# UNIVERSITAT JAUME·I

# THE FUTURE OF LEADERSHIP IN THE AUTOMOTIVE SECTOR

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## 1. INTRODUCTION

Although the field of technology has done little steps forward for thousand years, in just a century it advanced dramatically. It has been exactly 125 years since the Italian Guglielmo Marconi achieved the first transmission of wireless signals that eventually led to the creation of what we today call radio. Before then, communication was totally different from what we know today. It was not possible to establish any type of immediate direct contact with a person who was not around us. Communication has rapidly developed as leisure has done if we consider that listening to good music required moving to go to a concert to music recorded on tapes and available in homes, later in cars and finally in portable devices arriving to cell phones or the remarkable improvements in the world of photography if we think to the reduction in the size of devices now incorporated into a portable phone that almost anyone possesses and carries in a pocket every day.

Travelling has also changed improving impressively in a short period of time. A journey from Madrid to Paris, which we currently complete by plane in less than two hours, in those times was achievable in more than 5 weeks. World of transport that has completely opened the doors to internationalization in which travel is available to everyone with prices that we could not even imagine a decade ago where consuming international products has ceased to be a luxurious habit since we can find any type of product at our disposal with a simple click on our computer.

Arriving to the point where we can start seeing the first autonomous cars driving by themselves on the streets of the biggest cities. An incredible journey in which we all live and where we all take part from but not just us, also the firms and companies where we dedicate most of our time are evolving and trying to adapt to all the changes mentioned above.

As imagined, facing an unstable and changing environment is not an easy task and here comes the importance of the role to which we are going to dedicate this research study, the role of the leader.

Leadership has been a widely studied concept over the years since we can consider it as an activity that is involved in practically all human relationships. The impact is such that authors as Stodgill have come to consider that there are as many definitions of leadership as there are people who have tried to define the concept. Affirmation

corroborated on several occasions, as has been the case of the study carried out by the author Jacob Morgan, who interviewed more than 140 CEOs and 14,000 employees in which he demonstrated the different definitions proposed by each of the candidates. Another example is the case of the data provided by Keith Grint where he shows from the review of the available literature in the Anglo-Saxon language that an average of 8 articles related to this topic were published daily in the 90s.

But, despite this, there are common elements that have allowed us to define leadership as "*a way of being that promotes teamwork and the alignment of interests with a vision and an organizational mission, through example, delegation, the capacity for self-criticism, continuous learning and wisdom, understood as the set of knowledge and experiences of a specific business*" (Gorrochotegui, 2007, p.8).

A widely studied concept where, despite the difficulty we have encountered in analyzing it over the years, another factor has been added, the current dynamic environment, which has made change the necessities of the firms, putting all the efforts in the research trying to be always prepared for the new changes and new opportunities that the environment can offer. Also altering the theoretical focus of the concept, leaving behind the study of the leadership with a present focus putting the attention on its evolution and the anticipation of the direction.

The objective of the present work is to analyze the trends and challenges of leadership highlighting the main aspects in which we should be working now to be able to lead successfully in the coming years.

For doing so, this work is structured as follows. First, we will start the study by doing a theoretical review of the origins and evolution of leadership arriving to the trends and challenges of the coming years. Following, we will pass to the case study based in the automotive sector of the region Emilia Romagna, in Italy, taking Lamborghini as a reference case regarding the compliment of the main requisites we stablished for the study as the size of the firm, international impact, more than fifty years of story in order to be able to study the evolution, etc. and the personal interest on the sector. In this section we will introduce the sector and analyze the first of the questionnaires we have prepared to study the consonance between the evolution of general leadership theories and their application in the studied firm with the aim of proving if the general leadership trends can also be applied in this sector. Continuing with the study of the second questionnaire in which we will test the aspects in which the leaders of the company are

already working to be able to face the challenges of the coming years helping to identify the improvement areas that have not been perceived or where not enough attention has been paid yet.

## 2. THEORETICAL REVIEW

In this section, we are going to develop a theoretical review about the evolution of the role of the leader during the XX century and the first part of the XXI. In the first paragraphs, we are going to analyze several authors as Andrew J.King, Dominic D.P.Jonhson and MarkVan Vugt theorists that studied the origins and evolution of leadership dividing it in four main concepts; motivation, temperament, dominance and knowledge. Thereafter we will support our theoretical review with the analysis made by the Emeritus Professor of Management Science and Psychology Ralph M. Stogdill to start to delve into the different currents of thought developed from the beginning going over to the different Leadership Eras that have been studied until the date to pass to the tendencies and challenges that leadership is going to face in the coming years.


## 2.1. The Origins of Leadership

As we have stated in the introduction, since the origins, leadership has been considered a very important factor regarding human evolution. Some factors like the expansion of the human brain and the associated increase in human group size have created the perfect environment for the development of this role in our specie. A review of the human leadership literature made by J.King, Dominic D.P.Johnson and Mark Van Vugt suggests five major transitions in the evolution of human leadership analyzed below.

First phase, the authors explained that leadership emerged in pre-human species as a mechanism to solve simple group coordination problems where any individual initiated an action and others followed.

Continued by the first transition, second phase, where the concept started changing and leadership was used to foster collective action in situations involving significant conflicts of interest such as internal peacekeeping in which dominant or socially important individuals emerged as leaders.

In the third phase, leadership started being related to dominance. Finding the first features of a leadership based on prestige, helping the coordination between groups.

Passing to the fourth phase where the increase in human group size and the development of powerful social-cognitive mechanisms, such as theory of mind and

language, provided new opportunities for leaders to attract followers through manipulation and persuasion.

Fifth phase, in which the complexity increase of societies that took place after the agricultural revolution produced the need for more powerful and formal leaders to manage complex intra and intergroup relations as chiefs, kings, presidents, and CEOs.

Transitions in line with the idea followed by different studies where is stated that leadership has emerged covering the need to coordinate. Need of coordination found not only in our specie. Exemplification established in the study made by the mentioned authors; The origins and evolution of leadership (Andrew J.King, Dominic D.P.Johnson and Mark Van Vugt, 2009) where is demonstrated that leadership and followership share common properties across humans and other animals. Phenomenon especially striking because the human participants' actions almost exactly correspond to the predictions of computer models designed to explore coordination in animals such as fish shoals and bird flocks. Found mainly in species where there is a clear advantage if individuals act and move together.

After having a clearer idea of what leadership sounds like, we will pass to analyze the main character of our research, the leader.

For this analysis, we will go back to the mentioned study The origins and evolution of leadership were its stated that across species, individuals are more likely to emerge as leaders if they have a particular morphological, physiological or behavioral  trait increasing their propensity to act first in coordination problems.

The study was divided in four main concepts, motivation, temperament, dominance and knowledge that we will analyze in the next paragraph.

Motivation; Subgroup that explained the achievement of the position of the leader by the individual that has the most in need of a particular resource or is least concerned about the interest of others.

Temperament; Differences in temperament have been crucial along the years for arriving to a coordination. Bold people tend to emerge as leaders and shy people as followers, enhanced also by social interactions as bold leaders tend to inspire faithful leadership while shy followers facilitate it.  Traditionally we have assumed temperament differences

as non-adaptive variations to the point where we find that the most talkative person in a group becomes the leader even if the quality of their inputs is not at the maximum (scientifically known as the babble effect).

Dominance; In many cases we see a very tight relation between dominance and leadership, a very clear example of it is in species with dominance hierarchies where dominant individuals, considered dominant by certain factors like access to resources or social status don't take the function of the leader because they enhance followership but they operate in a more autonomous way and arrive to exercise this position because they have a particularly strong influence in the behaviors of the others. An example, recurring to the comparison we made before with the similarity of the leadership patents between humans and animals, is the case of the gorillas where their main influence is caused by their size.

Knowledge; One of the most important characteristics to define leadership, especially when talking about human relations where experience and knowledge on a certain field is very much related with the position of the leader.

## 2.2. The Evolution of Leadership

To start talking about the evolution of leadership, we are going to go back to the first period of the twentieth century. In this period, we find the first authors that started mentioning this concept dividing it by two major currents of thought. In the interior of each current we found different groups that were following the main ideas of the current but were different between each other.

In one part, we found the environmentalists, authors that supported the theory of considering leadership as a product of circumstances and an approach of the activities that the group developed.

In the interior of the environmentalists we found different authors mentioned in the following:

- Cocley (1902) and Mumford (1906) considering the leadership as a focus that helped and guided the general process developed inside a group.

- Mumford (1909) and Bogardis (1918) supported the idea of a leader being elected by the time and circumstances and the nature of the problems that the leader solves affecting the way of leading of that person.
- Cowley (1928) maintained the vision of the leader as an instrument that helps the achievement of the goals on a group
- Bogardus (1929) and Pigors (1935) thought that the leadership was the cause of a group of people working together with a common objective.

As we can realize, even if all of them had different definitions they all supported the idea of a leader as a cause of a group process that helped the consecution of the goals of the team. The context that we were facing in those years were big nations governed by kings or emperors, where the normal citizens didn't have many rights and lived under orders. The philosophy was related to a big unquestionable figure giving orders to people.

Theorists of this school focused mainly on political and social movement leadership.

While on the other part we had the personalists, aroused in the 1920th decade, explained leadership as a group of qualities that led to a person to be respected and obeyed.

This trend emphasized the importance of a leader as a person to whom the group is largely subservient. Between the different authors that followed this theory we find the next ones:

- Munson (1921) and Allport (1924) that considered leadership as the art of inducing compliance.
- Bowden (1926) and Bingham (1927) maintaining the position of the leader as an individual with a huge personality able to affect the group.
- Nash (1929) supported the concept of leadership as an exercise of influence.

Again, even if we find many different ideas, all of them supported the fact that the leader had an active role in the direction of the group activities. A leader that arrived at that position after having some markable characteristics perceived by the rest that made that person be respected.

In contrast with the situational theorists, the environmental were concerned with organizational leadership, focusing on business and military.

Passing to a different period we arrive close to the second part of the twentieth century, moment in which The Second World War impacted the way theorists were investigating about leadership. Before the war, most of the investigations were centered in the characteristics of the leaders but the vision changed completely when in the 1944 two new lines of investigation came out.

First trend put the attention on the determinant factors for the emergence of leadership while the other aborded the relationship between the leader behavior and the reaction of the followers. This two lines stimulated attempts to formulate new conceptions for the leadership problem.

Between the authors we can find

- Carter (1953) and Startle (1956) maintaining the idea that focusing all the efforts on finding the characteristics that distinguished the leader from the followers was not important anymore and the importance should be given to the behavior of the leader
- Gibb (1954) and Sherif (1956) divided the different functions that people take within a group and assigned leadership as one more function that must be taken in order to achieve the expected result.

With years, new currents of thoughts continued emerging passing to the theories of Thibault and Kelley (1958) that thought about leadership as an exchange relationship where the followers abandon part of the status and autonomy in change of the services of the leader as director. In this case, the leader was winning a status position but also gaining more responsibilities and stress.

The next trend that came was led by Jacobs (1971) following the idea of the emergence and maintenance of the leader role in terms of a learning process. Finding evidence of the incapability of a group engaging in a task without the stabilization of a role structure. Trend known as the theories of group achievement in which, as we have advanced,  the coming theorists started referring to the relation between the behavior of the leader and the satisfaction of the followers.

