goals, and then they review performance against those objectives at year end and link their appraisal to promotion and bonus decisions. These same leaders aspire to make their goals SMART, by ensuring they are "specific", "measurable", "achievable", "realistic", and "time-bound".

Some authors divide 21st century leadership into five main categories. *The first category*; taking lessons from past experiences and mistakes where risk taking and mistakes are forgiven. *The second category*; is the energy and motivation of the leader arising from self-motivation and desires. *The third category*; it is transparency in communication with clear goals and expectations for individual and organizational responsibility. *The fourth category*; is to focus on goals and put thoughts into practice. This focuses each individual on a particular task and a desired outcome. *The fifth category*; is to be able to communicate with him, to be at peace with him, to be open to new ideas, to welcome learning and to grow (White, Hodgson & Crainer, 1996, 83-96).

- Active listening

One common complaint among employees is that they felt that their bosses didn't have or take the time to talk with them. As a strategy to improve leadership skills, active listening can encourage stronger communication between leaders and their team members. While the roots of active listening are in therapeutic settings, it has practical applications in the workplace as well, given appropriate parameters. The objective of active listening is to fully understand the message, including any feelings beyond the spoken word that may be conveyed nonverbally.

What the social media teach and continue to teach us in the 21st century is to be a good listener. The best leaders are the best listeners. Thus, every word and sentence is thoroughly listened, processed and guided. This is an indispensable feature of a leader. With good listening, concerns can be deepened and real issues can be focused on (Simmel, 2009).

- True, easy to understand and respectful

Among the features that young staff expect from leadership are "originality", "accessibility" and "respect for individuality". Maxwell (1997, 53-58) stated that a leader should have a sincere reality while listening and talking. They cannot be asked to act until they are passionately guided. "How's it going?" Shallow chats are common, but listening is often neglected or overlooked. Originality not only makes employees happy, but can also drive brands.

- Intuitive and friendly

Today, well-trained X and Y generation employees know that they are in demand and their demands in labor shrinkage. Leaders must learn how to keep this new wave of youth

workforce happy or risk losing them. It can be said that female leaders are advantageous because they tend to focus more on jobs than male top managers (CEOs). Leaders are most likely to rely on hard evidence and data, logic and rational analysis to support their biggest and most important decisions. However, recent insights and discoveries in the field of neuroscience have given new importance and credibility to the role of intuition in leadership, especially when it comes to decision making.

The ideal management style for the 21st century blends typical female and male characteristics. Intuition and focus are people's skills and analytical power (Blanchard, 2007). Maxwell's proposal in the "Law of Connection" section of his book is *"if you want someone on your side, don't try to persuade him, contact him"* (Maxwell, 2007, 99). Another feature that Maxwell emphasizes is the *"personal connection"*. A supporter leader knows that relationships need to be improved too, so anyone who needs support in their organization can rely on the leader, their relationships, and their ability to achieve them. In the digital world, most of the links that will be established through digital media, keep up with trends and communicate with various sources are critical (Semmel, 2009).

- Reassuring

In times of crisis many leaders find themselves unprepared to carry the mantle. Their first instinct is usually to be a cheerleader and reassure people that everything is going to be fine, or ignore the crisis in the hope that if they say nothing others will ignore it as well. But that's not honest. The truth is that in situations of high uncertainty nobody knows if everything will be all right. Li (2010, 192) states that shared goals require trust and trust requires behavior, and today's technology exhibits behavior across multiple platforms. In order to become a leader, the qualities that cause people to gain trust must be demonstrated. *"You can be comfortable with being authentic and transparent in making your voice heard to people who can be heard, but this is not enough in the new environment. To develop new and intimate relationships, you need to scale your originality and transparency "*.

One of the primary responsibilities of modern leaders is to help their employees adapt to changes in their workplace. One of the primary responsibilities of modern leaders is to help their employees adapt to changes in their workplace. Only in this case can the leader begin to gain participation, trust and cooperation from others. Once the team is engaged, leaders should step up their efforts to recognize and reward their employees' potential. Creativity is a central part of leadership ability, as leaders bring changes. Such leaders enable colleagues and organizations by demonstrating a proactive and productive change (Puccio, Murdock, and Mance, 2007, 59-62).

