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CONTEMPORARY LEADERSHIP IN BULGARIAN ECONOMICS
EL LIDERAZGO CONTEMPORÁNEO EN LA ECONOMÍA DE BULGARIA

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Abstract

The contemporary world is clearly characterized by dynamics, uncertainty, complexity and uncertainty. Many of the traditional skills which in the past used to guarantee success now either do not work or are utterly distorted. The technological development of the surrounding world rouses the sense of necessity of change of interception of people and environment as a sequence of the contemporary information age. The growing globalization, dynamics in economics' development, the technological boom and the market volatility find their reflection in the practical significance of leadership. Innovation as a factor defining leadership on its hand is the justification of competitiveness and survival of a certain organization. The issue of effectiveness and sustainability of leadership in the Bulgarian economy is of major significance and is getting larger in scale. **The main objective** of this article is to analyze various points of view of the role of the Bulgarian leader and his efficiency in the accomplishment of strategic objectives of the organization in the Bulgarian and world reality and guidelines for its sustainability and successful application in contemporary economics. **Main research methods** used in the report are content-analysis, comparative method and intuitive - systematic approach.

Keywords

Leadership – Management – Efficiency – Sustainability

Resumen

El mundo contemporáneo se caracteriza claramente por dinámica, inseguridad, complejidad e indeterminación. Muchas de las aptitudes tradicionales que en el pasado han garantizado éxito, hoy no funcionan, o se han alterado mucho. El desarrollo tecnológico del medio ambiente provoca la sensación de la necesidad de cambio de las percepciones de las personas y del medio ambiente como consecuencia de la época informativa contemporánea. La globalización creciente, la dinámica en el desarrollo de la economía, el boom de las tecnologías y la versatilidad del mercado se reflejan en la importancia práctica del liderazgo. La innovación como factor que determina el liderazgo de su parte es el fundamento de la competencia y la sobrevivencia de una entidad determinada. El problema de la eficiencia y de la sostenibilidad del liderazgo en la economía búlgara tiene importancia significativa y adquiere escalas mayores. **Objetivo principal** del presente artículo es analizar las diferentes opiniones del papel del líder búlgaro y su eficiencia sobre la

realización de los objetivos estratégicos de la entidad en la realidad búlgara y mundial y direcciones de su sostenibilidad y la aplicación con éxito en la economía mundial. **Los métodos principales de investigación** usados en el informe son análisis de contenidos, método de comparación y el enfoque intuitivo y sistémico.

Palabras Claves

Liderazgo – Gerencia – Eficiencia – Sostenibilidad

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Introduction

One of the most important issues in theoretical and practical management has been the ratio between management efficiency and leadership. Nowadays the practice shows that every manager who cares about the efficiency of their work aim to become leader. Leadership in the Bulgarian economy has become of greater significance and scale and its theoretical application finds their reflection more perceptibly. The vision of M. Filipova is that nowadays many enterprises are short of talented and well-prepared managers with leadership potential. This affects the managers of all levels. The deficit of leaders will be more perceptibly expressed in the following 3-5 years in relation to the strategies for growth, planned in a number of enterprises, plans for production and regional diversification.¹

To exercise leadership doesn't just mean to manage a group of people, to assign tasks with a focus on the personal relations. Leadership can be compared with art, i.e. the person has needs, potential and wishes to become successful or is forced to give up the position to another individual with bigger potential. It is a combination of activities taking into account the people's system of values, their interests as at the same time motivates them to accomplish their assigned tasks in the best possible way as well as to develop their creativity and potential in favor of the organization. Leadership is a vocation, way of thinking and attitude to the world and surrounding people.

In the great number of scientific works concerning leadership various definitions can be found. *Sigmund Freud* is among the first authors who put the stress on the leader's personal characteristics. He underlines qualities such as self-confidence, independence, and other skills that other individuals do not possess that distinguish the leader from the masses and turn him into the ideal of his followers. Freud's thesis is that the very "leader" phenomenon is the source for the emergence, functioning and existence of the group itself.²

In fact, as *Ralph Stogdill* "...there are as many definitions of leadership as people who tried to define the concept".³ In this table we will remind you some of the most quoted definitions in the scientific literature throughout the years (Table 1.):

Author	Year	Definition
SchriemanTo liver Behling ⁴	1978	"Leadership is a process of social impact where the leader seeks voluntarily participation of his subordinates in his efforts to reach the organization's aims."
Jacobs Jaques ⁵	1987	"Leadership is a process of giving purpose (meaningful direction) to the collective skills leading to their achievement."