An example of this trend were the theories imparted by Evans and House where they proposed the path-goal theories where the extent to which the leader exhibits consideration determined the followers' perception of the rewards available to them.

Analyzing all these theories we can see that no single pattern of behavior is effective in all situations, every different form of leadership is appropriated to a particular situation.

**Table 1: The evolution of leadership**

| THEORISTS | YEAR | CONSIDERATION OF LEADERSHIP |
|---|---|---|
| **Cocley and Mumford** | 1902 - 1906 | Focus that helped and guided the general process developed inside a group |
| **Mumford and Bodardis** | 1909 - 1918 | Leader elected by the time and circumstances affecting the way of leading of that person. |
| **Cowley** | 1928 | An instrument that helps the achievement of the goals on a group |
| **Bogardus and Pigors** | 1929 - 1935 | The cause of a group working together with a common objective |
| **Munson and Allport** | 1921 - 1924 | The art of inducing compliance |
| **Bowden and Bingham** | 1926 - 1927 | An individual with a strong personality able to affect the opinion of a group |
| **Nash** | 1929 | An exercise of influence |
| **Carter and Startle** | 1953 - 1956 | A concept centered in the behavior of the person that exercises the influence |
| **Gibb and Sherif** | 1954 - 1956 | One more role that has to be covered in a group |
| **Thibault and Kelley** | 1958 | Exchange relationship where the followers abandon part of the status and autonomy in change of the services of the leader as director. |
| **Jacobs** | 1971 | A learning process |

*Source: Own elaboration*

## 2.3. Leadership Eras

In these times of rapid change and environmental complexity, leadership has taken on greater importance than ever before.

Indeed, Bennis (1959, p.43) states that, "Of all the hazy and confounding areas in social psychology, leadership theory undoubtedly contends for the top nomination. And, ironically, probably more has been written and less known about leadership than about any other topic in the behavioral sciences". Burns (1978) similarly remarks that leadership is one of the most observed and least understood phenomena on earth. Problem that arises not only in understanding the operation of the theory but even in its definition.

Given the complexity of the concept we are going to start by presenting the historical foundations and evolution of leadership theory based on the research made by Albert S King "Evolution of leadership theory" with the purpose of stablishing a base in which we are going to support the case study recognizing each of the major leadership research approaches in terms of evolutionary eras and periods providing a broad framework against which to measure existing leadership theories and to prescribe future directions in this field.

### 2.3.1. Personality Era

Divided by the Great Man Period and the Trait period, covers the first formal leadership theories, representing, as Albert S King argued, a beginning in the understanding of the leadership process.

### 2.3.1.1. Great Man Period

In this period prevailed the idea conducted by Bowden (1927) equating leadership with personality. Considering a leader a great men or women with strong personality and behavior meaning that any person copying them could become also a leader (Borgota, Rouch and Bales, 1954)

Early frustrated by the study of different personalities on many effective leaders.

### 2.3.1.2. Trait Period

Phase in which theorists advanced removing the links of specific individuals and considering a number of general traits that would enhance leadership potential to whom adopted them.

Frustrated again by the theory of Jenkins (1974) revealing no single trait or group of characteristics associated with good leadership. Arguing the impossibility to learn certain traits.

As a result, theories of this era became too simplistic and lost most of their value, using their arguments just as explanatory variables in coming decades.

## 2.3.2. Influence Era

In this era, we can see a big change of the perspective, including the variable of the relations between individuals and leaving the idea of considering the leader by itself.

Is again divided into two different periods called the Power Relations period and Persuasion period.

### 2.3.2.1. Power Relations Period

The studies were focused on the leader effectiveness in terms of the amount of power they had and how they were using it. Started the idea of an unidirectional exertion of top-down power influence arriving to a coercive and dictatorial power.

### 2.3.2.2. Persuasion Period

The tendency continued seeing the leader in a position of implementing a dictatorial and authoritarian power, but some aspects started to evade as the coercive power we talked in the last phase.

### 2.3.3. Behavior Era

Era in which the traits and sources of power studied in past periods left the field for a new perspective focused on the behavior of the individuals (Hunt and Larson, 1977).

It meant a big advancement in leadership because apart from the empirical support it also helped managers giving a new vision of the area where to work to improve their leadership effectiveness.

This era was also divided in different periods.

#### 2.3.3.1. Early Behavior Period

Was a continuation of the Trait Period but changing the focus, leaving the personality traits and passing to study the development of the behavioral ones.

From the studies realized by The Ohio State and Michigan came two of the most important behavioral patents, first one called Initiating Structure focused on the emphasis of the leader for the accomplishment of the tasks and the second one The Consideration where it was implemented the idea of the concern of the leader for a group cohesion (Griffen, Skivington and Moorehead, 1987)

#### 2.3.3.2. Late Behavior Period

Adapting the theories of the Early Behavior Period  for a managerial application. Period in which we find some of the very well-known models as the Managerial Grid Model studied and developed by Robert R. Blake and Jane mouton.

 Consisting in a style leadership model that  originally identified five different leadership styles based on the concern for people and the concern for production (The indifferent, the accommodating, the dictatorial, the status quo and the sound). After it continued developing and updating with two additional leadership styles (The opportunistic style and the paternalistic) and with a new element, resilience.

## 2.3.3.3. Operant Period

In this period, they had the idea of the leader as the responsible of reinforcing the subordinates. Following the idea of the Behavior Era but centering the research on this part of the behavior of the leader.

## 2.3.4. Situation Era

In this era, we can see a big step forward in terms of the study of the leader.

The evolution until now started in the Personality Era where the focus was on the personal traits of the leader, leaving step by step this idea passing through the Influence Era where the idea of the leader by itself lost most of the importance and the focus was on the relations between individuals arriving to the Behavior Era that continued the path by studying the behavior of the individuals in these relations.

The Situation Era, however, went back to acknowledging the importance of certain factors beyond the leader and subordinates like the position of power between them and the nature of external environments. Situational aspects that in accordance with studies made by Bass, 1981 determined the kinds of leader traits, influence and behaviors affecting the effectiveness of leadership.

## 2.3.4.1. Environment Period

Period of changes in which actions started being handled as inconsequential.
The fact of arriving to a position of leadership was understood by being in the right place at the right time under the right circumstances. The focus of the person was left totally apart and the importance was given to the circumstances of the environment.

## 2.3.4.2. Social Status Period

Concentrated the importance on the social aspect in a particular situation.
The idea was based on the fact that when a person acts in a certain way inside a group, that behavior is going to be maintained consequently, the leader's and

subordinate's role is defined by mutually confirmed expectations of the behavior and interactions they are permitted to contribute to the group.

### 2.3.4.3. Sociotechnical Period

This period was a combination of the parameters of the previous ones, Environment and Social Status. Following the current of the consideration of the environment but giving an importance to the influence made by the group affected by the social interactions that take place in the interior.

## 2.3.5. Contingency Era

In the Contingency Era a big movement was made. The study of unidimensional forms was put aside and the idea of studying leadership as a concept that contained components of the forms discussed before took an importance. Theorists started studying more than one variable at a time and stopped concentrating just on one as they did in the last periods.

Effective leadership then was studied as a multifactorial component formed by different variables like behavior, personality, influence and situation.

Many researchers started thinking that the source of leadership was found consequently some important contingency theories were propounded.
Among them, the three more notable were The Contingency Theory (Fiedler 1964, 1967) emphasizing the needs to placing leaders in situations most suited to them.
The Path Goal Theory (Evans, 1970 House, 1971 House and Mitchell, 1974) focused on the job of the leader as guiding the subordinates to choose the best paths being able to reach both their goals and the organizations'.
The Normative Theory (Vroom and Yetton, 1973 Vroom and Jago, 1988) based on advising the leader about the behavior that would be most appropriate depending on the situation.

## 2.3.6. Culture Era

Phase in which the concept continued evolving considering leadership as an omnipresent phenomenon in the organization.

Focusing gradually on the quality of work implementing certain values in the organizations and supporting the idea of a good leader creating a strong culture where employees have a wider path to lead themselves (Manz and Sims, 1987).

Macro view of leadership that included certain models like the 7-S Framework (Pascale and Athos, 1981) consisting in the establishment of seven basic factors that helped to evaluate the implementation of a strategy in the organization.
Search of Excellence Attributes (Peters and Waterman, 1982) strategy that raises your organization performance by listening your frontline stuff.
Theory Z (Ouchi and Jager, 1978) helping the loyalty of your employees by applying certain factors implemented by Japanese companies as offering a stable employment that will induce in higher morality and employee satisfaction.

## 2.3.7. Transformational Era

Era that better represents the recent idea of Leadership in our society.
Concept that evolved up to the moment in which leadership is seen as an intrinsic motivation meaning that the person that adopts this role is moved by its inherent satisfaction rather than for external factors, pressures or rewards.
In comparison with latest eras, the role is asking for a proactive person, innovative and open to new ideas looking to produce enthusiastic commitment by subordinates (Bass, 1985).

### 2.3.7.1. Charisma Period

In this period, we find leadership studied as a process of collective action, considered as a visionary concept that helped subordinates giving a stronger sense of purpose and meaning. Resting not only in an individual but in everyone that shared the same

vision and mission. Transforming leadership in an active trend and contemplating it as a state of consciousness.

Strong executive leadership used as a tool to empower subordinates and give them the vision of the organization.

<u>2.3.7.2. Self-fulfilling Prophecy Period</u>

Based on the theorizing lead by Field,1989 on the Self-Fulfilling Prophecy phenomenon this period consists in the transformation of individual self-concepts considering the transformation occurring equally from the leader to the subordinate as from the subordinate to the leader meaning that a leader can be activated from lower or upper levels in the organization.

## **2.4 Tendencies of Leadership**

As we have commented in the previous section, technology has changed our habits in almost every aspect of our lives also considering our work patterns. First changes were noticed a couple of decades ago but the rhythm and scope that it is taking is a good reason to consider its study.

In this section, we are going to do a theoretical review about some of the main trends that different authors are considering for the next years, establishing a base in which we will support our study.

The main author analyzed, already quoted in the introduction is Jacob Morgan, one of the leader authorities on leadership, the future of work and employee experience. Specially referring to his recent study "The Future Leader" (2020) where after interviewing more than 140 CEOS and partnering with companies like LinkedIn, got evidence enough to state the main trends shaping the future of leadership in the next decade.

### **2.4.1. Artificial Intelligence and Technology**

First trend identified, both in the surveys and personal interviews made by the author, as most impacting factor affecting the future of leadership.

Impact made mainly in the form of automation of some of the actual positions where the employee is supposed to do a repetitive task.

Artificial Intelligence (AI) seen as a tool that will help the organizations to focus more on the personal side, covering the part where technology is already more efficient than people as analyzing data, bookkeeping and market research.

Alarming factor that could be considered a threat if we consider some of the latest studies as the one made by the World Economic Forum's "The Future of Jobs Report 2020" where is stated that AI is expected to replace 85 million jobs worldwide by 2025. But that we should consider as one more part of the evolution since automating a job is not directly synonymous with replacing a person, but rather with giving the opportunity to focus current work in a more humane way, putting the attention , as we have mentioned before, in the most important factor of the organization, the people. Following with the second part of the mentioned study "The Future of Jobs Report 2020", also states that AI will create 97 million new jobs in that same timeframe.

