Araştırma Makalesi / Research Article

THE ICARUS PARADOX IN MANAGEMENT: HOW TO BE A WELL-BALANCED LEADER?
YÖNETİMDE İKARUS PARADOKSU: NASIL İYİ DENGELİ BİR LİDER OLUNUR?

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ÖZET

Bu makale narsist, aşırı hırslı ve her şeyi planlamış ama acı bir şekilde başarısız olmuş liderliği bir Yunan mitolojisine dayanan İkarüs sendromu bağlamında ele alarak, liderlikle ilgili olarak dengeli ve ideal liderlerin özellikleri, tutumlarıyla ilgili önemli bir çerçeve ortaya koymaktadır. İdeal liderlik geleneklerden ve kültürel değerlerden fazlaca etkilendiği için devletlerden devletlere ve kültürlerden kültürlere farklılık gösterebileceği kesindir. Bununla birlikte, ideal liderlik örgütlerde onun takipçilerinin onu ne kadar çok veya ne kadar az takip etmesiyle kolaylıkla tespit edilebilir çünkü örgütler açıkça kendi liderleri kadar güçlü ve başarılıdırlar. Özetle, örgütlerin açıkça liderleri kadar güçlü ve yetenekli olduğu genel olarak bilinmektedir bu yüzden dikkat çeken, iyi dengeli bir liderin niteliklerini tanımak ve öğrenmek çok önemlidir. Bu yüzden bu çalışmada, dengeli ve kötü liderler, aşırı gurur, bireysel hırs ve kibirle bağdaştırılan İkarus paradoksu kapsamında irdelenecek ve örgütlerde ideal, dengeli liderlere yönelik çözümlemelerde ve önerilerde bulunulacaktır.

ABSTRACT

This conceptual article provides a key frame on leadership and focuses on the qualities, attributes and the characteristics of the ideal, well-balanced leaders within the concept of the Icarus syndrome depending on the Greek mythology which is dealt with the leaders who are narcissist, over-ambitious and have planned everything grandly but failed miserably. It's so certain that the ideal leadership may vary from culture to culture and nation since it is rather affected by traditional and cultural values. However, the ideal leadership can easily be identified at first step by how much or how little their followers looked up to them in organizations. In sum, it's widely known that most of the organizations are simply as powerful and competent as their leader so it's very important that to find out and recognize the qualities of a well-balanced, outstanding leader. Therefore, in this study, the attributes and qualities of the ideal leaders and bad leaders will be outlined within the context of the Icarus syndrome which is usually mentioned with excessive pride, selfish ambition and hubris and the recommendations will be made for the ideal, well-balanced leaders in organizations.

Biçer, C. (2021). The Icarus Paradox in Management: How To Be A Well-Balanced Leader?. *Nevşehir Hacı Bektaş Veli Üniversitesi SBE Dergisi*, 11(4), 1891-1905.

INTRODUCTION

This study focuses on the ideal leaders and leadership for organizations and provides a perspective about what might happen when the leaders lose the control by becoming overconfidence, over-ambitious, or mischievous and wish to exploit others for self-gain; reflect hostility and aggression when challenged, in short, especially when the leaders are overwhelmed by their own ambition and finally jeopardize the whole organization in the end. The consequences might be disastrous for the organization and lack of stability in management directly leads to huge hidden costs for the organization in the end such as losing the organizational reputation, higher levels of employee turnover and employee burnout. Of course, it's usually expected that a leader should be bold, inspiring, courageous, and confident but it must be remembered that too much of everything is harm, in other words, too much of a good thing. Therefore, this study basically depends on the notion for the leaders that don't fly too close to the sun and don't fly to close to the sea within the concept of the Greek mythology, the flight of Icarus. It directly refers to the well-balanced leaders and leadership for the organizations for not risking the organizational resources and capacity, yet selfish ambitious leaders often sacrifice integrity, hamper to reach organizational goals and usually cut corners for their own personal benefits.

The Icarus paradox has been first coined by Danny Miller in his in 1990 book by the same name. In addition, Miller (1992) stated in his study that even great, successful companies are prone to failure or even go bankruptcy just like in flight of Icarus, the wings that allowed him to fly also caused him to die, the successful organizations' victories and their strengths usually seduce them into the excesses that lead to their downfall and even demise. He also shed light on the Icarus paradox referring to the organizations and their leaders that fail suddenly after having a successful and profitable long period. Miller additionally noted that successful organizations are likely to fail since their glorious capacity, strengths and previous victories might lead to over-confidence and crow over them into boastfulness gradually and especially when the leaders of the organizations don't aware of the changes in the in the external business environment, don't keep up with the latest technological innovations and make unwise decisions then there's no way out for the organization to fail at all. It's also mentioned that the leaders who are over-ambitious and trapped in exaggeration and tend to adopt narcissistic behaviors ultimately drive organizations into failure.