3.8. 21st Century Leadership Skills Related to Creativity and Organizations

Creativity is the ability to generate new ideas that others value. Individuals, groups and organizations at the tactical, operational, and strategic levels need to be creative to provide new and effective approaches to challenges and to understand the interaction between an organization and its external environment. Working effectively requires leaders with sophisticated cognitive skills that meet the multiple demands of such environments. *"Individual creativity"* is a function of one's intellectual skills, knowledge, way of thinking, personality, motivation and environment. Among the most important intellectual skills related to the creative mindset, the ability to look at problems from an unusual perspective, the ability to analyze which ideas are worth following and which are not worth, the ability to explain their ideas to

others and persuade people about their ideas. The knowledge that the individual has in the creative process has different effects and consequences. *"Organizational creativity"*, on the other hand, is a function of the creativity levels of individuals within the organization, social processes within the organization, and relationships between individuals. (Emiroğlu, 2018, 121-122).

21st century skills such as critical thinking, problem solving and information literacy are just a few of the high demand leadership skills. Some new factors in the current business environment require creative thinking. Keenan emphasizes that one of the common features that every theory touches is *"adaptability"* (Keenan, 2010). Leaders, who live in an ever-changing environment in which an institution or market is located and that change practically overnight, need to be ready for quick learning and immediate change. Leaders need to see change as an opportunity, not a problem. In addition, they must adapt to change and develop in uncertain situations and be able to challenge the system when necessary (Goldsmith, 2007, 13-14). In addition, leaders need to design all their features for compatibility, not just having the *"feature"*. Schultz says the following about adaptability: *"He taught us how to be aware of how vulnerable we can be to the external forces that can change an organization's operation instantly and significantly, to be in a state of constant preparation and vigilance, and to manage not only the known but also the unknown"* (Schultz 1997, 241). Creativity requires developing new ideas and concepts that are effective in solving situations at hand. Creativity is about finding problems as much as observing the internal and external environment and solving problem (Goldsmith, 2007). Particularly at the strategic level, one should be sensitive to how the problems define, because the specificity or breadth of the problem will limit the production of viable solutions. The concepts of *"innovation"*, *"quality"* and *"suitability"* are widely used in the definitions of creativity. These concepts also apply to problem definition related to other components of decision making (Puccio, Murdock & Mance, 2007, 63-65).

It is a cognitive process that supports different and close aspects of creative thinking, problem solving and decision making. Thinking creatively provides a way to determine if a problem exists, and therefore helps in problem definition. At the same time, this divergent causes multiple alternatives and a number of options to be created in the component. Through the application of critical thinking, alternatives are analyzed and evaluated for effectiveness and suitability in solving the problem. It decides to apply convergence to the problem solution.

The leadership shown by one group to another shares a very important feature with the bottom-up leadership of the employees when they convince the senior management to adopt a new product. Neither has anything to do with managing people or implementing their suggestions. Leadership consists only in the successful introduction of new directions. The meaning of this line of thinking is that everything related to getting things done and managing people should be a managerial function. As stated by Puccio, Murdock and Mance (2007, 71-73) throughout their research, problem-solving skills are at the core of successful leadership.

3.9. "Zoomer" Approach

Decisions made in daily practices always carry more or less heavy risks. Decisions are generally related to internal and external factors and conditions for managers. The manager usually cannot know exactly which data should be taken into consideration during the decision making process, the relationships between these data and their effects on each other. In this case, the manager has a hard time understanding exactly why an expected success has not been

achieved. In situations where market conditions are evident and the future of the market can be predicted with very few deviations, relatively accurate decisions can be made. However, in cases where global market conditions, economic balances and political decisions are constantly changing, it is difficult to make appropriate decisions against the difficulty of predicting future changes (Emiroğlu, 2010, 269).