We already have some examples of multinational companies that corroborate that automating a job doesn't imply replacing a human. One of the cases is Accenture, the multinational strategic consultant firm with an approximate workforce of 700.000 employees that has automated over 17.000 positions without replacing a single worker. Jobs automated in the realm of finance where instead of people crunching numbers, they introduced AI and allowed this employee to upskill as strategic advisors helping to understand the meaning of numbers and the actions that are based on them leaving the calculation and tabulation to the bots.

New trend that does not imply leaving the decision-making to technology simply assuming that what it says is always correct but using it as an aide that is already helping leaders creating more human organizations focused on what is actually referred as soft skills.

## 2.4.2. Pace of Change

As we stated, technology has revolutionized every aspect of our lives but is not just about what technology has changed but about the rhythm that has taken.

We can already read some affirmations saying that we will experience more change in the coming decades than we have experienced in the past hundreds of years and it does not end here but some studies as the one made by Dell, 2017 predict that 85% of the jobs of 2030 have not been invented yet.

Dynamic situation to which leaders in our generation are forced to act because what was working in the past won't work in the future and what works in the future will change quickly. Affirmation corroborated if we consider the evolution of the average lifespan of a company; In the 1950s a company in the S&P 500 had an average of 60 years, reduced to 33 years in the 1965 arriving to 20 years in the 1990s and with a prediction of 14 years for the 2026.

Reason why firms and specially people that lead teams inside the organizations must be prepared, not just by reacting to the new trends but also preparing strategies to take profit of the new opportunities. Experimenting, testing ideas and taking an open position creating dynamic groups and letting people express their ideas and contribute.

### 2.4.3. Purpose and Meaning

We are experimenting a tremendous shift in the way we think about business and how we lead them. For decades, the business world has been under the assumption that in order to attract and retain the best people you simply need to pay them more but now is evident that employees care about more than just making money (Jacob Morgan, 2020).

Fact demonstrated by many studies as the one carried by Imperative, the peer coaching platform, surveying 26.000 members in LinkedIn across 40 different countries founding that 74% of the candidates looked for a job where their work mattered.

Another example is the statement made by the CEOs of almost 200 major U.S organizations as Amazon, Apple, Boeing and GM where they joint forces to express that shareholder value, considered to be the purpose of the organization, is no longer the primary concern. The new purposes are focused on the investment in employees, delivering a value to customers, dealing ethically with suppliers and supporting outside communities.

Our jobs in organizations simply refer to the activities we do, no matter if it is accountability, control or the registration of invoices but the purpose of the job always goes a level deeper and here is where the leader has to intervene, to help people in every area to find the reason why they are doing it and the value that they are apporting, to demonstrate that an accountant is not just dealing with numbers but is helping the organization to present a fair image of the results of the period and at the same time apporting a big value to investors that read the balance sheet showing the performance of the company.

When the purpose is clear we go a step further and we start realizing about the impact of our activity, about the way we are helping and apporting to the others finally arriving to the biggest challenge of the leader, to guide employees to find the meaning, the reason why they are personally doing something and the feeling they get from it.

This are the new challenges that are already present in the roles of leaders. Important issues that they have to consider if they really want to build a team inside the organization where people feel comfortable working in and everyone is motivated and lead by a major reason leaving money as a second consternation.

### 2.4.4. New Talent Landscape

The shortage of availability of skills is already one of the main problems pointed by some of the biggest companies. PWC's CEO carried a survey in 2019 showing the top-ten threats for organizations placing this one as the third.

Reason why apart from creating talent profiles identifying potential jobs and opportunities that the company will have in the future, leaders should also start working on upskilling programs, helping employees understand the changes that they will face in their careers and jobs and providing them with the resources they need to build the new skills that will be required.

### 2.4.5. Morality, Ethics and Transparency

A study driven by Bentley University found that 86% of millennials, which are going to make up over 75% of the workforce by 2030, consider a top priority to be part of an organization that conducts itself in an ethical and responsible way (Bentley, 2018)

As a leader, should be a point where to put some importance, not just by relating it with the shortage of availability of skills that will make it impossible to your organization to attract talent if you are not acting in consequence but also because morality and ethics' importance is constantly increasing among stakeholders.

The leader is the one playing the most important role in this trend because its moral will directly impact the ethics of the organization as the position that they take is seen as a role model by every employee.

### 2.4.6. Globalization

Economic, technological, political, social and cultural process on a global scale consisting of the growing communication and interdependence between the different countries of the world, uniting social markets giving them a global character.

Has already become our new reality where not just every individual but also the firms are forced to act if they want to remain competent in the market.

Meaning that leaders must start thinking as global citizens with the challenges that this entails as understanding different cultures, being able to communicate and collaborate with remote teams and aligning a global workforce without losing the principles of the company.

Situation that demands a shift in the way of perceiving the organization and the environment but also acting in order to be prepared to this new reality by helping every integrant of the organization.

## 3. CASE STUDY

In this part of the work, we are going to use a methodology called case study. The case study consists in a specific analysis of a situation that allows us to understand and interpret the results of the research. This kind of analysis can combine quantitative and qualitative methodologies, and a documental review. This is an empirical research that investigates a contemporary phenomenon within its real context, where the boundaries between the phenomenon and the context are not sometimes displayed accurately, and that use multiple sources of evidence. This implies the revision of archived document, economic data, previous statistics review, in addition to interviews, remarks, etc. (González et al, 2014). Case that can range from a company or institution to a person, program or event, with the characteristic of being defined in a time and place.

For this study, we have chosen a sector, area of the economy in which businesses share the same or related business activity, product, or service. The purpose of this selection is to be able to have enough significance to prove the consonance between the general leadership theories studied with the evolution of the concept in this specific sector, automotive sector, in a specific place, region Emilia Romagna and in a specific time, last six decades.

The firm selected for the case study is Automobili Lamborghini Holding S.p.A., Italian manufacturer of super sports cars founded in 1963.

To get the information we have used in the case study, apart from secondary source information as their website, previous studies, data and analysis that were already published we have also used primary source information got from the participation in the event Motor Valley Fest 2022 (Módena, Italy) in which the main leaders of the sector took part and from directly interviews with some specific individuals of the firm.

Interviews divided in two different forms.

First form divided in two parts, first of them based in the compliance of a questionnaire that will help us to obtain uniform and classified information through which to carry out the study and establish the different comparisons between the theories studied and their

application in the automotive sector and the second part with three open questions regarding the expected tendencies and challenges.

Second form consisting of six different parts divided by the six studied trends that will affect leaders in the coming years. Composed by twenty-seven closed questions that will allow us to analyze the aspects in which the firm we have chosen for the case study is already working and the ones in which the company has to focus so that they do not become a potential problem for the coming years.

## 3.1 The automotive sector in the region Emilia-Romagna

Emilia Romagna is a region of Italy, located in the north of the country. Considered one of the wealthiest and most developed regions in Europe with the highest gross domestic product in Italy is a cultural, economic and tourist center being the home of the University of Bologna, the oldest university in the world. Containing Romanesque and Renaissance cities as Modena, Parma and Ferrara being the center for food and automobile production.

Story of Emilia Romagna is very much related with a mechanical and motor tradition. The region has become an automotive icon thanks to the technological developments that have affected the world of agriculture and road vehicles. World of mechanics related to agriculture that has been a tradition maintained over the years, reinventing itself until the creation of some of the most famous companies in the automotive world.

The creation of the different companies happened progressively to the point that in 2000 the idea of a tourist district began to develop, the Motor Valley, located mainly in the provinces of Bologna and Modena. Project officially developed from 2005, the year in which the concept of the Motor Valley began to be linked with the Emilia Romagna Region with the main objective of promoting the region internationally. After the success of the launch, other regions such as Lombardy and Tuscany wanted to join forces to also promote the Valley of Taste and the Valley of Health.

Motor Valley that includes not just some of the most known companies in the automotive sector but also 11 museums, 19 private collections, 4 international circuits (Imola, Missano, Varano e Modena), 6 centers of specialized formation and 188 sportive teams.

Apart from that, another of the reasons that explain the concentration of the firms in this region is the gathering within firms and universities. Region in which we find a constant investment supported by the firms for the implementation of new specialized courses and masters referring the automotive sector.

An example is the full time MBA program presented by the Bologna Business School. A master that converges the characteristics and knowledge that offers a normal MBA with the specialization in the field of superbikes, supercars and motorsports.

Programs that attract international professionals that after the formation remain in the region and become a very important asset for the firms in the sector.

### 3.1.1 Lamborghini Holding S.p.A

Lamborghini is an Italian automotive manufacturer founded in 1963 by the tractor manufacturer Ferruccio Lamborghini.

The ownership of the company has passed from the founder Ferruccio Lamborghini (1963-1972) to Georges-Henri Rossetti & Rene Lemier (1972-1977) before going bankrupt, moment in which brothers Mimram took the direction of the company (1980-1987) passing to the American automobile manufacturer Chrysler (1987-1994) then to Megatech (1994-1998) arriving to the Group VAG Volswagen in the present.

The history of the company has suffered many ups and downs depending not just on the macroeconomic situation like the crisis of 2008 that reduced their sales almost 50% respect previous years but also on internal movements of the company.

Even though we can state that in the last two decades has been a very stable company that experienced a constant growth (except the period of the crisis 2008-2013) as we can see in the next graph.

**Figure 1: Annual Lamborghini car sales**
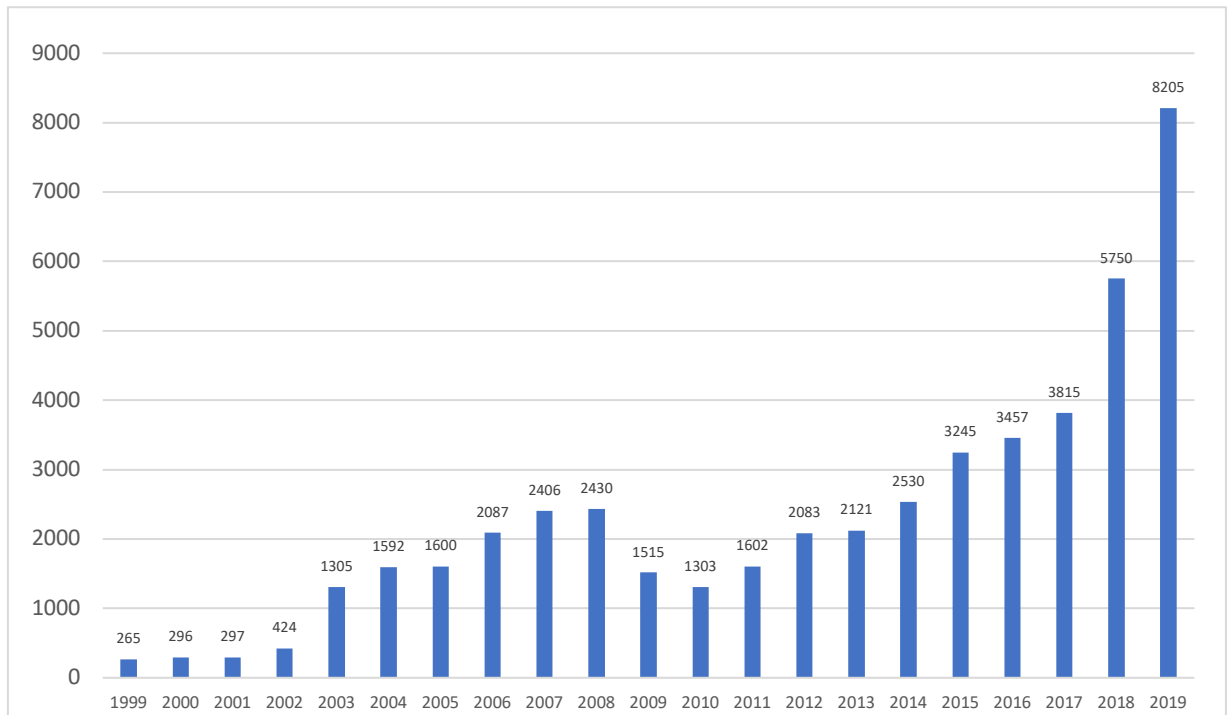


*Source: Own elaboration*

Respect to the structure of the company, Lamborghini is structured as a wholly owned subsidiary of Audi AG named Automobili Lamborghini S.p.A.