As the study depends on the Icarus paradox, it's important to clarify the myth first. The myth of the flight or fall of Icarus is originated from the Greek mythology Icarus, who is the son of the master architect Daedalus. The King, Minos ordered him to build a labyrinth in order not to allow other people approach to the king's property and know about the monster, which is half-man, half-bull. On the other hand, after being finished of building the labyrinth, the King put Daedalus and his son, Icarus in prison which was in a very high tower because they might tell the secret of the labyrinth and exit route to anyone. As days passed by, Daedalus was making plans to escape from prison with his son Icarus and the only way to flee from the island prison, Crete, was by flying since any vessel that leaves the island was controlled over strictly by the king. Instead of cursing his fate, he made an interesting plan after observing the flying birds over them and around the tower and at last, he came up with the idea about how to escape from high tower island prison, by flying. He began to collect the feathers falling off the birds and he glued them with each other and made two pairs of wearable wings, one for himself and the other for his son Icarus. And the big day for them to escape from prison eventually came but Daedalus had to warn Icarus not to fly too close to the sun in case it melts the wax, or not to fly too close to the sea in case it dampens the feathers and then he would fall into the sea and die. Then, they wore their wings and climbed up to the edge of high tower. They started to flap their wings hard and flew over the sea in order to get away from Crete. Initially, Icarus flew cautiously but he gradually forgot his father's warnings due to joy of flying and freedom. Unfortunately, as Icarus forgot his father's words since he enjoyed the excitement of flying very much, he flew too high and too close to the sun ebulliently and got out of control. Consequently, the extreme heat melted the wax on his wings instantly and the feathers soon came loose. In a very short time, poor Icarus plummeted down into the sea and was drawn in front of his father (Mitchell, 1986; Beinart, 2010).

To sum up, it's often considered that ambitious is good to some extent while working but it must be remembered that ideas shouldn't be above one's station and leaders shouldn't set big but unachievable goals both for themselves and their followers as well. It's so certain that an ideal and well-balanced leader is a worthless asset for an organization because an ideal leader can get great organizational achievements; on the other hand an unbalanced leader can even destroy the organization and all its businesses at once. It's true that leaders often have dreams but reaching for these dreams, indeed, being over ambitiousness and delusiveness, for only their personal excitement, just like Icarus, at the expense of their own and others' health, happiness, and well-being might lead to the potential conflicts between leaders' personal, selfish ambition and their organizations' goals and chaos at workplaces. Therefore, in this conceptual study, unbalanced or unhealthy leadership will be outlined through the qualifications of a good leader and helpful and harmful, selfish ambition will be discussed within the concept of well-balanced leadership.

1. BALANCED LEADERS AND BALANCED LEADERSHIP

Ideal leadership is energetic, dynamic, inspiring and determined to excite other people into action in organizations, so they always quest for authentic leadership for optimum effectiveness since true leaders support both themselves and the individuals around them to do the right thing in a proper way. It is so obvious that in the 21st century, the business world has changed and grown rapidly, and as true leadership has the will to keep up with these changes, leaders have never been so important for an organization to reach its goals and objectives. Moreover, a bad, unbalanced leader can ruin everything in organization such as causing job tension and emotional exhaustion and deteriorating workflow, but a true leader can make things better if the conditions even worse in an organization by maintaining control. Because, true, well-balanced leaders have integrity and it is the most important instrument dealing with the power to influence on others. They are also eager to establish well communication bonds with them and they are usually sincere and open while talking to their followers and they lead individuals by example. Plus, they are trustworthy and honest, they usually show empathy to others and they often want to know and understand the feelings and the thoughts of the individuals they lead. For example, if the followers think that their leader is an honest person and they are managed with ethics and integrity strongly, they will certainly feel themselves more secure at work and it will directly affect their job satisfaction and commitment positively. To begin with, Crawford et al. (2020) mentioned the most commonly cited definition of the leadership in literature as a type of leader attitude that utilizes and supports both positive psychological capacities and a positive ethical climate, to promote greater self-awareness, an internalized moral consideration, balanced processing of information, and relational transparency on the side of leaders working with employees with encouraging positive self-development. Krause (2014) also cited Nelson Mandela's words as "It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then, people will appreciate your leadership".

Hence, Zhou and Wu (2018) argued in their study that the true and well-balanced leaders manifest themselves with the ability to influence their followers' willingness to engage in creative efforts by creating a more positive working environment and they are viewed as surrounding stimulus which is felt at every level of organization and it can easily be perceived by the subordinates as well. In addition, Cogliser et al. (2009) drew attention to the leader–member exchange (LMX) construct in their study and it has been pointed out that as the leaders and followers play their roles via dyadic transactions in organizations, "mature" or high-quality relationship evolves between them within the concept of LMX through interactions in this dyad, a collaborative system. Therefore, it has been underlined that the relations between leader and follower clearly depend on reciprocal trust, respect, obligation, liking in organizations and high-quality relationships between leaders, followers, work groups, and the organization lead to positive outcomes for all. Chaudhary and Panda (2018) stated in their study that real leaders meet employees' need for self-determination in order to promote their intrinsic motivation since intrinsically motivated employees will become creative and it will lead to cognitive flexibility, persistence and willingness to take risk and increase their job satisfaction. It has also been found in their study that when the followers think that they are being managed by an authentic leader, then they think that their job is worth caring and they become more motivated and enthusiastic and eager to put in extra-

