THE PARADIGM OF THE KNOWLEDGE ECONOMY – NEW LEADERSHIP, ECO-TEAM BUILDING AND SOCIAL RESPONSIBILITY

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In the knowledge economy, leadership means more than communicating a vision and mission to the team members. In the knowledge economy there are new type of leaders and new leadership styles. Eco-leaders admit the complexity of human-environment relations and take into consideration social responsibility principles. Eco-leaders take decisions based on the durable development of the society and search for ethical ways for both human and community development. A social responsible company is that company which believes that its strength is based on its ties with suppliers and customers as well as on its commitments to its employees and the local community in which it resides.

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1. Introduction
Many work papers have been written on the subject of knowledge economy and leadership. In the context of the knowledge economy, leadership is more than having a vision and mission and communicating them to the team. It means also permanent communication, good hiring, proper training and compensation plans that motivate employees and other factors.
Leaders acknowledge that money is not the main motivating factor. The factors that rank higher are recognition, appreciation, respect, enjoyable work environment and the opportunity for professional development. Sometimes it is difficult to find time to address all the issues and the team members examine his or her behavior closely. The leader's behavior determines whether he believes in the things he says, whether he is dedicated to his team's success, whether he desires for them to grow in their jobs and whether he wants them to take on more responsibility and be more accountable. If leaders fail to recognize and demonstrate appreciation for their team members, their leadership is undermined, regardless of the level of desire or skills training.

2. The Approach of the New Leadership and Durable Development
There are a number of different styles of leadership and management that are based on different assumptions and theories. The style that individuals use is based on a combination of their beliefs, values and preferences, as well as the organizational culture and norms. Apart of the well known type of Charismatic Leadership there are several new styles of leadership like Participative Leadership, Situational leadership, Transactional Leadership, Transformational Leadership, Quiet Leadership, Servant Leadership and the last but not the least, the Eco-leader.
Charismatic Leadership is the leadership based on the leader's ability to communicate and behave in ways that reach the emotions of the followers, inspire and motivate. For example, more and more followers perceive Barack Obama as an example of charismatic leader.
Participative Leadership is a style of leadership in which the leader involves subordinates in goal setting, problem solving, team building etc., but retains the final decision making authority. means involving the team in making some, but not all, key decisions. There is simply no better way to make people feel valued than to ask them, genuinely, for their advice and delegation is the key means of getting work done through others.

The Situational Leadership model was created by Ken Blanchard and Paul Hersey and is probably the most used formal model of leadership today due to its intuitiveness. The basic premise is that effective leadership requires leadership flexibility since different situations require different leadership approaches and tactics.

Transactional leadership is a term used to classify a group underline leadership theories that inquire the interactions between leaders and followers. A transactional leader focuses more on a series of „transactions". This person is interested in looking out for oneself, having exchange benefits with their subordinates and clarify a sense of duty with rewards and punishments to reach goals. The core of transactional leadership lies in the notion that the leader, who holds power and control over his or her employees or followers, provides incentives for followers to do what the leader wants. If an employee does not what is desired, a punishment or with holding of the reward will occur.

Transformational leadership is a leadership style that creates voluble and positive change in the followers. A transformational leader focuses on „transforming" others to help each other, to look out for each other, be encouraging, harmonious, and look out for the organization as a whole. The transformational leader enhances the motivation, moral and performance of the followers.

Quiet Leadership is a leadership style that applies modesty, restraint and tenacity to solve particularly difficult problems. Quiet leaders are masters at bringing out the best performance in others by improving the thinking of people around them, literally improving the way their brains process information, without telling anyone what to do. The approach of quiet leaders is the antithesis of the classic charismatic (and often transformational) leaders in that they base their success not on ego and force of character but on their thoughts and actions. Although they are strongly task-focused, they are neither bullies nor unnecessarily unkind and may persuade people through rational argument and a form of benevolent Transactional Leadership.

Servant leadership is one of the most popular leadership models around today. The concept was developed by Robert K. Greenleaf in 1970.The servant leader serves the people he/she leads which implies that they are an end in themselves rather than a means to an organizational purpose or bottom line. Servant leaders **devote themselves to serving the needs of organization members,** focus on meeting the needs of those they lead, develop employees to bring out the best in them, coach others and encourage their self expression, facilitate personal growth in all who work with them and listen and build a sense of community.Servant leaders are felt to be effective because the needs of followers are so looked after that they reach their full potential, hence perform at their best. Such a leadership style is the opposite to domineering leadership and makes those in charge think harder about how to respect, value and motivate people reporting to them.

Finally, Eco-leaders are those leaders who have specific objectives of adapting to the enterprise context the information regarding environment. Eco-leaders are leaders that take decisions of eco-leadership and eco-management regarding the use of the ecological packs, eco-ticketing, production of ecological products and their utilization in production, financing the environment projects, acquiring friendly-environment technologies and development of knowledge of utilization of these technologies. In general, eco-leaders redesign the communication with their followers accordingly with sustainable development.