Automobili LamborghiniS.p.A controls four main subsidiaries comprising Ducati Motor Holding S.p.A., Italdesign Giugiaro S.p.A., MML S.p.A. and Volkswagen Group Italia S.p.A.

The main activity of the company is focused on the automobile production, operation that includes manufacture of the body shell and carbon fiber parts, assembly, painting, finishing and after sales assistance.

During the story of the firm, there have presented more than twenty different models and 30 prototypes but, in these days, the three models in production are the Aventador, Huracan and Urus.

The production facility is located in Sant'Agata Bolognese, province of Bologna. Facility that has undergone numerous modifications since the construction of the factory in

1963 reaching its current size that consists of a surface area of 316.000 m$^2$ with a total built area of 140.000 m$^2$ .

Respect to the number of employees, the company counts with more than 1800 people. In the 2021, for the eight-year running, Automobili Lamborghini has received the Top Employer Italy 2021, award from the Top Employers Institute, agency that acknowledges companies that apply the highest quality standards to how they manage their human capital.

Company with a strong commitment to the environment striving to be (as stated in Dichiarazione Ambientale, Lamborghini) sustainability trailblazers by developing cutting-edge technologies and virtuous processes that enable us to manage our impact, avoid waste, keep consumption in check and prevent pollution.

For this reason, the company has implemented a 2025 Corporate Strategy to define what it wants to be in the coming years and decide how to interpret the new trends that will increasingly define the car industry in the future referring to sustainability, digitalization and urbanization.

Respect of the first strategic objective, the company stated that the vision is to be the icon of luxury  super sport cars for which they fixed measurable targets regarding mainly sustainability. In broad terms the objective is to reduce its fleet emissions and containing/offsetting of $CO_2$ emissions with the application of an Environmental Management System and an Energy Management System meeting ISO 14001 (international agreed standard that sets out the requirements for an environmental management system) and ISO 50001(global energy management systems standard that specifies requirements for establishing, implementing, maintaining and improving an EnMS) international standards and the adoption of an ISO 14064-compliant monitoring system for greenhouse gases.

The plan presented by the direction of the company breaks down into the next three phases.

- Celebration of the internal combustion energy (2021-2022)

    Developing internal combustion engines for models that pay tribute to the brands glorious history.

- Hybrid transition (by the end of 2024)

  Launching the first hybrid model in 2023 planning to electrify the entire range by the end of 2024. Pursuing the target of reducing $CO_2$ emissions by 50% allocating over € 1.5 billion to guide the hybrid transition.

- First Full Electric Lamborghini (from 2025)

  Full electric model that will guarantee an extraordinary performance keeping the identity of the brand positioning a new product in the top of the segment.

## 3.2. Presentation of the form

A questionnaire is an instrument which provides information for a report or survey consisting of a set of questions or items held to the recipients and which is used to collect the information required that can be facts, opinions, skills, trends, knowledge, etc. (Fondevila and Elm, 2013).

To collect the information needed to study the consonance between general leadership theories in the past years and the application in the automotive sector, passing to the analysis of the trends and the way the company is working on them, we have created two forms with which we have gone directly to the firm (in the first case) or sent it online (second case) and interviewed certain persons that we considered could give a justified answer, based both in the position and years of experience in the sector.

### 3.2.1. Form 1; The evolution of leadership

To collect the information we needed to study the consonance of general leadership theories and their application in the automotive sector, we created the questionnaire that we will explain below.

For this first part of the questionnaire, we have looked for a person within the company who has several years of experience in the sector and especially within the company in

order to be able to adequately answer the different questions about the evolution of leadership.

Paolo Poma, Chief Financial Officer at Lamborghini Holding S.p.A. with more than twenty years of experience in the sector and more than five years occupying his current position, has been the person who has helped us obtain the information by completing the first questionnaire.

The way we contacted was at the Motor Valley Fest 2022 Modena, Italy. An event in which Mr. Poma participated in the conference "Le forze competitive del mondo della finanza per le old e new tech companies, i servizi e il ruolo dell'open innovation". After the event, he gave us the opportunity to meet in his office and answer the entire form, in addition to giving us various theoretical and practical indications of the company in order to prepare the second questionnaire.

The questionnaire is divided in three main parts.

**Introduction**

Part where we find the tittle of the project "*The Future of Leadership in the Automotive Sector*" beside a little explanation of the mission of the form, "Obtaining primary information from which to develop a study of the consonant relationship between the evolution of the main leadership theories and their application in the automotive sector of the Emilia Romagna region." present in the questionnaire to give a brief idea to the interviewed about the reason or purpose of doing the interview.

**Leadership Evolution**

Part composed by an explanatory introduction of this section "*Section based on the realization of three questions which will be answered with a scale comprised of values from 1 to 5 (1 Strongly Disagree, 2 Disagree, 3 Indifferent or Neutral, 4 Agree, 5 Strongly Agree) in the different periods selected with the main objective of analyzing the evolution of the different variables*." and three main questions asked in three

different periods related to the year of foundation of the company and the different eras analyzed.

Number reduced of questions adapted to the expected time of completion of the questionnaire (between 10 and 15 minutes), estimated in order to be on the interval of time they gave us.

The reason of asking the three same questions in two or three different periods is to be able to understand the evolution of the variables. Also, to facilitate the responses to the person interviewed because when the person reads and understands the question in the first period, when arrived to the second or third doesn't have to make the effort of understanding a different one. Fact that helped us in a double way, first by making the questionnaire shorter and adapted to the time we had and second by getting 9 different responses with the same three questions.

The different periods of time we decided were

**1st Period; Year 1960 – Year 1980**

**2nd Period; Year 1980 – Year 2000**

**3rd Period; Year 2000 – Present**

Mainly based in two factors, first one, the story of the company founded in the 1963 and experimenting changes in the Directory Board coincident to this periods and second based in the  evolution of leadership in terms of variation of Eras and Periods.

The three questions are the following:

- Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates
- Reaching a leadership position does not only depend on technical skills and knowledge, but it also depends on certain skills such as people management,

communication skills, time management, problem solving, goal achievement, etc.

- Within the functions of a good leader we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor.

Questions ordered based on the evolution of leadership theories found in the Theoretical Analysis we made in the first part.

Starting from a leadership theory based on the amount of power that a leader has implemented in a dictatorial and unidirectional top-down manner as we saw in the Power Relations Period and Persuasion Period, continuing with the idea of a more open type of leadership based not just on technical knowledge but also putting the focus in other soft skills like people management, communication… as we saw reflected in the Operant Period in the Behavior Era, phase in which there was implemented the idea of a leader as the person reinforcing the subordinates, going into the last question, centered in the last eras of our study, where the concept of leadership is already much more evolved in comparison with the first periods and it is considered as a multifactorial component formed by different variables omnipresent in the organization focusing on the quality of work and implementing values in the organization, creating a strong culture where employees have a wider path to lead themselves.

We selected this order for the questions to again facilitate the comprehension of the questionnaire from the part of the person interviewed, thinking that as the questionnaire was divided in three different periods (ordered by time) made sense to continue with this path and order also the type of questions in a chronological way.

Regarding the direct analysis of the questions the methodology we followed consisted in taking three questions that represented a characteristic of three different eras (Influence Era, Behavior Era and Culture Era ) and put them in three different periods in order to be able to analyze the progression of the variables during the different phases  of the study.

First question "Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates" clearly representing the idea of the Influence Era. In this question we expected an evolution based in higher

values on the first period but slowly reaching a disagreement position as the study advances.

Second question "Reaching a leadership position does not only depend on technical skills and knowledge, but it also depends on certain skills such as people management, communication skills, time management, problem solving, goal achievement, etc." represented in the Behavior Era. Question in which the expected evolution is supposed to follow exactly the opposite direction of the first question, that is, starting from values close to a disagreement position and reaching higher values with the evolution of the periods.

Third question "Within the functions of a good leader we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor." Clearly represented in the last studied Eras but concretely in the Culture Era. The evolution of the question follows a similar one as the second one, starting from disagreement positions arriving to higher values close to Strongly Agree.

As stated in the form, the questions we are facing in this section are closed questions with five different options to respond. The five different boxes follow a numerical order, 1 to 5, that represent a scale of agreement from the interviewed. First value 1 represents a position of Strongly Disagree, followed by the 2$^{nd}$ Disagree, 3$^{rd}$ Indifferent or Neutral, 4$^{th}$ Agree and the 5$^{th}$ one taking the position of a Strong Agreement.

**Leadership Trends**

Part composed by an explanatory introduction of this section "Section based on the realization of three open questions referring to the position of the leader in the automotive sector of the Emilia Romagna region." and the three questions.

Section in which we find again a reduced number of questions adapted as we stated previously to the expected time of completion of the questionnaire between 10 and 15 minutes.

The reason why in this section we chose the open type of questions instead of the closed one, as we have done previously, is to not influence the response of the person

interviewed in terms of the tendency that he or she thinks that leadership will follow in the next years. Getting a response totally based on the opinion and experience of the respondent.

The three questions made in this part are the following:

- Which factors do you think will be most relevant to the study of leadership in the next 10 years?

- Which skills do you consider necessary to exercise a leadership position in your sector in the coming years?

- Any advice or suggestion for a person who aspires to develop a leadership position in your sector in the coming years?

In this part, the order of the questions acts in accordance with the following reasoning.

First question "Which factors do you think will be most relevant to the study of leadership in the next 10 years?" is going to help us to find if there is a true correlation between the key facts we chose as the main important for the study of the evolution of leadership in the next years with the factors that represent a change in the automotive sector in the near future.

Second question "Which skills do you consider necessary to exercise a leadership position in your sector in the coming years?" give us the precise points where actual leaders are already putting the vision and efforts for coming years.

Third question "Any advice or suggestion for a person who aspires to develop a leadership position in your sector in the coming years?" Amplification of the second question with the purpose of going deeper and getting some more information about the opinion of actual leaders regarding the future tendency.

Annex 1 includes a copy of the questionnaire with the direct answers of the interviewee.

### 3.2.2. Form 2; Leadership Trends

We created the following questionnaire once the first part of the analysis was carried out, where we obtained the necessary evidence to demonstrate that the values that we got in the questionnaire regarding the evolution of leadership in the automotive sector are closely correlated with the evolution of leadership that we studied in the theoretical review. Reason for which it makes sense to continue with the study referring to the generic challenges of leadership for the coming years, adapting them to the sector analyzed.