effort in their work, begin to express themselves in more creative and innovative ways to improve their performance and so, their job commitment has also increased. Moreover, Jeong et al. (2017) stated in their study that good leadership is based on understanding of the leader himself/herself and reckoning on the internalized views and consistency among believes, emotions, and behaviors are distinguishing features of a good leader and ideal leadership depends on sincerity and understanding of self as a human being and has impact on followers to cover bigger communities by creating and promoting hope, trust, and optimism among them. It has also been underlined that there are four main characteristics of good leadership. Bennis and Thomas (2007) also stated in their study that a leader's ability to learn about a point in the worst situations and to find out even in the most pessimistic and hardest situations and the ability to manage adversity in organizations are the main of the distinguishing features of the ideal leadership. Figure 1 displays the four main characteristics of good leadership as self-awareness, balanced processing, relational transparency and internalization of moral/ethical perspectives:
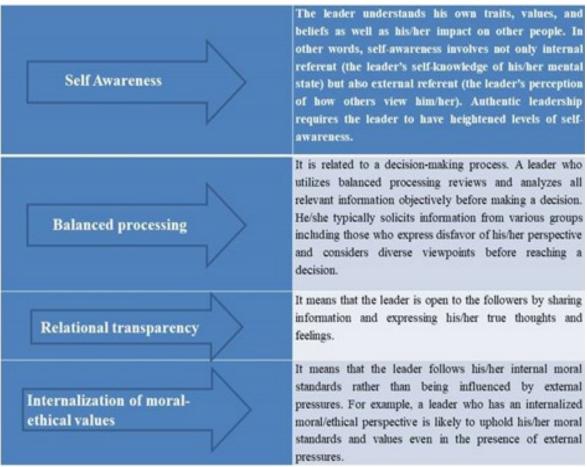

Figure 1. The Four Main Characteristics of Good, Well-balanced Leadership

Source: Jeong, Y. K., Lee, Y. K., and Kim, S. (2017). To be true or not to be true: authentic leadership and its effect on travel agents. Asia Pacific Journal of Tourism Research, 22(8), 819-833. (pp. 820-821).

Aij and Teunissen (2017) also argued in their study that balanced leaders carry on leading even when they are faced with disruptions and temporary failures because they know well to remain calm and wisely analyze through the situation and utilize their resources in organizations. It has also been underlined that the ideal, lean leadership depends on the five prominent features that are as follows:

- Improvement Culture: It covers every attitude and behaviors that leads to a continuous quest for perfection and good leaders always try to prevent failure and take measures but if the failure occurs, it is seen as an opportunity to improve both by the leaders himself and the organization because all the levels from upper to subordinate level employees are the part of an improvement culture and when the leaders coordinate the problem solving and process management of the

team their subordinates follow them. In addition, they are aware of removing barriers to improvement by providing support for improvement through reward work improvement and appreciate every one of ongoing organizational improvement efforts.

- Self-Development: The world is facing extreme challenges that need leaders should overcome them and the concept of leadership should be promoted through leader's relationships and life experiences to deal with unnecessary burdens and tensions in organizations and to become authentic, strong leaders. In order to develop good leadership skills, leaders should gain new leadership skills that some of which are innate, and some of which must be learned since leaders must behave as role models and use the necessary, updated leadership skills.

- Qualification: It mainly covers supporting employee job involvement, learning and enhancing their efforts, usually in apprentice-style learning because well-qualified employees can easily involve in permanent improvement, problem solving, and other ideal activities. A sustainable continuous improvement environment should be improved by the leaders through developing daily routines in organizations. Besides, defining the accurate workflow by attaining right employees for the right work is the key and caring for how time is used is vital to see well an organization's workflow and keeping things running smoothly and efficiently all the time.

- The Actual Place (Gemba): Gemba is a Japanese word that means "the real, actual place" and the terms defines the place where the value is created such as workplace improvement or increased efficiency. Within the concept of leadership, it refers to the "The Gemba Walk" describes that managers and leadership should go out of their offices and reflect their energy, experience and efforts directly into the workplace. It also advises leaders to the observe what is happening in the organization, instill discipline, get a chance to talk with their employees, to hear what problems are not getting solved, have a chance to maintain quality and safety and to combine team goals with the organizations own goals and strategy (Dana, 2015:451).

- Target Management (Hoshin Kanri): It refers to the Japanese policy management or compass management and it is dealt with a 7-step process applied in strategic planning in which strategic goals are introduced throughout the organization and then put into action. It mainly focuses on to get every employee pulling in the same direction at the same time. Since balanced leadership demands long-term strategies and goals and the coordination of the work teams, Hoshin Kanri approach facilitates a leader's power as it is a top-down management concept, with the long-term strategies and goals are being mandated by management and the implementation being performed by teams and employees (Giordani da Silveira et al., 2017:844).