¹ M. Filipova, Leadership in the changing world (Blagoevgrad: Published by Tourism College, 2016), 20-21;

² F. Uzunov, Charismatic leadership: Political science, psychology and pharmacology (Veliko Tarnovo: Faber Publishing, 2006), 43.

³ R. Stogdill, Handbook of Leadership (New York: Free Press, 1974), 259.

⁴ C. Schierman; J. Toliver and O. Behling, Leadership Theory: Some Implications for Managers (East Lansing: MSU Business Topics, Summer, 1978), 35.

⁵ T. O. Jacobs and E. Jaques, Leadership in complex systems (New York: Praeger Jacobs Jaques, 1987), 8.

Fiedler ⁶	1996	“Leadership is a complex interaction including leader, followers and situation.”
Kotter ⁷	1996	“Leadership is a definition of how the future should look like, directing people in this direction and their inspiration so that this future could happen regardless of circumstances.”
Cook Hunsaker ⁸	2001	“Leadership is the deed of giving direction, energizing the others and obtaining their voluntary dedication to the leader’s vision.”
Sindell Hoang ⁹	2001	“Leadership is practice of specific behavior and qualities as acquiring knowledge, strategic thinking, communication skills and development of others”.
Dilts ¹⁰	2002	“Leadership is the ability to affect others in order to achieve your goal ... and create a world others want to belong to.”
Yukl ¹¹	2002	“Leadership is the ability of a man to affect, motivate and impact others for understanding and reaching consent about what shall be done and how to do it efficiently as well as the process of support of collective skills for execution of shared purposes.”
Robins ¹²	2003	“Leadership is the ability to impact the group in order to achieve goals.”

Table 1
Most quoted leadership definitions

And lastly, the quote which is most frequently used by Bulgarian authors which is closest to our perception of leadership as a phenomenon – the one by the Bulgarian theoretician Sava Dzhonev, who defines leadership as: “...a phenomenon of group dynamics where, as result of cooperation among members for the performance of certain common activity a person is promoted to organize the group for finding a solution of a certain task”.¹³

Leadership – efficiency and sustainability

Most often the leadership researchers develop their theories based on the personal and psychological characteristics of the manager, situational influence and interactions, temperament, functions and behavioral patterns, power positions and attitude to power as such, vision and system of values, personal qualities (such as charisma, intelligence, emotion, etc.), and so on. And, of course, each of the theories offers its own definition of leadership, answering the important questions “*What is a leader?*”, “*Who the leader should be in order to meet the requirements of contemporary reality?*”, “*What is the leader’s role?*” etc. However, practice shows that the peculiarities of leadership do not make it possible to

⁶ Fred Fiedler, Research on Leadership Selection and Training: One View of the Future (Sage Publications, Administrative Science Quarterly, Vol. 41, No. 2, 40th Anniversary Issue, 1996), 241-250.

⁷ John Kotter, Leading Change (Cambridge: Harvard Business School Press, 1996), 25.

⁸ Curtis Cook and Philip Hunsaker, Management and Organizational Behaviour (Boston: McGraw-Hill Companies, Inc, Third edition, 2001), 491.

⁹ S. Sindell and S. Hoang, Leadership Development (Alexandria: Management Development, VA: ASTD, 2001), 1.

¹⁰ Robert Dilts, Visionary Leadership Skills: Creating a World to Which People Want to Belong (Capitola: Meta Publications, CA, 2002), 17.

¹¹ Gary Yukl, Leadership in Organization (Upper Saddle River, New Jersey: Prentice-Hall, 2002), 7.

¹² S. Robins, Organizational Behavior (Upper Saddle River, New Jersey: Prentice-Hall, 2003), 314.

¹³ S. Dzhonev, Social Psychology, point 3, Small groups, Sofi-R (Sofia: Sofi-R Publishing, 1996), 106.

bring out a common and general definition, as leadership is made by leaders who are unique by definition. Thus the clear definition of leadership is becoming a serious challenge. That is why the study of the phenomenon and the concept of “leadership” deals with a number of sciences: social psychology, philosophy, pedagogy, economics, etc.