For this second part, Leonardo Venuti, Financial Controller in Automobili Lamborghini S.p.A. has been the person who has helped us obtain the information by completing the form that we are going to analyze below. The contact was established by e-mail and the questionnaire was filled online.

Form divided in two main parts.

**Introduction**

Part where we find the tittle of the project "*The Future of Leadership in the Automotive Sector*" beside a little explanation of the mission of the form "Obtaining primary information from which to develop a study of the consonant relationship between the evolution of the main leadership theories and their application in the automotive sector of the Emilia Romagna region, taking Lamborghini as a reference case, making an analysis of leadership trends in the sector and establishing the points to be reinforced by the company.".

**Leadership Trends**

Part composed by an explanatory introduction of this section "Section divided into six subsections directly related to the generic trends and challenges that are expected for leadership in the coming years" a clarification of the methodology that will be used to answer the questionnaire "Questions will be answered with a scale comprised of values from 1 to 5, (1 Strongly Disagree, 2 Disagree, 3 Indifferent or Neutral, 4 Agree, 5 Strongly Agree)" and twenty-seven questions asked, as stated in the explanatory introduction, in six different subsections.

We have decided to divide the questionnaire into six different subsections in order to simplify the understanding of the form taking into account the elevate number of questions and the short period of time that we were set for the interviewed to complete the questionnaire.

The six subdivisions correspond to the trends stated by Jacob Morgan in the previously mentioned study "The Future Leader". Each section is made up of four or five different questions that will allow us to evaluate the current behavior of the company with respect to the trend studied.

Regarding the order of the different sections, we have based it on the following logic. Start with the factors that have the greatest impact not only at the organizational level but in general, such as the Pace of Change and Globalization, to continue with a more detailed factor, Artificial Intelligence and Technology, focusing mainly on the study of the machine-employee relationship and finishing with the last three sections studying the trends based directly on people, New Talent Landscape, Purpose and Meaning and Morality, Ethics and Transparency.

Regarding the different questions, in addition to naturally adapting them both to the sector and to the trend studied in each of the different subsections, we have also referred to the answers we collected from the first questionnaire, especially from the last part of the first form where we asked three open questions related to the trend of Leadership, including several of the points that were highlighted in that section.

<u>Pace of Change</u>

First subdivision formed by an explanatory introduction "Referring to the speed of change and the dynamic environment in which the company operates" and five different questions.

- Lamborghini is paying attention to trends impacting the industry focusing on new opportunities

- Lamborghini is a brand identified by embracing uncertainty starting paths that other companies have not considered

- Lamborghini is building alliances with other companies of the sector
- Lamborghini is building alliances and creating connections out of the sector
- Lamborghini is constantly renovating the workplace policies, procedures and rules.

Questions that will help us analyze the current situation of the company with respect to a main variable. The innovative capacity of the company to anticipate future needs that arise in the market and the method in which they are doing it, on the one hand assessing how the company changes internally with respect to the evolution of its policies and on the other hand understanding how they are preparing to deal with today's changing circumstances.

Globalization

Second subdivision formed by an explanatory introduction "Referring to the process by which Lamborghini is developing international influence or starting operating on an international scale" and four different questions.

- Lamborghini is offering international formation programs that allow its employees to spend a certain period abroad
- Lamborghini is focusing on global macrotrends that can have a direct impact on the business
- Lamborghini is putting the focus on building diversity teams where people apport different ideas and diverse points of view
- Lamborghini is acting in accordance with current needs, offering the possibility of smart working in the work positions that are able to do it

Section closely related to the previous one but focusing the analysis on the international scope of the company. Questions based not only on the company itself but also on the way in which it is preparing its employees, taking into account the international environment in which the company must move in the coming years. For this reason, we will analyze, on the one hand, the importance that is being given to general trends and, on the other hand, the current preparation that Lamborghini is assuming regarding the formation of the workforce, the way in which it is creating the

groups and the possibilities that are offered within the company to suit today's diverse needs.

Artificial Intelligence (AI) and Technology

Third subdivision formed by an explanatory introduction "Referring to the incorporation and use of new technologies in the different productive and non-productive phases carried out by the company" and four different questions.

- Lamborghini  employees are aware of the impact of AI and technology in their career and actual positions
- Lamborghini has already implemented a new type of training with the main objective of training workers in the use of new technologies in each of their positions
- Lamborghini has carried out a study  to understand the positions that will be covered by artificial intelligence in the coming years
- Lamborghini has a structured plan for upgrading people that will be replaced by AI

More detailed section than the previous ones, focusing on one of the most important challenges that companies will have to face in the coming years. The main objective of this section is to analyze the way in which the company is working on the introduction of new technologies, not so much with respect to the mechanization process itself, but rather the approach that is being given to the employee-machine relationship, since it is the main challenge faced by the different leaders.

New Talent Landscape

Fourth subdivision formed by an explanatory introduction "Referring to the understanding of the needs of both current talents and new additions within the company" and five different questions.

- Lamborghini is working on policies that support the work-life balance management

- Lamborghini workforce is mainly composed by young employees

- Lamborghini has a plan to allow old workers to remain in a certain way on the organization (bringing them to events, conferences, acting as coaches for young employees, etc.)

- Lamborghini supports development of career inside the organization

- Lamborghini helps its employees understand the challenges they will face in their positions in the coming years and helps them prepare

As we read in the explanatory introduction, the objective of this section is to understand the focus that the company is giving to human resources, taking into account both the current members of the workforce and the new additions based on the study of different parameters such as the work-life balance, the relationship that exists within the company between the incorporation of new talents and the retention of current ones, the projection of a career plan and the consequent preparation.

Purpose and Meaning

Fifth subdivision formed by an explanatory introduction "Referring to the specific need to feel part of an organization" and five different questions.

- Lamborghini transmits its vision in a clear way to every employee

- Every employee at Lamborghini knows apart from its function  the impact that he/she has in the final process

- Lamborghini is putting some attention in social events where people interact stablishing a relationship that help leaders understand what motivates and drives every employee

- When attracting talent, Lamborghini puts the effort on finding the perfect person with very precise technical skills not giving much importance to other characteristics like communication, personal and professional courtesy, positive attitude, work ethic, etc

- Lamborghini has already started to give an importance to soft skills both among its actual workers and new incorporations

Continuing with the focus on the workforce, we center the study on an intangible but increasingly relevant aspect to which the main leaders of the various companies are paying close attention. To do this, the different questions analyze both the effort that the company is making to convey the vision and general objective to each of the different workers and the results obtained from the employee's point of view. Moving on to the last two questions where we study in special detail the evolution already mentioned in the first questionnaire where we demonstrate the passage from a hiring focused mainly on the expected technical aspects of the worker to a new vision in which soft skills have taken on greater importance.

<u>Morality, Ethics and Transparency</u>

Sixth subdivision formed by an explanatory introduction "Referring both to the position that Lamborghini adopts in its environment and the internal way of acting of team leaders in the firm" and four different questions.

- Lamborghini is focusing on some of the challenges that affect not just the sector but the macroenvironment in which all the firms are moving as climate change and sustainability
- Lamborghini presents a clear position in reference to the factors mentioned above
- Team leaders in Lamborghini act in a transparent way, being honest and forthright about situations both in the present and in the future offering the information to the subordinates allowing everyone to understand the circumstances
- Team leaders in Lamborghini are seen as a role model by the subordinates

Arriving at the latest trend and continuing the line discussed previously, in this section we have divided the questions into two parts. The first two questions, focused on the company's performance regarding the current challenges related to the generic environment, paying special attention to the most relevant issues for the coming years,

such as climate change and sustainable development, moving on to a more detailed study focused on the leader himself, analyzing both his position and the vision that employees have about the figure that occupies this role.

Annex 2 includes a copy of the questionnaire with the direct answers of the interviewee.

## 3.3. Results of the form

This section shows the results obtained from both questionnaires.

The first one is going to be divided by the three periods discussed above (1st Period; Year 1960 – Year 1980, 2nd Period; Year 1980 – Year 2000, 3rd Period; Year 2000 – Present) and we will analyze it by focusing on a question regarding the different answers that we get period after period, with the aim of being able to show in a simplified way the evolution of the trend within the company.

While the second questionnaire will be analyzed referring to the six different classified trends, focusing on the current situation of the company and the areas for improvement.

### 3.3.1. Form 1; The evolution of leadership

**Leadership Evolution**

- **Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates**

**Figure 2: Form 1, first question**
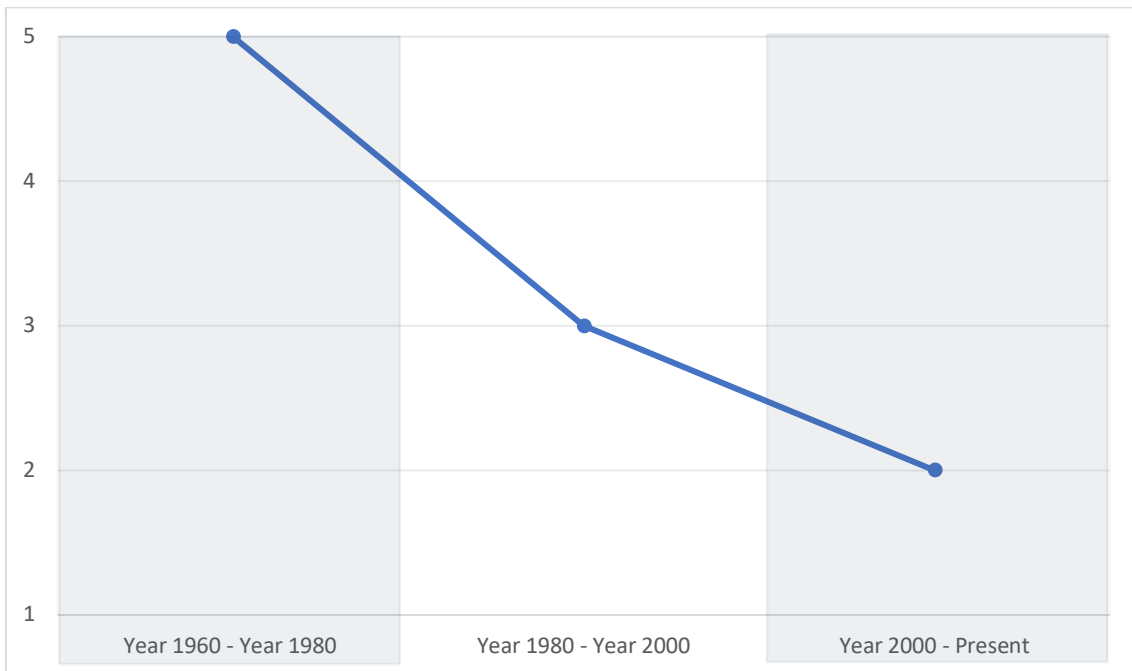


*Source: Own elaboration*

Question that refers mainly to the two periods studied within the Influence Era, Power Relations Period and Persuasion Period.

The expected evolution followed a decreasing logic since, as we have seen and analyzed in the theoretical review, with the evolution of the years, the trend has gone in the opposite direction, leadership has ceased to be a power exercised merely in a top-down direction to become more horizontal.

Regarding the results, we can see that in general they follow the expected line, starting with the strongest response, Totally Agree (5) in the first period, passing to an Indiferent or Neutral (3) in the second period and arriving to a position of Disagreement (2) in the last one.