Moreover, Müller et al. (2017) mentioned in their study that true leadership depends on the interpersonal, person-oriented, social influence within the context of direction, course, action, and opinion and apart from management, authentic leadership based on accomplishing anything, being responsible for, or conducting anything in the organization. It has also been underlined that especially balanced leadership appears when the vertical leader temporarily lets and enables for horizontal leadership to handle in situations, for instance dealing with a problem that a team member is an expert on, where it is seen as beneficial for the duty and it often appears for a short period in a project, after which the vertical leader thinks his/her role as a leader again. Additionally, horizontal leadership is the social process that is based on one or a few members of the project team that affects the project director and the rest of the team and possibly other stakeholders to succeed in the project in various ways such as a member of the team points out a risk that the project manager has unfortunately ignored on the other hand that team member has already realized that situation. Thus, it has also been underlined that vertical leadership is the inter-personal process through which the project or program director affects the team and other stakeholders in order to be successful in the project. Figure 2 shows the three main criteria that affect the emergence of balanced leadership in organizations:
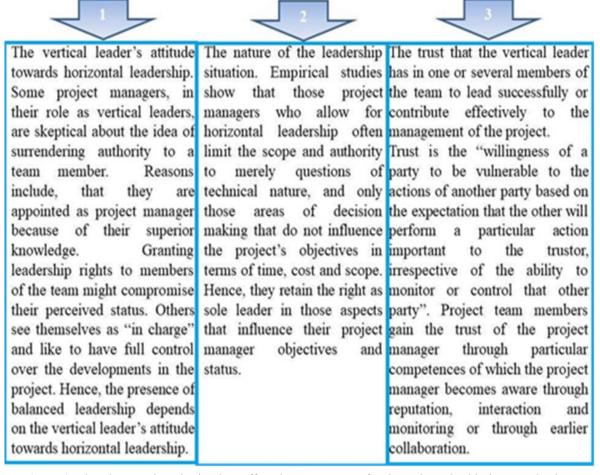
1	2	3
The vertical leader's attitude towards horizontal leadership. Some project managers, in their role as vertical leaders, are skeptical about the idea of surrendering authority to a team member. Reasons include, that they are appointed as project manager because of their superior knowledge. Granting leadership rights to members of the team might compromise their perceived status. Others see themselves as "in charge" and like to have full control over the developments in the project. Hence, the presence of balanced leadership depends on the vertical leader's attitude towards horizontal leadership.	The nature of the leadership situation. Empirical studies show that those project managers who allow for horizontal leadership often limit the scope and authority to merely questions of technical nature, and only those areas of decision making that do not influence the project's objectives in terms of time, cost and scope. Hence, they retain the right as sole leader in those aspects that influence their project manager objectives and status.	The trust that the vertical leader has in one or several members of the team to lead successfully or contribute effectively to the management of the project. Trust is the "willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party". Project team members gain the trust of the project manager through particular competences of which the project manager becomes aware through reputation, interaction and monitoring or through earlier collaboration.

Figure 2. The Three Main Criteria That Affect the Emergence of Balanced Leadership in Organizations

Source: Müller, R., Packendorff, J., and Sankaran, S. (2017). Balanced leadership: A new perspective for leadership in organizational project management. Cambridge handbook of organizational project management. (pp. 187-190).

Alonderien˙e et al. (2020) argued in their study that balanced leadership and its essential factor horizontal leadership has been considered as the fundamentals of the vertical and team-based leadership and it has also been mentioned that vertical leadership consists of appointed formal leader of a team, such as a project manager and team-based leadership has also been defined as a group process in which leadership is distributed among and stems from the team members then it falls into two main categories that are, first shared leadership, in which the team members perform in peer level leadership when collaborating and the second one is the distributed leadership, in which the leadership appears as the social interaction of team members. Besides in-between vertical and shared leadership refers to the horizontal leadership, which is leadership managed by a team member upon nomination by the project manager vertical leadership (VL) and managed by the VL for the time of the nomination. To sum up, it has been concluded that balanced leadership concept combines the various leadership approaches that enables choosing the most appropriate leadership style in situational contingency in organizational processes. In conclusion, Figure 3 shows the five main events that integrates the balanced leadership:

1) Nomination of members to the project team.	This is a key event for the vertical leaders (VL) to influence the selection of team members. Empirical studies show that VLs use a number of different means to get their preferred team members nominated, but often struggle with being heard by those in power of nominating
2) Identification of possible leaders within the team.	VLs evaluate the professionality, personality, and attitude of team members in respect of their capabilities and willingness to take on temporary leadership roles
3) Selection or empowerment of one or several team members as leader(s).	Depending on the idiosyncrasy of the situation either a more team-based (e.g., for creativity or innovation) or horizontal leadership (e.g., for highly specialized tasks) approach will be chosen. This characterizes the VL's transfer of leadership authority to the selected leader
4) Leadership by the selected leader(s) and governance by the VL.	This event describes the leadership by the chosen leader for the time of the appointment and the dual role of the VL in following this appointed leader as a participant in the project, but also governing this leader to ensure a satisfactory result of the appointment.
5) Transition of the empowered leader into a new role, the prior role, or continuation of the existing role.	It marks the end of the temporary leadership appointment, the evaluation of the process and results of the appointment and the elaboration of possible changes to the conditions for future appointments of temporary leaders in the project.

Figure 3. The Five Main Events That Integrates the Balanced Leadership

Source: Alonderienė, R., Müller, R., Pilkienė, M., Šimkonis, S., and Chmieliauskas, A. (2020). Transitions in Balanced Leadership in Projects: The Case of Horizontal Leaders. IEEE Transactions on Engineering Management. (p. 2).

Within the light of information given above, it is so obvious that balanced leaders shape, inform and reinforce every aspect of organization and while driving business they usually work off too much energy to reach organizational goals and foster the motivation and capacity of employees to thrive. Additionally, true leaders are honest, trustworthy, influential, and inspiring people who are determined to make a mark and they have good communication skills that it does not mean that they give a talk well every time, but they are also good listeners because not all good ideas come from the top or from the supervisors. Thus, good leadership with good communication skills flourishes a sense of belonging within the organization and it can easily motivate others and drive them to be more productive. Moreover, being passionate, clear, concise, and organized are the significant qualifications of the good leaders and they know well using the right tools in the right time. On the other hand, it's often considered by the most people that being a leader is just like being a manager or a boss but it's quite different that effective leadership isn't about the titles or having too much money but it is directly related to having a profound impact on one's self, but also more vitally, on others and on the organization as well because a good and balanced leader

inspires and motivates others even while enjoying their rewards and privileges of having a top position yet not ignoring their teams' or employees' needs and feelings.

