

THREE PERSPECTIVES ON LEADERSHIP 5.0

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Abstract: Leadership 5.0 represents an emerging concept that expands traditional theories of leadership by integrating technological, social, and human-centered principles. Despite the increasing relevance of this paradigm, its conceptual boundaries and social implications remain insufficiently systematized in the literature. Therefore, the purpose of this article is to provide a comprehensive theoretical examination of Leadership 5.0 through three analytical perspectives: as a social phenomenon, as a social process, and as a social influence.

The study is based on an in-depth theoretical analysis of scientific publications and a synthesis of existing approaches to Leadership 5.0. The article clarifies the conceptual meaning of Leader 5.0, identifies the norms and values associated with this leadership model, and systematizes the mechanisms through which leaders influence organizational culture, follower behavior, and social structures.

The results of the analysis reveal the nature of Leadership 5.0 and expand the theoretical discourse on Leadership 5.0 by proposing an integrated three-perspective conceptual framework and outlining practical implications for management development in the digital era.

Keywords: leadership 5.0, social phenomenon, social process, social impact

1. INTRODUCTION

The topic of leadership in modern organizations is highly relevant, as rapid social, technological, and economic changes require leaders to adopt new approaches to management. Leadership 5.0 represents a new stage in the evolution of management practices, reflecting the shifts in modern society at the intersection of technological innovations, social transformations, and emerging requirements for management approaches. Leadership 5.0 combines technological competence, social sensitivity, and inclusiveness, focusing on creating flexible and sustainable organizations that can effectively respond to global challenges. At the same time, Leadership 5.0 emphasizes the importance of harmonious interaction between people and technology, promoting increased emotional intelligence and cultural sensitivity in management decisions. This approach contributes to the formation of new social norms and values, developing effective organizational structures in which cooperation, mutual support, and innovation play a crucial role. (Balahurovska, 2023) Leadership 5.0 influences social norms,



transforms organizational structures, and promotes the development of new interaction models in the team and society as a whole. In response to globalization and the constant change in the world, Leadership 5.0 catalyzes change, focusing on creating sustainable and adaptive organizations that can thrive in uncertain conditions. Quantitative or qualitative recognition of this uncertainty, which is necessary for rational management, requires the use of advanced statistical methods (Pietraszek et al., 2013; Pietraszek et al., 2016). The purpose of this work is to analyze the concept of Leadership 5.0, examining it as a social phenomenon, process, and impact.

2. METHODOLOGY

The article employs a comprehensive and systematic approach to study Leadership 5.0 within the context of a social phenomenon, processes, and impacts. The study critically reviews and analyzes modern theoretical approaches to leadership, particularly Leadership 5.0, in the context of social transformations, technological innovations, and emerging management practices. The examination of the scientific literature allows the identification of the characteristics of Leadership 5.0, its core principles, and its relationships with social structures.

Following the literature review, the study synthesizes existing concepts related to Leadership 5.0. The article also includes visual materials that illustrate the main theoretical concepts of Leadership 5.0, facilitating a clearer understanding of the social changes accompanying this type of leadership. The figures demonstrate the leader's interaction with followers and highlight organizational processes that evolve under the influence of Leadership 5.0.

3. LEADERSHIP 5.0 AS A SOCIAL PHENOMENON

Leadership 5.0 can be seen as a social phenomenon emerging at the intersection of technological innovation, social change, and new demands on management practices. A new approach to leadership has emerged in response to global societal changes, particularly the development of digital technologies, automation, artificial intelligence, and globalization. Leadership 5.0 is a response to social challenges and the need for more flexible, inclusive, and technologically proficient leaders who can effectively manage teams and organizations in conditions of rapid change. (Benmira et al., 2021; Bolden et al., 2023; Karácsony and Czibula, 2020; Ingaldi and Ulewicz, 2025; Wagner and Ingaldi, 2025). Within this approach, leadership 5.0 becomes more than just a management process. It requires leaders to navigate a complex, constantly changing world and to work with new technologies while upholding social values, ethical standards, and the community's interests. Figure 1 illustrates the key aspects of leadership 5.0 as a social phenomenon.



Fig. 1. Leadership 5.0 as a social phenomenon

source: developed by the author based on Benmira et al., 2021; Bolden et al., 2023; Karácsony and Czibula, 2020; Ingaldi and Ulewicz, 2025; Wagner and Ingaldi, 2025

Leader 5.0 must combine technological competence with a deep understanding of social processes, emotional intelligence, and cultural sensitivity. Leader 5.0 must inspire his team through technical knowledge and the ability to cooperate, support one another, and develop the team based on mutual trust. This type of leadership embodies the desire to cultivate more resilient and adaptive organizations that can respond effectively to both external challenges and internal transformations. Leadership 5.0 also focuses on developing inclusive management models, where each participant has the opportunity to influence decision-making processes, increasing participation and responsibility. (Konno et al., 2021) Thus, leadership 5.0 as a social phenomenon combines technological progress, social innovation, and new organizational models that meet the needs of modern society.