The two moments that we want to highlight are the biggest change we can appreciate between the first and second period, years 1980-2000, where, as in the theory, a big movement was made passing from a period acknowledged by the importance of certain factors like the position of power between leader and subordinates, Situation Era, to a completely different reasoning where the study of unidimensional forms is put aside in order to understand leadership as a multifactorial component formed by different variables, Contingency Era. And the other change made in the transition from

the second to third period where we appreciate that the tendency continues going down meaning that the consideration of leadership as an unidirectional power is decreasing but in a more constant way if we compare it with the previous period.

- **Reaching a leadership position does not only depend on technical skills and knowledge, it also depends on certain skills such as people management, communication skills, time management, problem solving, goal achievement, etc.**

**Figure 3: Form 1, second question**
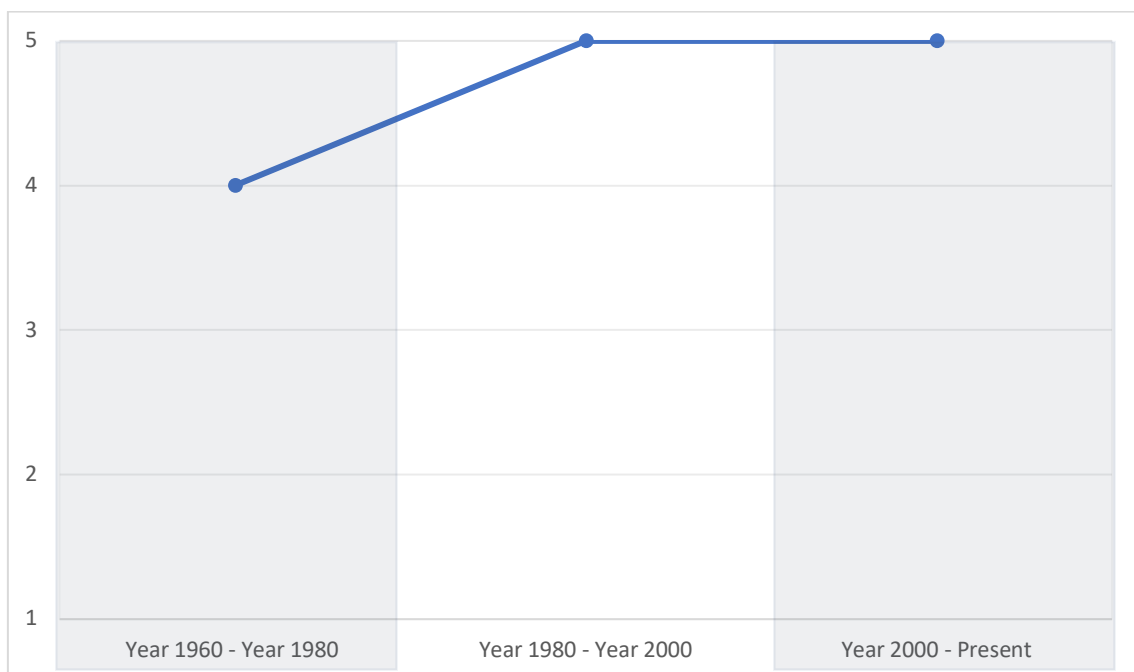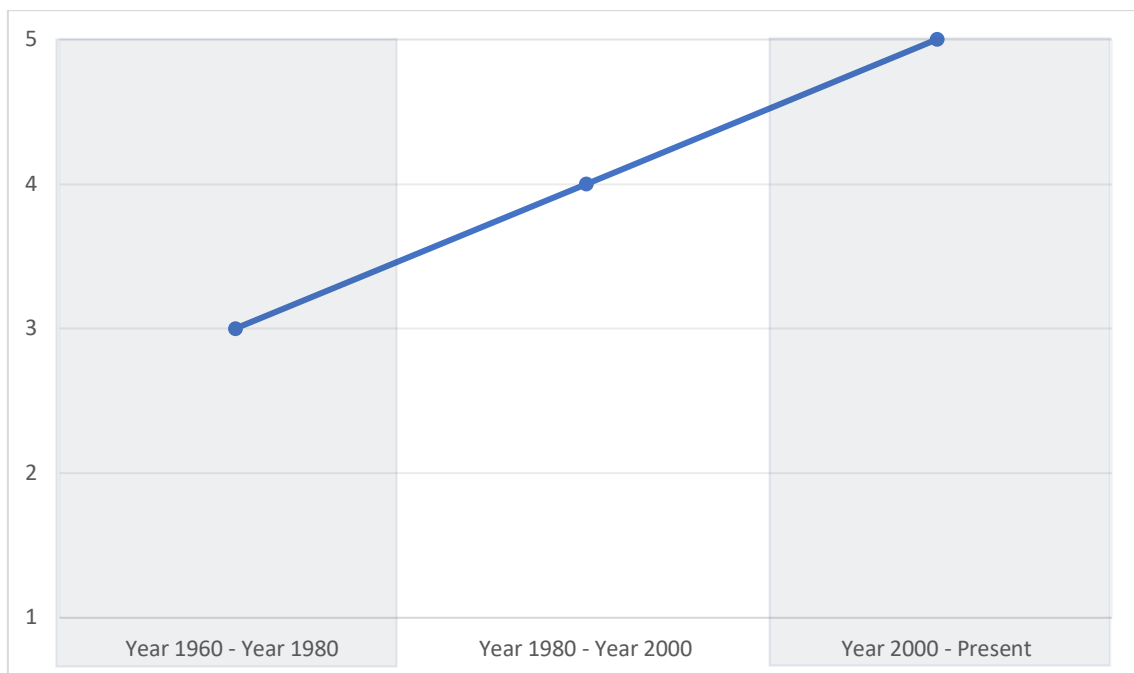


*Source: Own elaboration*

This paragraph is making a reference of an advanced phase of the study of leadership, the Operant Period in the Behavior Era. Moment in which the idea of a leader as the responsible of reinforcing the subordinates started growing.

The expected evolution of the concept is totally different to the last one analyzed, as in this case, as we saw in the theory, the tendency grows in this direction making us expect a position of disagreement in the first periods to arrive to a higher value in the last one.

Respect to the results, the analysis demonstrates a concordance between the expected values and the ones we got in the test highlighting a surprising outcome specially regarding the first period of the study, Foundation of the company-1980, moment in which we already find an Agreement position (4) passing to a Totally Agree (5) in the last two.

- **Within the functions of a good leader, we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor.**

**Figure 4: Form 1, third question**
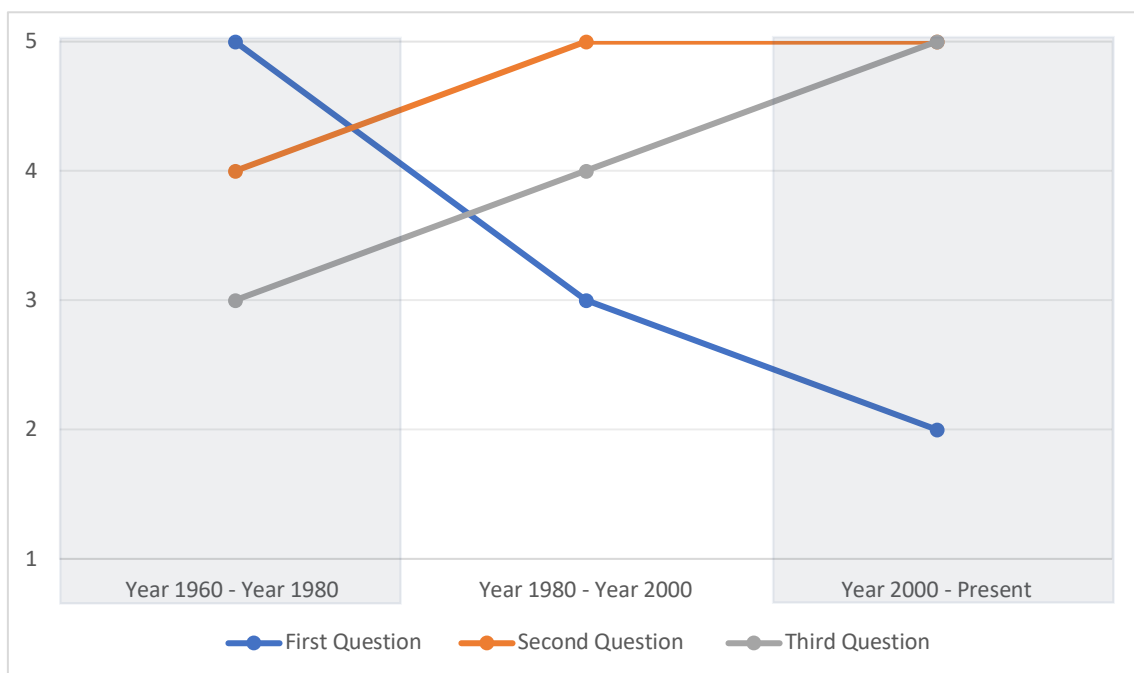


*Source: Own elaboration*

Question specially focused on one of the most recent aspects in the study of leadership, the creation of a strong culture on an organization where employees have a wider path to lead themselves. Aspect introduced in the Culture Era first studied by Manz and Sims in the 1987.

The evolution we expected in that question before the study followed the line made by the last question, starting with values close to the disagreement position to grow as the study advanced.

Referring to the results obtained from the questionnaire, we can say that Lamborghini meets the expected results since, as we can see in the graph, the company follows an upward trend over the years, meaning that more and more importance is given to the organizational culture.

The detail that we want to comment on and that stands out the most from the graph is the high value that the company adopts from the beginning, since in the first period (Foundation of the company - Year 1980), the result obtained shows a Neutral position (3) instead of starting with a value close to the first positions as we expected. Followed by a position of agreement in the following period (Year 1980 - Year 2000) that exactly coincides with the beginning of the study of this variable in leadership theory. Reaching the maximum value, Totally Agree (5) in the last period.

**Figure 5: Form 1, summary of results**



*Source: Own elaboration*

Summary of the results that jointly reflects the analysis of the three studied questions with which we can demonstrate the consonance between the evolution of the general theories of leadership and the application in the automotive sector.

**Leadership Trends**

Second part of the questionnaire introduced with the intention of receiving direct information from a current leader of the company regarding his opinion on future trends and the way in which they have to work at Lamborghini.

For this reason, in this section we will directly present the answers obtained from the different questions. Answers that helped us to prepare the second questionnaire analyzed in the next section.

- **Which factors do you think will be most relevant to the study of leadership in the next 10 years?**

The most important factors for the study of leadership in the coming years, in my opinion, are classified into two main categories.

On the one hand, we find the management of people, referring to several functions that range from attracting new talent and motivating employees to adapting to the new needs demanded by the environment, as has been the case with smart working.
In addition to this, another of the factors on which we are currently placing great importance within Lamborghini is the proper management of work-life balance.

On the other hand, regarding the second category, I have to highlight the entry of new technologies, one of the greatest challenges we will face in the coming years. Factor that will affect all aspects of the organization.
An example of a factor that will be directly affected by the entry of new technologies is the management of people mentioned above. Assuming a transition in which hard skills will be taken less and less into account to give greater importance to soft skills and competencies.

- **Which skills do you consider necessary to exercise a leadership position in your sector in the coming years?**

More than a skill, what I consider totally necessary to correctly exercise a leadership position in the coming years is to be a role model, a person who really inspires and leads by example, leaving behind the types of leadership based on power.