2. THE BAD LEADERS AND BAD LEADERSHIP

The greatest characteristic of 2020s' will be the breathtaking speed of change in every aspect of our life. The demands on technology in business world for speed, flexibility, reliability, security, and value have never been greater before. Comparing the world even in 1990s' to today's world, a wave of a vast change by means of technology has effected especially business world too much such as having instant access to information needed and rapid reaction has led to create more responsive units structures such as more dynamic or virtual teams and networks rather than hierarchies in solid organizational environment and caused stiff global competition that requires greater efficiency and reduced cost that is needed for greater expertise in managing supply chains and productivity of the organization. As global increasing change has enabled enormous knowledge, leadership has emerged as one of the most essential factors determining the success of an organization because huge technological change has directly influenced the roles in the workplaces and the nature of organizations has changed, even the types of jobs that are required too so when hiring organizations must search for good leaders who set high aspirations, have the ability to learn and adapt and never resist to change and innovations. It can easily be inferred that digital technology is changing every aspect of business indeed, cryptocurrency has emerged and the expectations of the customers dealing with the goods and services have changed deliberately and finally, an organization without being managed by good, balanced leaders will be just like travelling on a bus with 40 people, but its driver is less experienced, drunk and has got problems with his/her eyes and often fails to see around. In this section, the distinguishing qualities of bad, poor leaders and leadership will be outlined and the negative effects they may cause in organizations will be studied.

To begin with, Kellerman (2004) underlined in her article that as the world's the most well-known political philosophers, Plato, Machiavelli, Hobbes, Mill, and Locke stated humankind cannot be trusted to behave or act wisely and well so it has been mentioned that these great philosophers studied less on the matter of how to secure human rights and entitlements than they were on the issue of how people in groups can best be ordered and organized. Additionally, Higgs (2009) has also stated that the collapses of great organizations such as Enron, Tyco, Lehman Brothers and Worldcom have all shed light on the importance of true leadership since the main causes of the great failures of these companies were all dealt with 'bad' leadership and its consequences and potential antecedents of 'bad' leadership. In his article, he also mentioned that the causes of leadership failure and deterioration were the result of both personal mistakes and performance deficient and some of the causal factors are such as not good listeners, being insensitive to others, fail to take accountability, being awkward and innocuous; a poor integrity, arrogance; betraying trust, being overly ambitious and having poor communication skills. Figure 4 shows the 'bad' leadership behaviors that fall into 4 main different typologies. These are:
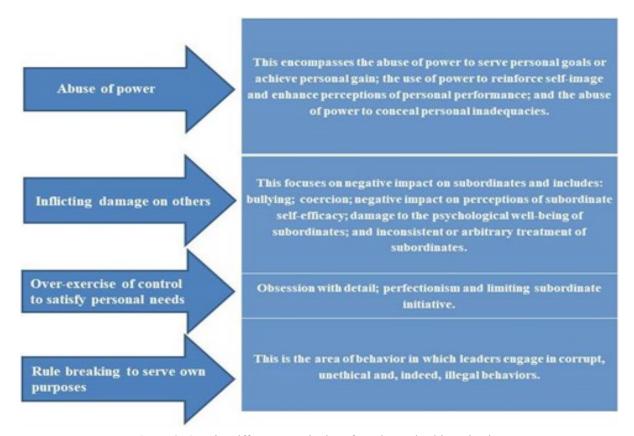
Figure 3. 4 Main Different Typologies of 'Bad' Leadership Behaviors

Source: Higgs, M. (2009). The good, the bad and the ugly: Leadership and narcissism. Journal of change management, 9(2), pp. 165-178.

Again, Barnes and Spangenburg (2018) maintained in their study that abusive bad leadership in organizations have still been one of the most a negative issue in organizations and the necessity for rapid and continuous change in the global world, leaders must keep up with the high-speed advancements in technology and business environment. It has also been underlined that work itself is usually challenging enough for the employees but plus with the possible conflict between employees, bigger problem, a bad leader, might be an unbearable and frustrating thing for the individuals in organizations. However, most people have been the victim of poor leadership in organizations and suffered from uncivil behaviors originated from their leaders or self-centered, selfish leadership.