Eco-leaders are those persons who consider that in today's society, a business must maintain ethical principles in order to be successful. They make programs in order for the employees to feel directly enhanced their benefits given by the corporation, like better health care or a better pension program. Eco-leaders precepts that employees are stakeholders in the business, and there should be taken in consideration the environment within the employees work and the employees families live. Eco-leaders feel that both the employees and the environment are valuable assets for the corporation. When employees feel they are being treated as such, productivity increases.

Perhaps the biggest challenge for humanity in this century is to build a sustainable society. In the knowledge economy context, society is demanding that business and industry behave responsibly, in an ethic manner and contribute to the development of a sustainable society.

People want to make sure that companies adopt and implement ethical codes of conduct, avoid corruption, provide job security, support the needs and concerns of their employees and neighbors, and protect the natural environment. Society expects that companies and organizations generate a variety of stakeholders' benefits. Therefore, a number of companies undertook this challenge and started to change their organizational strategy and vision and developed their business principles incorporating the aspects of sustainability and durable development. A key question on this process is to find out how can societies and companies take the appropriate measures and provide incentives in order to promote responsible leadership within the firm and develop tools to assess sustainability performance within the private sector.

3. Eco – Team Building

Some people define a team as being „a whole that is greater than the sum of its' parts". But this just a feature of *good* teams where members are working well together. Some authors define a team as being the people who report to the same boss. This can be misleading. In a well-designed organisational structure, people reporting to one boss do often form teams but when designing organisational hierarchies there are often compromises made because of pay structures or the need to have traditional reporting lines.

A team is a group of people working together towards a common goal.

Team building is the process of gathering the right people and getting them to work together for the benefit of a project. Getting a group of people together does not make a "team." A team develops products that are the result of the team's collective effort and involves synergy. Synergy is the property where the whole is greater than the sum of its parts and leader is the person who makes assure that the team is in cohesion.

There are three main components in any team's work : the goal, methodology and resources.

1. Goal: Result-oriented tasks or content aspect (e.g. team goals and objectives). These are usually developed through interaction with team members;

2. Methodology: Process aspect, which includes the team's interactions and how members work together (e.g. leadership, team roles, etc.) Teams, especially technical teams, frequently struggle more with process issues than with task issues;

3. Resources: Time, budget, computer facility, educational tools and administrative support.

A team leader has to assign clear tasks to each member, regularly review and monitor progress of work, ensure that the team meets deadlines, discuss and agree on the timetable for major activities with the team, motivate team members and resolve conflicts. He also has to give guidance when needed. He helps members to overcome barriers and regularly assess team performance.

During eco team-building sessions, eco-managers join the team-building activities with echologic activities. The term „Eco –team building" was developed in 2008 by the European Centre for Social Responsibility. The object of eco - team building is to use environmentally safe and friendly adventure based experiences to put in cohesion the human capital structure of an organisation.

4. Social Responsible Companies in the Knowledge Economy

In a global economy, increasingly organizations have a responsibility to facilitate and promote corporate social responsibility. Long-term sustainability demands that organizations redesign their business goals and objectives from solely focusing on making a profit to corporate citizenship and responsible company. Today, the impact of corporate social responsibility is beginning to be seen in the knowledge society.

A social responsible company is that company which believes that its strength is based on its ties with suppliers and customers as well as on its commitments to its employees and the local community in which it resides. Every company that desire to obtain success must have a work philosophy based on ethics and should pay a close attention to the personal and professional

development of employees, to promote safety, to maintain a transparent relationships with business partners, to be actively involved in community life and to minimize or eliminate the impact of operations on the environment.

Until the mid of 2008, a constant growth of international trade and globalization made consumers and society to be more aware to social and environmental needs. Companies must develop several activities of social responsibility like giving a special attention to the employees needs and to safety, a prompt response to clients' complaints or providing quality services with minimum impact for the environment. During the financial crisis, many companies still measure business success using the traditional bottom line, which is profitability. But due to the dynamic changes in economy and society, globalization issues, crisis and climate change, profit is no longer essential for the survival of a maritime company. Businesses must take into consideration other two bottom lines like environment and social capital.

Social responsibility is a relatively new concept that more and more modern organizations try to implement in the structure and practice of the management system. The World Business Council for Sustainable Development defines corporate social responsibility as the business commitment and contribution to the quality of life of employees, their families and the local community and society overall to support sustainable economic development. Social responsibility is characterized by the following specific elements: the establishment of an integrity frame based on a set of corporate values in the relationships with different public categories; the promotion of fundamental rights of people; the induction of social features to products, technologies and activities; the realization of ecological performances; moral integration; the contribution to community development.

Human resources leaders can influence three primary standards of corporate social responsibility: ethics, employment practices and community involvement that relate either directly or indirectly to employees, customers and the local community.

Some of the advantages of a company that develop social responsibility activities is the improvement of the image and reputation, better brand loyalty, increased ability to attract and retain seafarers workers or better work productivity.

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