- **Any advice or suggestion for a person who aspires to develop a leadership position in your sector in the coming years?**

My advice for a person who wants to achieve a leadership position and execute it correctly in the coming years is to place great importance on the aspects that we have previously commented on, referring to soft skills and competencies, as well as being fully aware of the international environment.
For this reason, it is absolutely necessary to carry out all kinds of international experiences and changes, as often as possible, that will help you build all these skills that are already being demanded of leaders today and therefore will be absolutely necessary in the coming years.

### 3.3.2. Form 2; Leadership Trends

**Pace of Change.** This trend refers to the speed of change and the dynamic environment in which the company operates. Analyzing, as we stated in the presentation of the form, the actual capacity of the firm to anticipate future needs and the way they are working on it.

From the responses we can see that Lamborghini identifies itself as an innovative company that tries to get out of the way set by the rest of the sector, drawing lines that the competition has not explored, considering the trends that impact the industry and preparing to take advantage of new opportunities. For this reason, among the actions that we can observe that the company has already taken, we find the constant renewal of its work policies, taking into account both the rules and procedures.

However, the outstanding aspect of this first section of the questionnaire is formed by the third and fourth questions where we observe that the company is not creating any

type of relationship or alliance with companies in the sector or with companies from other sectors.

**Globalization.** This trend refers to the international scope of the firm, focusing both on the aspect of the environment and on the people within the company.

Criteria that show a clear weak point in the company since, as we can see in the results, Lamborghini is not paying much attention to general macro trends despite the direct impact they may have on the company. In addition to this, regarding its workforce, the company is not promoting in any way the international development of its employees and is not working on the creation of dynamic teams within the organization.

The positive part within this section is that Lamborghini has shown a quick reaction and total adaptation to the recent needs caused by the COVID-19 pandemic, allowing its employees to work remotely.

**Artificial Intelligence and Technology.** This trend refers to the impact that is causing the incorporation of new technologies in the company.

With the study of the different variables that make up this question, we can highlight that the company is currently working on this aspect since, as we can see in the questionnaire, different types of training have already been implemented aimed at training workers in the use of new technologies in the different positions within the company.

But we still find several factors to work on regarding this issue, since Lamborghini is not transferring to all the workers in a clear way the impact that this variable is going to have on their positions and, furthermore, it has not yet carried out any type of study to analyze the real repercussion, taking into account the positions that are going to notice it the most. Therefore, it has not begun to develop any type of strategy focused on the reorientation of certain employees to another type of function.

**New Talent Landscape.** This trend refers to the understanding of the workforce's needs both current ones and new additions.

Area in which, as we can see in the results of the questionnaire, the company shows a better behavior. Also reinforced by the already mentioned award received by Lamborghini, Top Employer Italy 2021.

Among the most outstanding values, we find the company working completely on certain aspects such as work-life balance and incorporating young talents into the company, as well as promoting events where new employees have the opportunity to meet former company talents.

Regarding the promotion of its workers, as we have seen in the previous section where we have highlighted that the company does not follow any policy with which it promotes the internationalization of its employees, we still find a large room to improve since career development does not outstand as one of the most worked aspects within the company. In addition to this, the company also does not adopt a clear position regarding helping its employees prepare for the challenges they will have to face in their job in the coming years.

**Purpose and Meaning.** This trend refers to the specific need to feel part of an organization, an aspect that, as we have seen in the theoretical review, will be one of the greatest challenges for leaders in the coming years.

Section in which the company has exceeded the expected results, showing a clear organizational culture in which leaders clearly convey the company's vision to all employees, making them understand the impact of their tasks on the final result of the process .

For this, the company is paying special attention to certain social events in which the main objective is based on the interaction between leaders and subordinates through which a relationship is created allowing both parties to understand their needs and motivations.

Apart from this, they are also giving more and more importance to certain soft skills such as people management, communication skills, time management, problem solving, meeting objectives, etc. focusing talent acquisition on these characteristics.

**Morality, Ethics and Transparency.** This trend refers mainly to two different aspects, the position that Lamborghini is adopting in its environment and the way of acting of leaders within the firm.

Regarding the first variable, we observe an outstanding behavior on the part of the company, focusing its efforts on certain aspects such as sustainable development and climate change, adopting a clear position that transfers to all its employees and already implementing certain strategies such as the 2025 Corporate Strategy, previously discussed in the company description.

In addition to this, in the second factor analyzed, the company has also shown a good performance showing that its leaders act in a transparent manner, a fact that leads them to be seen as reference models by most of the employees.

After the theoretical review of all the responses, we have prepared a radar chart with the objective of representing in a clear way the different areas identified and the actual performance of the company in each of them.

The way in which we have created the graph has been transferring the results of the questionnaire from a numerical assessment as we had seen previously (with values that go from position 1 Totally Disagree to position 5 Totally Agree) to a percentage one, establishing 100 as the maximum value to be reached.

One of the problems that we have found is the difference in questions between sections since some have four different questions while others are made up of five, for this reason we have calculated the percentages based on the number of questions that make up each section.

**Figure 6: Form 2, summary of results**
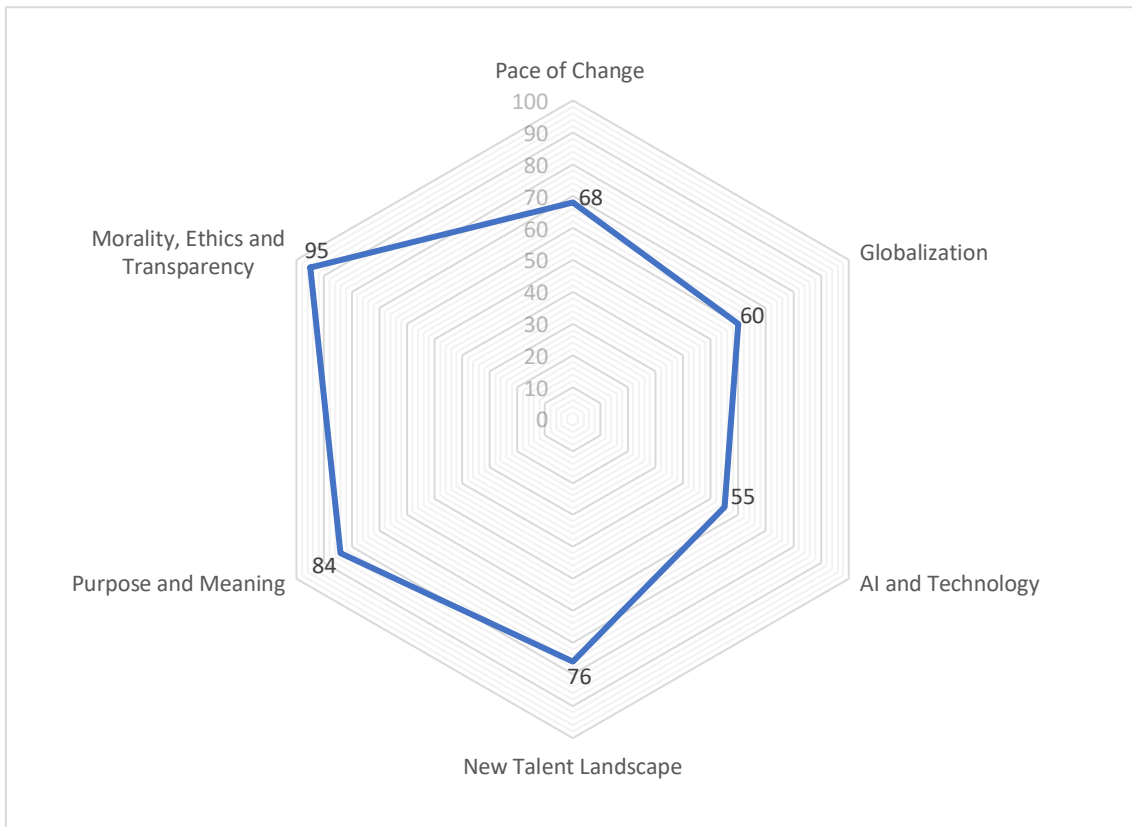


*Source: Own elaboration*

From the figure we can see that in general all the trends are being worked on since they all exceed a value of 50%.

Regarding the detailed analysis of each of the different variables, starting with the one most worked on by the company, Morality, Ethics and Transparency, we can highlight a very good behavior regarding the way in which it is addressing one of the problems that are facing great part of the companies today, the management of certain challenges such as those mentioned above, sustainability and climate change, through the aforementioned strategy and the clear position that the company has adopted regarding this appearance in recent years.

On the other hand, the internal performance of the leaders in the company regarding the relationship with the employees has also been a factor that has pleasantly surprised us, demonstrating a clear communication and transparent relationship that we did not expect.

Moving on to the next factor, Purpose and Meaning, Lamborghini has worked very well to create an organizational culture in which the company's vision has been transferred to employees in a very efficient way, making them understand at all times the impact of their work. In addition to this, the company has shown that it continues with the current trend regarding the importance of soft skills in today's organizations, but despite this, we have noticed that technical characteristics are still very important at Lamborghini, a logical aspect considering the type of industry we are dealing with. Therefore, the area of improvement that we can highlight in this section covers this aspect, considering that the leaders of the company should give greater importance to the soft skills mentioned above and, in addition, make the workers notice it by creating, for example, certain formation plans through which enhance some skills such as communication skills, team player attitude, adaptability, personal and professional courtesy, active listening, etc.

Regarding the third factor, New Talent Landscape, we can already observe a greater margin of improvement, since even though the company is doing a very good job regarding the work-life balance and the incorporation of new talents, career development within Lamborghini is one of the aspects where the leaders of the different sections should pay great attention. The attraction of talent will not be carried out efficiently if they cannot offer a career to follow within the company, therefore, career plans should be structured with the main objective of attracting and retaining talent. In addition to this, another of the factors that the company should prepare is the study of the evolution of the different jobs in order to offer specific training that encourages constant improvement, empowering in this way its current workers.

As we move forward, we are approaching the three values in which the company has to put its greatest effort for the coming years.

Starting with the trend analyzed by the Pace of Change, the improvement factor refers mainly to the way in which the company is dealing with the environment in which it operates. A changing environment that requires not only being aware to be able to react to different situations, but also preparing to take advantage of them. The way in which the company prepares itself, according to the results obtained in the questionnaire, does not contemplate any type of alliance or connection with other companies, either inside or outside the sector. An aspect that should be taken into account, since in order to face the continuous and rapid changes, this is one of the main strategies that companies in its direct competition are taking. Especially at such

an important moment in which the automotive sector finds itself today with the transition to electric motors.

Regarding the next section, Globalization, we find two main points that are not being worked on within the company. Both safeguard the aspect of workers within the international environment.

According to the results obtained, Lamborghini is not providing any type of international training to its employees and is also not taking diversity into account with respect to the creation of the different work teams. Aspect that in the long term can be a big problem for the company from various perspectives.

On the one hand, not promoting any type of international training within the company supports the fact that the company does not promote career development, leading to a loss of talent int the short run.

Another negative factor is the preparation for the international environment in which it currently operates, a staff with low international training both in terms of languages and culture can mean a clear decrease in Lamborghini's competitivenes.

Finally, if in addition to not promoting international training, diversity in work teams is not taken into account, therefore, innovation within the company is jeopardized.