When focusing on the unbalanced bad leadership, one must bear in mind that narcissistic leaders are one of the most abusive, aversive, and negative leadership forms as well. Schilling and Schyns (2014) mentioned in their study that narcissistic leadership depends on the narcissism that it is an antecedent of abusive, unbalanced leadership because narcissistic leaders are overdramatized, overambitious; they lack integrity and often exhibit malevolent, self-serving, unethical behaviors. Besides, they think that they are superior and so they are not subject to the same rules and norms with other individuals in organizations and they don't hesitate to act immorally or remorselessly to reach their goals. On the other hand, they act avidly in the pursuit of achievement, but this personal passion sometimes surpasses organizational glory, sometimes successfully, but usually ends with disastrous organizational consequences. Dolce (2020) also stated in their study that the unbalanced, negative leadership is often distinguished by applying systematic and continuous unwanted behaviors that deteriorate and violate the organization's norms, culture, interest and the followers' well-being, job involvement and satisfaction, In addition, these destructive behaviors are the causes of bad leadership that depend on the lack of empathy, less constrained by ethical standards and leader's insensitivity, shortsightedness, and

irrationality. The behaviors that are perceived as hostile and irritating by the followers are mainly "intimidating, offensive language, offensive humor, bullying, sabotaging a team's or someone else's efforts, manipulating (Machiavellianism), poor or negative attitude with followers, micromanaging, arrogance (narcissism), and abusive or unethical behaviors and these destructive behaviors are experienced by the employees over a certain, longer period in organizations.

Bhandarker and Rai (2019) pointed out in their study that bad or toxic leadership is directly related to negative outcomes on the employees that are mainly psychological and performance-related effects in organizations such as lower levels of organizational commitment, unfair promotions, injustice perceptions, role conflicts, interpersonal deviance and poor work-related attitudes among employees or teams and decreased job satisfaction, job dedication and work motivation because bad, unbalanced leaders often abuse subordinates by yelling, criticizing publicly and ridiculing, that surely destruct their self-confidence, self-respect self-worth and self-efficacy. Dobbs and Do (2019) claimed in their study that abuses of leadership and authority in various organizations such as within business, politics, education, and the military have been regarded as the dark side of leadership and a range of forms of bad leadership constructs are listed as abusive, unethical, or bad that they finally undermine the best interest of the organizations. It has also been argued that the systematic and repeated destructive behaviors employed by a bad leader that violate the legitimate interest of the organization by jeopardizing and sabotaging the organization's goals, tasks, resources, and effectiveness and subordinates' wellbeing, motivation, job involvement or job satisfaction as well.

To be precise, it is so certain that not everyone has been blessed with the chance to be managed by influential, balanced, and competent leaders. Unfortunately, bad, overambitious leaders are so prevalent that a lot of employees throughout the world meets them and must work with them. The striking fact is that some high-profile leaders missed opportunities to provide thoughtful vision and strategy to their organizations in history and sometimes led to huge failures and costs that cannot affordable. According to information given above, bad leaders not only destroy themselves in the end but also employees' faith, involvement, wellbeing, willingness, and engagement of the employees and in the end the whole organization too. Especially when they are overambitious and passionate for unrealistic success maybe just for being appreciated and only for self-satisfaction, they usually lose control and show lack of direction and transparency while making decisions and finally they begin to overlook the organizational growth goals, how to get there or how to stay afloat so it causes loss of faith of the employees. Then, if the employees think that their leaders are reckless and don't even listen to them about the things go wrong, they might think of leaving the job and it leads to higher levels employee turnover and huge hidden costs like employee burnout or loss of the company's reputation.

CONCLUSION AND RECOMMENDATIONS

This study has focused on the well-balanced leadership within the concept of the Greek myth, the Icarus paradox in management, for pointing out the qualities of a balanced leader. Having a healthy degree of ambition and keeping over-excitement under control are the key factors for the balanced leaders. Of course, ambition will help leaders succeed, but it might also threat the organizational well-being on the whole if it's not driven by well-balanced, rational leadership. So, ambition is just like a double-edged sword for leaders since they have genuine goals in the beginning but over-ambition or aggressive ambition might result in organizational disaster, because unbalanced, irrational leadership might begin to torture their followers by overlooking their needs and rational demands at the expense of benefits of the organization. So to speak, it can be argued that reaching the summit of Mount Everest mustn't be meant that throwing one's body down the mountain, it's about climbing with care, persistence and logic not with unreasonable ideas and reckless acts. So, it can also be claimed that, perfection is not attainable, but if perfection is pursued excellence can be caught. In conclusion, one must bear in mind those authentic, well-balanced leaders are well aware of that they aren't driven by their own, selfish, personal ambition but they're driven by the mission of the organization and they also realize that being over-ambitious is a terrible substitute for mission.

The successful management depends certainly on the true leadership and it is regarded as the most vital factor for organizational achievement in today's business environment, in an increasingly global, competitive, complex, and volatile world, the authentic leadership is a critical fact for all organizations (Higgs, 2009). All in all, leaders have a substantive effect on the individuals around them, the culture of the workplace and the performance of their organizations and their role is to develop its strategies or make those strategies a reality. Individuals in the organization rely on them to lead and manage in ways that create a culture that supports problem solving and the long-term effectiveness of their organizations. They usually observe the organization's day-to-day operating system and culture and keeping it aligned with values and the mission carefully and permanently because it enables leaders to achieve organizational goals. Leadership is mainly associated with action and decision making and a leader always makes decisions in order to guide and motivate the teams aiming at responding to a particular set of situations and circumstances such as solving problems in the organization (Lawrence, 2010).