4. LEADERSHIP 5.0 AS A SOCIAL PROCESS

Leadership 5.0 as a social process is a continuous and dynamic phenomenon that reflects the evolution of leadership practices in response to social, technological, and economic changes. It is a process shaped by global transformations, in particular, the development of digital technologies, automation, artificial intelligence, and changes in the social structure of society (Arora et al., 2024; Yaraş et al., 2022; Sira, 2025). Leadership 5.0 involves constant adaptation to new realities, where leaders use technological innovation and actively work on creating inclusive and flexible organizational models. In this process, leaders must focus on the constant change of social norms and cultural and organizational values, leading to new team interactions. The leader 5.0 becomes a catalyst for change, which contributes to developing an organizational culture where technological competencies are essential and the ability to cooperate, support, and establish mutual trust among team members. This approach allows organizations to make external changes and manage information effectively. Figure 2 shows leadership 5.0 as a social process.

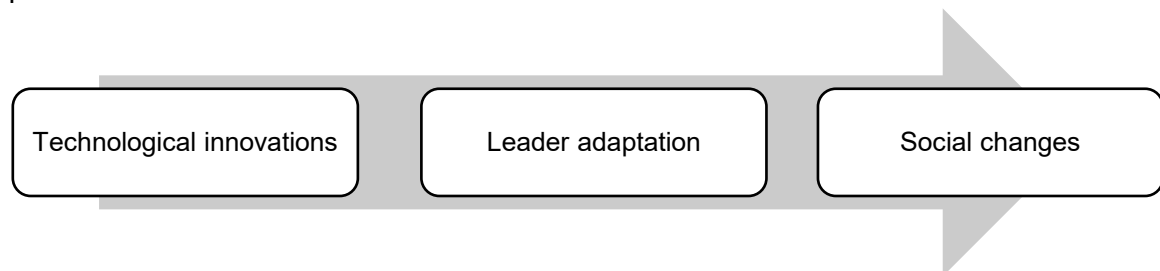


Fig. 2. Leadership 5.0 as a social process

source: developed by the author based on Arora et al., 2024; Yaraş et al., 2022; Sira, 2025

The social process of leadership 5.0 includes a deep understanding of cultural and emotional sensitivity, as leaders must be able to work with diverse teams, understand the needs of employees, and provide a comfortable atmosphere for their development. At the same time, the leader 5.0 actively involves the team in the decision-making process, increasing each employee's responsibility and motivation (Saracel et al., 2020). This enables the creation of an organizational culture where everyone can express their ideas, participate in developing strategies, and thereby contribute to the team's success. Leadership 5.0 as a social process contributes to the creation of sustainable and adaptive organizations that can effectively respond to external challenges and actively influence changes in the social environment. An essential feature of this process is that the leader

5.0, together with the team, is constantly searching for new solutions and approaches that meet the needs of the time and ensure long-term stability and development of organizations in a complex world.

5. LEADERSHIP 5.0 AS A SOCIAL INFLUENCE

Leadership 5.0 can be viewed as a social influence arising from the interaction of leaders and their followers in new conditions caused by technological innovations and global societal changes. It is a mechanism within which leaders not only transfer their knowledge and manage processes but also form social norms and create new standards of interaction and mutual support in organizations and society (Gong et al., 2020; Naithani et al., 2024). Leader 5.0 influences social structures through the ability to adapt to change, focus on technology, and, at the same time, maintain a balance between emotional intelligence and inclusive values. Figure 3 visualizes leadership 5.0 as a social influence.

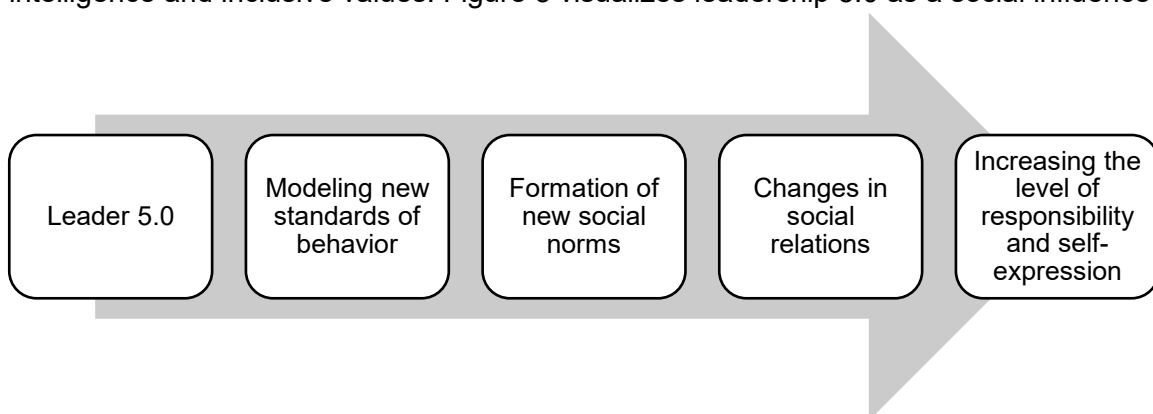


Fig. 3. Leadership 5.0 as a social influence

source: developed by the author based on Gong et al., 2020; Naithani et al., 2024

As a social influence, leadership 5.0 involves not only shaping the organization's internal environment but also a broader effect that extends to society as a whole. Leader 5.0 actively shapes new behavior patterns and influences people's thinking and reactions, changing collective habits and attitudes towards work, social processes, and technological innovations. With the help of his leadership qualities, he creates space for the development of new social trends. He contributes to their popularization and dissemination through interaction mechanisms within the organization and beyond.