The last factor, Artificial Intelligence (AI) and Technology, has been the one that has obtained the lowest score, mainly due to the low planning that Lamborghini has regarding the positions that are going to be replaced by machines in the coming years. As we see in the analysis, the company has not made any approach that prevents the functions that new technologies can perform in its production process. For this reason, workers are not aware of the impact of this trend on their positions. Factor that should be studied and analyzed in detail in order to generate a strategy with which the company can redefine the roles occupied by certain people in the company and direct them to other types of functions.

## 4. CONCLUSSIONS

The view of companies as productive and profit-oriented organizations focused on creating jobs and paying taxes has changed consistently in recent years. Nowadays companies have begun to take responsibility for the direct impact they have on society and in this respect, the role of firm leaders has been central hence becoming the focus of much interest and study.

There are several meaningful aspects associated with great responsibility that company leaders oversee. These include, among others, taking the reins and indicating the path of society in the coming years, caring for the quality of life of the workers, respecting the preservation of the environment and addressing ethical management. These aspects require a proper, efficient, and thoughtful preparation.

Throughout the study, we have analyzed the evolution of the concept over the years, pointing out some of the main trends or challenges that leaders will have to face with the aim of analyzing the work that is currently being done in companies in order to lead successfully in the near future and stablish the areas of improvement.

To this end, we have selected to study Lamborghini Automobili S.p.A. Company that showed a good commitment and good performance since the beginning of its history. The analysis of the company's performance in terms of evolution of leadership showed early incorporation of some important concepts as the creation of a strong organizational culture. Nonetheless, the analysis has also presented certain areas for improvement identified thanks to the audit carried out with the second questionnaire.

The company could improve by working on certain aspects, among which we find the development of the career of employees within the company as the main factor. As we have seen throughout the questionnaire, Lamborghini is currently not dedicating much importance on one of its main resources, the employees. To do this, the organization should promote internal training through different courses, workshops, and seminars. This training should be oriented, as we have mentioned, to the development of the workforce, dealing with certain matters that are currently not being reinforced, such as giving greater importance to the international sphere, providing training opportunities abroad to workers. Offering this type of training and giving the possibility of building a

career within the company would benefit Lamborghini in several ways, since it would help both in retaining current employees and attracting new talent.

Also related to the aspect discussed above, we find additional points of improvement for the company as briefly detailed below. While appreciating the importance of Artificial Intelligence and new technologies in the automotive sector, throughout the study we have detected that internally Lamborghini is beginning to deal with this issue. However, there is still room for improvement as employees were not fully informed about the way in which it is being considered this new trend in the company and therefore, they are not aware of the impact that it will have on their jobs. In order to start working on it, the first thing is to make a detailed study of the real impact that it is going to have on the company, so that the leaders can then communicate it clearly and draw up an action plan for the future to work accordingly, especially in the positions that are going to change the most.

As a whole, we hope that our work can be helpful to the company as it stresses the different areas where is needed to define more specific actions in order to improve the preparation of the new challenges that leaders will have to face in the coming years.

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# 6. ANNEXES

## ANNEX 1: Form 1; The evolution of leadership

**FINAL DEGREE PROJECT**

**THE FUTURE OF LEADERSHIP IN THE AUTOMOTIVE SECTOR**

Jaime I University, Castellón de la Plana, Spain

Mission-Obtaining primary information from which to develop a study of the consonant relationship between the evolution of the main leadership theories and their application in the automotive sector of the Emilia Romagna region.

## LEADERSHIP EVOLUTION

Section based on the realization of three questions which will be answered with a scale comprised of values from 1 to 5 (1 Strongly Disagree, 2 Disagree, 3 Indifferent or Neutral, 4 Agree, 5 Strongly Agree) in the different periods selected with the main objective of analyzing the evolution of the different variables.

### 1st Period; Year 1960 – Year 1980

- Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates

☐     ☐     ☐     ☐     ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Reaching a leadership position does not only depend on technical skills and knowledge, it also depends on certain skills such as people management, communication skills, time management, problem solving, goal achievement, etc.

☐     ☐     ☐     ☐     ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Within the functions of a good leader we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor.

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)   2 (DISAGREE)   3 (INDIFFERENT OR NEUTRAL)   4 (AGREE)   5 (STRONGLY AGREE)

## 2nd Period; Year 1980 – Year 2000

- Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)   2 (DISAGREE)   3 (INDIFFERENT OR NEUTRAL)   4 (AGREE)   5 (STRONGLY AGREE)

- Reaching a leadership position does not only depend on technical skills and knowledge, it also depends on certain skills such as people management, communication skills, time management, problem solving, goal achievement, etc.

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)   2 (DISAGREE)   3 (INDIFFERENT OR NEUTRAL)   4 (AGREE)   5 (STRONGLY AGREE)

- Within the functions of a good leader we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor.

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)   2 (DISAGREE)   3 (INDIFFERENT OR NEUTRAL)   4 (AGREE)   5 (STRONGLY AGREE)

### 3rd Period; Year 2000 – Present

- Leadership considered as an unquestionable unidirectional power exercised only by the person in charge towards the subordinates

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Reaching a leadership position does not only depend on technical skills and knowledge, it also depends on certain skills such as people management, communication skills, time management, problem solving, goal achievement, etc.

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Within the functions of a good leader we find the motivation of the employees where the creation of a solid organizational culture in which a certain independence is given to the subordinate is an important factor.

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

## LEADERSHIP TRENDS

Section based on the realization of three open questions referring to the position of the leader in the automotive sector of the Emilia Romagna region.

- Which factors do you think will be most relevant to the study of leadership in the next 10 years?

- Which skills do you consider necessary to exercise a leadership position in your sector in the coming years?

- Any advice or suggestion for a person who aspires to develop a leadership position in your sector in the coming years?

**FINAL DEGREE PROJECT**
**THE FUTURE OF LEADERSHIP IN THE AUTOMOTIVE SECTOR**

Jaime I University, Castellón de la Plana, Spain

Mission-Obtaining primary information from which to develop a study of the consonant relationship between the evolution of the main leadership theories and their application in the automotive sector of the Emilia Romagna region, taking Lamborghini as a reference case, making an analysis of leadership trends in the sector and establishing the points to be reinforced by the company.

## LEADERSHIP TRENDS

Section divided into six subsections directly related to the generic trends and challenges that are expected for leadership in the coming years.

Questions will be answered with a scale comprised of values from 1 to 5.
(1 Strongly Disagree, 2 Disagree, 3 Indifferent or Neutral, 4 Agree, 5 Strongly Agree)

## <u>Pace of Change</u>

Referring to the speed of change and the dynamic environment in which the company operates.

- Lamborghini is paying attention to trends impacting the industry focusing on new opportunities

| □ | □ | □ | □ | □ |
|---|---|---|---|---|
| 1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE) |

- Lamborghini is a brand identified by embracing uncertainty starting paths that other companies have not considered

| □ | □ | □ | □ | □ |
|---|---|---|---|---|
| 1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE) |

- Lamborghini is building alliances with other companies of the sector

| □ | □ | □ | □ | □ |
|---|---|---|---|---|
| 1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE) |

- Lamborghini is building alliances and creating connections out of the sector

| □ | □ | □ | □ | □ |
|---|---|---|---|---|
| 1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE) |

- Lamborghini is constantly renovating the workplace policies, procedures and rules.

| □ | □ | □ | □ | □ |
|---|---|---|---|---|
| 1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE) |

## **Globalization**

Referring to the process by which Lamborghini is developing international influence or starting operating on an international scale

- Lamborghini is offering international formation programs that allow its employees to spend a certain period abroad

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini is focusing on global macrotrends that can have a direct impact on the business

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini is putting the focus on building diversity teams where people aport different ideas and diverse points of view

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini is acting in accordance with current needs, offering the possibility of smart working in the work positions that are able to do it

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

# Artificial Intelligence (AI) and Technology

Referring to the incorporation and use of new technologies in the different productive and non-productive phases carried out by the company

- Lamborghini  employees are aware of the impact of AI and technology in their career and actual positions

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini has already implemented a new type of training with the main objective of training workers in the use of new technologies in each of their positions

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini has carried out a study  to understand the positions that will be covered by artificial intelligence in the coming years

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

- Lamborghini has a structured plan for upgrading people that will be replaced by AI

☐      ☐      ☐      ☐      ☐

1 (STRONGLY DISAGREE)    2 (DISAGREE)    3 (INDIFFERENT OR NEUTRAL)    4 (AGREE)    5 (STRONGLY AGREE)

## New Talent Landscape

Referring to the understanding of the needs of both current talents and new additions within the company

- Lamborghini is working on policies that support the work-life balance management

☐ | ☐ | ☐ | ☐ | ☐
1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE)

- Lamborghini workforce is mainly composed by young employees

☐ | ☐ | ☐ | ☐ | ☐
1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE)

- Lamborghini has a plan to allow old workers to remain in a certain way on the organization (bringing them to events, conferences, acting as coaches for young employees, etc.)

☐ | ☐ | ☐ | ☐ | ☐
1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE)

- Lamborghini supports development of career inside the organization

☐ | ☐ | ☐ | ☐ | ☐
1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE)

- Lamborghini helps its employees understand the challenges they will face in their positions in the coming years and helps them prepare

☐ | ☐ | ☐ | ☐ | ☐
1 (STRONGLY DISAGREE) | 2 (DISAGREE) | 3 (INDIFFERENT OR NEUTRAL) | 4 (AGREE) | 5 (STRONGLY AGREE)

## __Purpose and meaning__

Referring to the specific need to feel part of an organization

- Lamborghini transmits its vision in a clear way to every employee

☐  ☐  ☐  ☐  ☐
1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Every employee at Lamborghini knows apart from its function  the impact that he/she has in the final process

☐  ☐  ☐  ☐  ☐
1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Lamborghini is putting some attention in social events where people interact stablishing a relationship that help leaders understand what motivates and drives every employee

☐  ☐  ☐  ☐  ☐
1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- When attracting talent, Lamborghini puts the effort on finding the perfect person with very precise technical skills not giving much importance to other characteristics like communication, personal and professional courtesy, positive attitude, work ethic, etc

☐  ☐  ☐  ☐  ☐
1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Lamborghini has already started to give an importance to soft skills both among its actual workers and new incorporations

☐  ☐  ☐  ☐  ☐
1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

## **Morality, Ethics and Transparency**

Referring both to the position that Lamborghini adopts in its environment and the internal way of acting of team leaders in the firm

- Lamborghini is focusing on some of the challenges that affect not just the sector but the macroenvironment in which all the firms are moving as climate change and sustainability

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1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Lamborghini presents a clear position in reference to the factors mentioned above

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1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Team leaders in Lamborghini act in a transparent way, being honest and forthright about situations both in the present and in the future offering the information to the subordinates allowing everyone to understand the circumstances

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1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

- Team leaders in Lamborghini are seen as a role model by the subordinates

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1 (STRONGLY DISAGREE)　2 (DISAGREE)　3 (INDIFFERENT OR NEUTRAL)　4 (AGREE)　5 (STRONGLY AGREE)

*Statement of responsibility; All the information collected in this study will be used simply for educational purposes, as an analysis for the subsequent preparation of the final degree project THE FUTURE OF LEADERSHIP IN THE AUTOMOTIVE SECTOR*