In short, for a balanced leader, firstly, it's very important to navigate between the polarities in organization wisely because sometimes the ideas will vary, and followers may have different solution offerings for the same challenge. Neither of the ideas might be right or wrong but a well-balanced leader is able to take pre-emptive precautions to avoid potential clash of ideas or conflicts among teams in the organization by weaving back and forth, in a word, shuttle diplomacy, without offending anyone since polarities sometimes cannot be solved. Additionally, another distinguishing quality of the well-balanced leaders is earning the trust of every one of employees by sincerely and truly respecting and loving them and the followers really perceive and share the same feelings about trust. Building trust across the whole organization and even with the clients will result in positive organizational outcomes since well-balanced leaders involve their employees in the decision-making process, execute accordingly, and share the success with them. Besides well-balanced leaders never think of their employees to share the responsibility for making the wrong decision and failures because they always regard the failures and consider how to overcome or change negative outcomes instantly. Therefore, here are some solutions for not missing the mission and being a true, well-balanced leadership:

Schroeder (2019) also stated that it is obvious that intelligence is vital for the ideal leadership but the intelligence itself is not always the only key for the ideal leader because the distinguishing feature of true leadership is the intellect to question anything dealing with the organizational environment and its surroundings. It can be argued that intelligence is regarded as obtaining information from individuals before anyone and reproducing and applying it in one's position. So, it can be assumed that apart from

mere intelligence, intellect is one of the most striking qualities of a good leader because ideal leaders usually think and question issues eminently and can make the key decisions, yet they are often reluctant to follow the herd unconsciously.

Mayfield and Mayfield (2017) again argued in their study that active communication is another key factor in ideal leadership. Having effective communication skills and using properly at workplace help to create creative working environment because ideal leadership usually employs better communication skill and it can help employees to develop creative ideas and creative actions while they are performing their duties and so, it enhances a follower's confidence in their leader, promotes emotional support and cooperation among employees and all of these also help to build more trust among employees because healthy communication at workplace enables freedom of speech and thought.

Moreover, balanced leaders usually care their followers personally, but it does not mean that they become close friends with them. By setting the boundaries well with them, leaders also take their time to get to know about such as their future career plans, their family, hobbies and what really motivates or upsets them, caring about them as a person and make them feel as they are important for the organization. Finally, well-balanced leaders also attract the attention by balancing their personal needs with other individuals' needs in their organization, by keeping an optimistic view, while remaining realistic every time, by cultivating consistency, while keeping up with the changes and technological advancements, by showing empathy to others and by taking chances and doing the right thing at the right time. They learn from their mistakes, never think of buck passing and they are also distinguished by having emotional equanimity and a good sense of humor. To be concluded, well-balanced leaders always know what they don't know since they think that learning is a continuous process in their entire professional life, and it never stops even when they become an organizational leader and so, they always quest for self-improvement and opportunities for their professional development. Last but not least, Pozin (2014) emphasized in his article for the qualities of a well-balanced leader, he cited the quote from Jim Rohn, as "The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.".

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GENİŞLETİLMİŞ ÖZET

Bu çalışma, örgütler için ideal, dengeli bir lider nasıl olmalı sorusuna kavramsal bir çerçeve çizerek ve antik bir Yunan mitolojisi olan İkarus'un hikâyesini temel alarak, çözümlemeler getirmiş ve sonuç bölümünde dengeli bir lider nasıl olunabilir konusunda önerilerde bulunulmuştur. Mitolojiye göre Daedalus ve oğlu İkarus, kral tarafından hapsedildikleri yüksek bir kuleden, kuşlardan düşen tüyleri biriktirip, balmumuyla birleştirip, kendilerine kanatlar yaparak, adadan kaçmak için, adayı saran denizi, üstünden uçarak geçmeyi planlamışlardır. Nasıl ki mitolojide, İkarus'ün havada yükselişine, balmumu ve kuş tüyleriyle yapılmış olan kanatları izin vermişse, babasının tüm uyarılarına rağmen, uçmanın vermiş olduğu mutluluk ve hiç tatmadığı bir duygunun hazzına yenilerek, kişisel, yanlış bir kararla, çok yükseklere çıkmış ancak onun uçmasını sağlayan bu kanatlar, balmumunun erimesiyle düşmesine ve denizde boğularak ölmesine neden olmuştur. Bu hikâyeden çıkarılması gereken sonuç ise, babasının çok alçaktan sakın uçma denizin nemi balmumuna zarar verir ve düşersin, çok yükseklere çıkma güneş kanatları birbirine bağlayan balmumunu eritir yine düşersin demesine rağmen, oğlu İkarus, göğe yükseldikçe heyecanlanmış, güneşe ulaşma hırsı onu kendinden geçirmiş, kişisel arzusuna yenilip, babasının tüm uyarılarına kulak asmayarak, kontrolsüz davranışlara devam etmiş ve kanatlarındaki balmumu erimiş, babası Daedalus'un gözleri önünde denize düşerek kendi sonunu getirmiştir. Bu çalışmada İkarus paradoksu, günümüz liderleriyle özdeşleştirilmiş, bir lideri lider yapan özellikleri, lider şayet örgütsel hedefleri hiçe sayıp, yanlış kararlar vermeye başlarsa veya kişisel hırslarına ve mutluluğuna yenik düşerse, duyguların karar verme sürecini etkilemesine izin verirse onun başarısız olmasına ve hatta örgütün büyük zarara uğramasına veya yok olmasına neden olabilir.