Today's economy is not an economics of scale like the industrial economy, but an innovative, speed-free economy where the understanding of molecular, digital, competition is reorganized. The new economy has led to significant differences in the semantic content of traditional manager and leader concepts. One of the important issues in today's management is that decision makers can have a wide perspective, a broad vision, a great knowledge and deep management skills, and they can focus all of them on a specific task, a target. It should also have some individual charismatic features such as digital literacy (information, media and information technology literacy) as well as the ability to communicate very well. In order to gather all these concepts, "Zoomer" was introduced as a new approach in management sciences and it was included in the scientific literature (Emiroğlu, 2002, 227).

"Zoomer" means focusing. According to this approach, which we have introduced as a new concept in modern management sciences, Zoomer contains the concepts indicated by the letters that make up the English word and defines the individual, the leader, who is the practitioner of these concepts. These concepts are:

- *Zigzag Thinker*: Not only one way but also multi-dimensional analytical and critical thinking, problem solving.
- *Out in the Global Village*: Being aware of the fact that as a result of the rapid development of communication technologies, the world is now a small village, the economy, industrialization and technology have become globalized.
- *Open Mind Can...* ...: Can be both open-minded and creative and innovative.
- *Maintain Customer Satisfaction*: Knowing that the prerequisite is customer satisfaction.
- *Earn Respect*: Respect, collaborate, communicate.
- *React Quickly*: Who can make decisions quickly and move quickly.

These concepts should be considered as qualifications that professional managers should possess in their problematic knowledge and skills, who can evaluate events in many ways, open and far-sighted, think innovative, prioritize creative and total quality, bring practical and rapid solutions, and have creative problem solving knowledge and skills (Emiroğlu, 2010, 228). Today, only those with these characteristics can be called leaders.

While introducing the Zoomer approach, we tried to evaluate the concepts of "management by objectives", "management by results", "human orientation", "customer orientation" and "positive thinking and focus" together and reach a synthesis. This synthesis has brought us a "strategic goal oriented" perspective.

The main task of a leader is to direct attention. In order to do this, leaders have to learn how to focus their own attention. By putting the different modes of attention into three broad categories; **i.** focusing on yourself, **ii.** focusing on others and **iii.** focusing on the wider world, new light can be shed on a number of different leadership skills. By focusing on themselves and

focusing on others, leaders can improve their emotional intelligence. Emotional intelligence starts with self-awareness. Leaders who are more self-aware can draw on more resources in order to make better decisions. Whilst understanding the way in which they focus on the wider world can help improve their ability to innovate, devise strategy and manage organisations. The leader should be able to fully focus on current and developing situations inside and outside the organization, global economic, technological, political changes and developments, be able to develop analytical ideas and produce strategies for the future.

3.10. Result

In the 21st century, leadership is no longer a static role. Today, it is necessary to see that leadership is an action, not a role. Leading in a fluid, dynamic environment led by innovation is a rare action that can come from any direction. Showing leadership means convincing others to change direction. The 21st century brought a separate initiative for leadership and management. Management needs to be improved in order to take its rightful place as a constructive force to get the most out of people and manage all resources.

Providing employees with fun databases on how to think of the strategic level challenges is vital due to the unpredictability of the indoor and outdoor environments we are in. As a result, leadership should have the ability to develop and apply creative strategies to conditions where our current knowledge and understanding is limited. Therefore, creative thinking is a critical element of strategic thinking and is essential for successful leadership.

New leadership understandings are now required in the 21st century. The first managers to volunteer to change will be new leaders. Inspiration, creativity and innovation can be rewarded. The reward will be commensurate with risk and investment. *"Creativity is the core competence of leadership, and creative problem-solving skills increase the effectiveness of leadership"* (Puccio, Murdock & Mance, 2007, p. 13). A 21st century leader must be a charismatic individual who can influence social and intercultural interaction, use others' strengths to achieve a common goal, and use his / her intuition and problem solving skills to guide.

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