In the classical management, leadership includes a relationship of domination and subordination, influence and follow-up in the system of interpersonal relationships. In other words, leadership is the ability to influence different individuals and groups of people by encouraging them to work towards the goals they pursue. from the position you hold, or from personal skills, abilities or other resources. The leader’s professional competence involves perfect understanding of human relationships and as a result – the ability to put this into practice in the particular context.¹⁴ We will try to give a general but most comprehensive definition, taking into account the modern concepts of positive leadership¹⁵ and talent management.¹⁶ In this sense, leadership is an active, dynamic and focused process that creates (makes) followers and inspires, and motivates them to achieve predefined organizational goals, ensuring their personally psychological and professional development.

Leadership is expressed in various activities such as defining the mission and vision, building effective and successful teams (including the provision of moral and material remuneration), identification, development and keeping talented officials in the leader’s team (including mentoring¹⁷ and coaching¹⁸), making management decisions and resolving conflicts, setting and implementing management goals and tasks, and monitoring the achievements, stimulating the innovation process in the organization, etc. On the other hand, leadership can also be seen as a behavior based on subconscious impulses, innate disposition or long-time reflexes that have to be cultivated and developed in the occupational activity. In this respect, we agree with the words of *Alan Axelrod*: “*Most leaders become leaders because they are different - and they know it. The dispute over whether leaders are born or created is invented. The truth is that some leaders are created, but most are created by themselves. How? They believe they are leaders.*”¹⁹

The contemporary society senses the growing need of leaders in all aspects and fields of activity. In order to accurately perform his managerial functions in business organizations, the manager of any level shall be a leader.²⁰ Leadership is an integral part of effective management, one of the key factors affecting the competitiveness of the organization. Nowadays most scientists unify around the opinion that leadership in most cases defines the results of the enterprise.²¹ The efficient leadership is a difficult task requiring patience, stable vision, determination, dedication, and an unceasing drive for innovation. Successful leaders realize the need for self-improvement, but few actually do it. Leadership is not just about taking risks, but knowing when and why. The leader should have a clear idea of the results desired in future, the ways to achieve them and, most

¹⁴ G. Angelova, *Negotiation Techniques* (Blagoevgrad: University Publishing House "Neofit Rilski", 2014).

¹⁵ M. Usheva, *Positive Leadership* (Blagoevgrad: University Publishing House "Neofit Rilski", 2010).

¹⁶ M. Usheva, *Talent Management* (Blagoevgrad: University Publishing House "Neofit Rilski", 2010).

¹⁷ M. Usheva, *Talent Management...* 220-267.

¹⁸ M. Usheva, *Talent Management...* 1990-220.

¹⁹ A. Axelrod, *Patton for Leadership* (Sofia: Classics and Style, 2002), 39.

²⁰ M. Filipova, *Leadership in the changing world...* 11.

²¹ M. Filipova, *Leadership in the changing world...* 11.

importantly, the knowledge and skills to organize and motivate the team to follow the path chosen by them as their own. In leadership is strongly expressed the active position to reach a strategic goal. The leader uses different methods, techniques and tools to achieve a certain goal. In this sense, leadership means action, while power is rather a state.

Global leadership

In the USA for the first time was identified and understood the relation between leadership and the results of economic activity as significant number of theories and approaches to the problem through many general theoretic works and precisely specialized research works were developed. The American theorists in the field of management are among the best experts on the topic, therefore we can agree with the words of one of them – the economist Ralph Stogdill: “Jazz is not the only American contribution to the world culture. Leadership as theoretical scope of scientific research is an exclusive result of American creativity”²². On the other hand, in recent years, both American and Russian scientists have been made efforts to find the essence of Japanese management practices and to put into practice the positive experience of modern Japanese management. A lot of Bulgarian researchers have been interested in the Japanese experience, and the books of written by successful Japanese managers are becoming more and more on the Bulgarian market²³.

In fact, in the 50-60`s of the twentieth century, Japanese companies adopted exactly the American principles of the organization of production, the approaches to form and manage the organizational structures, and so on. Even, according to Akio Morita, “the idea of a lifetime work in the same company is not a Japanese invention”, but it is brought up by leftist US economists sent to democratize Japan. In addition, Sony's succession formula of its creator Akio Morita: “Think globally, act locally” is even known to people who are not professionally involved in management.