İlk olarak bu çalışmada, gerçek dengeli bir lider nasıl olmalıdır sorusuna cevap aranmıştır ve kötü liderlik özelliklerine de ışık tutulmuştur. Liderler, kendilerini takip edenler üzerinde olumlu etkide bulunurlar ve onlara ilham verirler. Aynı zamanda bir lider, diğer bireyler üzerinde samimiyet, dürüstlük ve güven hissi oluşturarak bireylerde olumlu etkide bulunan kişidir ve yönetimi altındaki kişilerin sadece görev ve sorumluluklarını yerine getirmelerinde olumlu etki yapmaz, onların sosyal ve aile hayatında da olumlu izler bırakır. Çünkü, gerçek bir lider sadece hedeflerine ulaşma da idealist değildir ve iletişim kurduğu tüm bireylerin refahını düşünür ve onların da hayatlarından mutlu olmasını ister ve empati kurmanın çok önemli olduğunu da bilirler. Kısacası, dengeli, gerçek liderler farkındalık düzeyi yüksek düzeyde olan kişilerdir ve kendi zayıf ve güçlü yönlerini çok iyi bilirler ve yapmak istedikleri işleri ve ulaşmak istedikleri hedefler konusunda akılları çok nettir ve kendi kişisel hırslarına yenilmezler.

Açıkçası, günümüz dünyasında, 2020'lerde baş döndürücü düzeyde teknolojik ilerlemeler meydana gelmiş, insansız hava araçları sadece savunma sanayinde değil, kargo teslimatında kullanılmaya, organ nakli bekleye hastalara bekledikleri organı ulaştırmada umut ışığı olmuş, kripto paralar ortaya çıkmış ve otonom araçlar trafikte görülmeye başlanmıştır. Yani, teknolojik gelişmeler, artık insan hayatının tüm alanında ve küresel çapta yenilikler getirmiştir. Bu hızlı değişim rüzgârının etkileri, nihai tüketicilerin ürün ve hizmetlerden beklentileri kapsamında ve sosyal yaşamda meydana gelen değişiklikler ortamında, her konuda yorum yapan, her soruya cevap veren sadece karizmatik liderler değil, sorumlu oldukları örgütlerini öğrenmeye, denemeye, cesaretlendirmeye ve değiştirmeye odaklayabilen, 21. yüzyılın liderliğini yeniden tanımlamayı gerektirmiştir.

Bu bağlamda, bu çalışma, liderlerin 21. yüzyılın gerektirdiği, sahip olması gereken, örneğin teknolojik gelişmeler ayak uydurma, yeniliklere açık olma, hızlı gelişmelere uygun zamanda ve yollarla karşılık verebilme gibi özelliklerin yanı sıra, bilgi paylaşımın gittikçe hızlandığı günümüz dünyasında, çalışanların çağın koşullarına uygun bir şekilde yönlendirmesini sağlaması ve ideal ve daha dengeli liderlik özelliklerine sahip olunmasını vurgulamaktadır. Bunlara ek olarak, temel liderlik özelliklerinin yanı sıra, hızla değişen dünya gerçekliklerini kabullenebilen, kendi hırslarına yenik düşmeyen, hedeflerde de alt sınırlara asla odaklanmayan, uzun vadeli hedeflere sahip, iyimserlik, cesaret, umut, esneklik ve öz-bilinç nitelikleri taşıyan, aynı zamanda iyi bir dinleyici ve karşısındakilerin, çalışanlarının fikirlerini dikkate alan, empati duygusu gelişmiş, adil ve dengeli kararlar veren dürüst, sürekli olarak araştıran şefkatli ve prensip sahibi liderlere daha fazla ihtiyaç duyulmaktadır. Aksi halde,

liderler, örgütsel hedeflere ulaşmada güçlük yaşayacaklar, tıpkı İkarüs paradoksu gibi açmazlar yaşayabilecek, yanlış kararlar verecek veya kişisel hırs ve arzularına yenik düşerek sadece kendisinin yaşayacağı bir başarısızlık değil çalışanların ve sonunda örgütün bütünsel olarak karşılaşabileceği büyük bir başarısızlıkla yüzleşebilecektir.

Sonuç olarak, bu çalışma, günümüz dünyasındaki liderlerin sahip oldukları özelliklerin yanı sıra, güçlü ve zayıf yönlerinin farkında olan, sadece güçlü yönlerine odaklanarak kişisel hırslarına yenilmeyen, örgütte şeffaf ve güvene dayalı ilişkileri teşvik ederek hem kendinde hem de takipçilerinde özgüven, iyimserlik, ahlaki değerler, duygusal zekâ ve umut gibi olumlu insani duyguları benimsemeli ve tüm örgütte bunları teşvik etmelidir. Zira, günümüzde çalışanlar 20. yüzyıl dünyasındaki liderlik anlayışını ve uygulamaları artık benimsememektedir, yani çalışanlar artık klasik planlama, kontrol ve komut aşamalarını benimseyen tekdüze liderlerine tahammül edemeyecek kadar değişmişlerdir. Kısaca, artık liderler sürekli kendilerini geliştirmeli ve yeniliklere açık olmalı, aynı zamanda liderler pozitif enerji, samimiyet, ahlaki karakter, dürüstlük, öz disiplin anlayışı, iyi bir dinleyen, açık ve şeffaf amaçlara sahip olma, empati kurma, kişisel hırslarına başkalarını kurban etmeme, iyimserlik, cesaret, umut veren, güvenilir, esneklik ve insani değerlere sahip olma gibi niteliklere sahip olması ve bunları örgütün tamamına inandırması gerekmektedir.