The Japanese style of leadership and relationship with employees is unique in its nature. It is based on the tradition of collective group harmony and satisfaction instead of individualism.²⁴ Takeo Fujisawa, co-founder of Honda, says that “Japanese and American management practices are similar up to 95% but differ in the most important things.”²⁵ Delegating more power to staff members takes away some of the activities typical of the leader. Such a problem is common for US leaders working for Japanese organizations in the United States.

However, despite the serious and constant study of the problem and the similarity in understanding the importance of leadership for modern management, a number of issues still remain controversial. These are, for example, “How should the manager act, who is the leader?”, “What leadership behaviors are most effective in management?”, “What is

²² Ralph Stogdill, “Historical Trends in Leadership. Theory and Research”, Journal of Contemporary Business, Autumn num 3 (1974): 1-17.

²³ Lee Iacocca, *Where did the leaders go?* (Sofia: Ciela Publishing House, 2008), and “Akio Morita-Innovator in Technologies and Management” (Computerworld newspaper, Vol: 14, 2004) 19-43 and Mitsuko Shimomura and Edwin Reingold and Akio Morita, *Made in Japan: Akio Morita and Sony* (Sofia: Dike Publishing, 1986) 87.

²⁴ G. Donnelly; G. Gibson y G. Ivanchevich, *Fundamentals of Management* (Sofia: Open Society, 1997), 339.

²⁵ G. Donnelly; G. Gibson y G. Ivanchevich, *Fundamentals of Management...* 339.

the role of personality characteristics and situation factor?”. These are difficult and important issues that can only be answered given the nature of leadership, the understanding of a systematic approach to determining the effective and efficient factors of efficient leadership.

Leadership in Bulgaria

In this work we will try to consider the specific details of leadership in the Bulgarian entrepreneurial activity and the opportunities for applying the global theories of contemporary leadership in the Bulgarian entrepreneurship.

Unfortunately, the analysis of this issue is hindered by the scarcity of sources and studies that are based not on the universal global practice, but on the specific Bulgarian economic reality. The reasons for this situation are quite clear: from the general theoretical – the short experience of Bulgarian management, especially of the small business, and the practice of the primitive capital accumulation period, which does not always correspond to the classical concepts of the civilized market economy.

Essays that directly address the issue of entrepreneurial leadership based on analysis of the practice of Bulgarian economic reality have not been found. Although, undoubtedly, the problems of leadership attract the attention of more and more representatives of the Bulgarian science and business.

Reviewing the leadership in practice of the Bulgarian management (and especially of entrepreneurs) we may reach to the conclusion that besides institutional (wished or even more expected, often collective image of the leader for a certain organization) it has national stereotypes of leadership.

According to us, the Bulgarian national psychology and national culture, as well as the long period of autocratic rule of the type “Do what I say and do not ask questions!”, because of the great “distance of power”, identify as principal leadership directivity, structured tasks, strong manipulation (use of techniques and tactics to manipulate employees), strict control are identified as the main traits of the leader. Under the guidance of such a manager, the employees have no choice how to do his/ her job and no influence on the type of work, powers are not delegated, they are poorly motivated, interested only in financial incentives. In the Bulgarian management practice, the “director – subordinate” relations has long been dominated when the subordinate has no chance of influencing both the decision making and the nature of the work being done. This, of course, does not mean that Bulgarian management is not productive and leadership in the Bulgarian economy is poorly expressed, but the issue that arises in the light of modern reality is its efficiency. The situation, in our opinion, is compounded by the insufficient competence of management personnel in small and medium enterprises in Bulgaria.

Often the managerial personnel is poorly oriented (or not at all aware of the lack of specialized education) with the theory of leadership and has no idea how to implement it in practice. This is especially true for the “old generation” of managers who took on the role of entrepreneurs influenced by the economic situation in 1991-1992. In the early 1990`s, the elite governing the nation not only could not be defined as leaders, but also often perceived as typical behavior not allowing the demonstration of leadership. Most often these were state administration officials with long bureaucratic experience, or people with entrepreneurial spirit and even adventurers, but not professionally prepared for the

challenges of management. We can summarize that the managers at that time (for the most part, of course, there were exceptions that brought their companies to new and higher level in the economic and HR area) were without vision, strategy and specific long-term objectives to improve the business environment, which would affect the achievement of economic growth.

That is why, in our opinion, despite the huge number of management courses, trainings, seminars and specialized colleges and universities (especially in the last decade), leadership in the Bulgarian economy can be seen in practical terms, often ignoring the theoretical formulations and research, believing that they do not need it and that it cannot help with their real work.

Everywhere in the world, no matter what the economic situation is, there are successful leaders and it is natural to have efficient leaders in Bulgaria, but they are relatively few. Let us note the progress and the pursuit of the theoretical applicability in the practical conditions in Bulgaria. Like Forbes magazine, Manager Magazine runs a ranking procedure for the best managers. The only ranking in the country without a jury is that of "The Manager" magazine, which is annual. The participants – leaders of different organizations, judge the other participants on how good they are at managing according to predefined criteria, the participation in the race is on a voluntary basis. The "Manager of the Year" prize is awarded to the participant who has received the most votes. Let us note that due to the peculiarities of the Bulgarian people's psychology "risk" is not small – colleagues to evaluate colleagues. We can assume that the non-participation of managers by certain organizations is due to their fear that in a strong race they will not succeed. It is not excluded that some of them are aware of their own gaps in managing their own organization.

Nevertheless, the serious changes in the personality of the modern Bulgarian manager regarding his leadership roles should be noticed. According to K. Yanev in his book "Implicit Theories for Leadership: Applied Research"²⁶ the structure and division of main leadership types (behavior and individuality) are the same both for the various research countries²⁷, as well as for the Bulgarian group of people, and charismatic leadership has high values. According to him, for the researched group of people most favorable for detection of a leader are managerial behaviors such as team orientation and charismatics. On the reverse pole are the autonomous and self-defense behaviors. Yanev divides the leadership behavior into 5 groups and sub-groups, including:

1. charismatic/ values ("visionary", "inspiring", "self-sacrificing", "uniting", "determined", "achievement-oriented");
2. team-oriented ("collaborative", "team-integrating", "diplomatic", "administratively competent", "non-malevolent");
3. "participative" ("non-autocratic", "non-participative");
4. human ("humble", "people-oriented");
5. autonomous;
6. self-defense ("self-centered", "status-aware", "conflict-causing", "reputable", "procedural").

²⁶ Kalin Yanev, Implicit theories of leadership are group-shared beliefs regarding the connection between personal characteristics and presentation in leading roll, (<http://psihologia.net/itl-kalin-yanev.pdf>).

²⁷ Kalin Yanev, Implicit theories of leadership are group-shared...

The author puts a stress on the significant difference between the charismatic, self-defense and participative types of leadership in terms of the type of economic activity. It is not surprising that the first two types show highest results in the financial sector and the lowest in the food sector. With regards to the participative leadership, the situation develops backwards, and the researcher's explanation, which we agree with, is that there is high internal competition and performance orientation in the financial field, while with the food field the aspect is the one of the human factor (interpersonal relationships, orientation towards people, etc.)

Without reviewing in details the above – mentioned research, we can accept some of its conclusions valid for the modern Bulgarian manager and his opportunities for building and developing as an efficient leader.

Despite the fact that a large number of Bulgarian leaders still tend to fall into the authoritarian style²⁸ of management, we should notice that certain changes in the positive direction are already being observed. This is also proved by the above – mentioned study, emphasizing the result that the charismatic leadership assumed as a universal implicit theory also has very high values for the surveyed Bulgarian managers. The Bulgarian manager is increasingly relying on theory and learning from practice. National psychology, traditions and culture typical for every nation inevitably reflect to the management style. We can note that the accumulated experience from the diverse and rich history influence the leadership approach of the Bulgarian manager as well.

These conclusions, of course, relate to the contemporary young managers whose preparation from the very beginning is aimed at perceiving the values of a democratic society and their realization as positive leaders, with the clear awareness of the maxim expressed by Warren Bennis²⁹. "Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult". Naturally, such scientific developments lead to an increase in personnel quality, early detection, building, stimulating and preserving the talents of each organization.³⁰ That is why, logically, charismatic leadership takes serious place both in the management of small and medium enterprises in Bulgaria and in the municipal, district and state administration. In fact, from this point of view, leadership is closely correlated with talent management, because, in our opinion, leadership (and especially charismatic positive leadership) to a great extent is a result of talent. Furthermore, this talent that can hardly be framed theoretically or administratively. This is probably one of the reasons why researchers still find it difficult to develop and substantiate a unified, generalizing and generally valid theory of leadership in the Bulgarian economy.

Conclusion

Regardless all aforementioned, we are convinced that leadership competencies can be built and developed consciously by the personality. The creation of own management model, including the ideas of positive leadership and talent management adapted to the

²⁸ M. Usheva, "Unsuccessful Management", Magazine Management and Sustainable Development num 3-4 (2010): 33-38.

²⁹ Warren Bennis, On becoming a leader (New York: Basic Book, 1989), 148.

³⁰ M. Usheva, Talent management in favor of entrepreneurship. In scientific articles digest "Entrepreneurship and Cluster Development", under the general guidance of R. Madgerova (Blagoevgrad: University Publishing House "Neofit Rilski", 2010), 88-104.

requirements and peculiarities of contemporary society, requires, on the one hand the study of the valuable theories and works of our and foreign theorists and practitioners (but not just mechanical transfer into the Bulgarian practice), and on the other – the use of the best achievements in the management practice in Bulgaria. In this sense, it is necessary to use both the situational and the personal approach. In other words, the style of leadership depends both on the particular situation in which it is exercised and on the personality and psychological features of the manager who has chosen one or another style of leadership. In some situations, the manager achieves efficiency and effectiveness by structuring tasks, expressing concern and providing support, in others – by delegating powers and responsibilities, enabling their subordinates to participate in the decision-making on production or other issues, and in third cases – they take resolute decisions pressed by circumstances or superiors and monitor their implementation.

In all these situations, in a real practice, the modern leader operating in the Bulgarian economy reacted by applying his leadership qualities, such as personal and psychological features, character, moral values and beliefs, knowledge and skills, even some routine reactions in making management decisions. In any case, especially in entrepreneurial activity, it is important that the style of the true leader is a flexible tool for production and human resources management.

According to Richard Baret's world-famous system, there are several approaches and success approach is related to the level of awareness. In the dynamic times of rapidly changing reality, mistakes are related to instinctive responses based on previous experience and beliefs based on the past. The key to success today lies in what is the innovation position from the point of view of the future, built on the grounds of the values and use of intuition.

The environment in which leaders of 21 century work³¹ and will continue to work is preconditioned by the factors of the environment created by the leaders of the 20th century but taking into consideration the tendencies it shall follow the line of change inherent for the present's dynamics. Taking into consideration the strategic purposes and sustainability to be fulfilled, the requirements for knowledge, skills and competences towards the leaders of the 21st century shall be much more than those in the past. Modern leadership will be the tool for revolutionary change in social, economic and political relations, cultural values, consciousness, behavior and preferences. It will be based on shared responsibility and solidarity, actual opportunity for development and implementation of leadership skills and competences.

Nowadays, in the conditions of constant changes, great competition and extremely demanding consumers, it is crucial for successful leaders to follow the principle of innovation. In the last few years, there has been a lack of new and freshly implemented ideas everywhere. The lack of leadership creativity³², especially in the field of work with personnel leads to lack of development and progress.

The present requires a new generation of leaders and new generation of followers as the role of the particular leader decreases at the cost of the role of each one of us.

³¹ M. Usheva, "Successful Leader of XXI century", Economics and Management num 1, (2010): 33-45;

³² M. Usheva, "The HR manager – at the Root of the Innovation Processes in the Modern Organization", Romanian Economic Business Review, Vol: 8, issue 4.1 (2013): 17-27.

Today, in equal other conditions, most successful will be the organization having highest average leadership skills ratio for the entire team and everyone shall be prepared to balance between leadership and adherence depending on the situation.

Finally, let's finish with the words of Alan Axelrod, especially important for entrepreneurial leadership: „A true leader gets inside those he leads. He does not import commands from the outside, but inspires people to draw on their own deepest inner reserves. Effective leadership is inspiration.“. “The effective leader is not content to make the most of what happens to come his way. He devises – invents, creates – situations tailored to his strengths and the strengths of the organization he leads. This is the essence of proactive management: creating circumstances rather than merely responding to them.”³³

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³³ A. Axelrod, Patton on Leadership (Sofia: Publishing House "Classics and Style", 2002), 177-234.

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