One of the essential aspects of Leadership 5.0 as a social influence is the leader's ability to create long-term change by involving followers in active participation in transformation processes. Leaders who manage in conditions of technological and social change can mobilize their employees and even the community to implement new ideas, contributing to creating a positive impact on social processes. (de Souza et al., 2024) This influence often occurs through modeling new standards of behavior, recognition of emotional and cultural differences, inclusiveness, and respect for the rights of all participants in the process. The social impact of Leadership 5.0 is that leaders can create a culture that meets technological requirements and develops social relationships at all levels of the organization. Leaders become managers and change drivers in the external social environment, fostering new modes of communication and interaction that can profoundly impact social relations, enhancing accountability, self-expression, and collaboration.

Thus, leadership 5.0 as a social impact is not limited only to the organization's management function. It includes the ability of a leader to be an agent of change, influence

social processes, and transform them through their decisions, strategies, and communication practices that form new standards and norms of behavior in society.

6. DISCUSSIONS

The interaction between Leader 5.0 and followers is a crucial aspect of the contemporary leadership approach, which integrates technological innovations, social change, and adaptability to new conditions. The social features of this interaction are characterized by several key aspects that ensure leadership effectiveness in the context of globalization, rapid changes, and technological transformation. One of the fundamental social features of this interaction is inclusivity. Leader 5.0 focuses on creating teams where every member has the opportunity to be heard and to influence decision-making (Softysik et al., 2024). This requires a high level of emotional intelligence and the leader's ability to work with diverse perspectives, cultural backgrounds, and individual characteristics of followers. Inclusivity not only allows for broader participation in processes but also fosters an environment of trust, which is a key factor in achieving shared goals.

Another essential social feature is the leader's role as a facilitator of change. Leader 5.0 is not only capable of proposing strategies and solutions but also actively engages followers in the transformation process. This involves not only modifying organizational processes but also shaping new social norms and interactions (Pless et al., 2021). Leader 5.0 promotes open communication, supports ideas and initiatives from team members, and helps them feel valued and engaged in the change process. Such interaction with followers ensures organizational stability and resilience in the face of external challenges, fostering social cohesion and readiness for collective action. Leader 5.0 must also consider the ongoing social changes in society, particularly in the context of digitalization, automation, and the integration of new technologies into daily activities (Kuzior et al., 2023a; Kuzior, 2022). These changes require leaders to continuously adapt to new conditions and technologies. However, despite technological transformations, it remains crucial to uphold social values, ethical principles, and cultural characteristics. Leader 5.0 must integrate these aspects into management and team interaction, ensuring the harmonious development of the organization and a positive social impact.

The social features of Leader 5.0's interaction with followers also manifest in the ability to provide emotional and social support. Leader 5.0 actively develops emotional intelligence, demonstrating sensitivity to the needs of employees and offering support during periods of change or stressful situations. This support can be provided at both individual and group levels, fostering collective cohesion and a positive social climate (Abbas et al., 2022; Kuzior et al., 2023b). Special attention should also be given to Leader 5.0's communication practices. Communication should be open, accessible, and transparent, allowing for the elimination of barriers and ensuring the effective transmission of information. Communication becomes even more significant in the context of globalization and digital technologies, where constant interaction through online platforms and social networks serves as a key tool for maintaining connections with the team and disseminating leadership ideas. Thus, the social features of Leader 5.0's interaction with followers include inclusivity, emotional support, adaptability to technological and social changes, and the development of open and transparent communication. These aspects not only ensure effective leadership but also contribute to the creation of resilient and flexible organizations capable of thriving in the modern world.

7. CONCLUSIONS

Leadership 5.0 opens a new dimension of management based on the synergy of technology, social responsibility, and humanistic values. It reflects modern transformational processes and forms new models of interaction adapted to the dynamic challenges of the digital age. (Shvindina, 2017; Medani et al., 2022) In the contemporary environment, where organizations and society must adapt to rapid changes, Leadership 5.0 has emerged as a crucial driver of development.

As a social phenomenon, leadership 5.0 is marked by a change in traditional ideas about the leader and followers, creating conditions for equal exchange of ideas, cooperation, and trust. This contributes to transitioning from hierarchical management models to more decentralized and open structures. As a social process, it demonstrates new approaches to organizing work focused on inclusiveness, flexibility, and intelligent technologies. Such changes contribute to increasing the effectiveness of team interaction, which is especially important in the context of digital transformation. As a social impact, it contributes to transforming management practices, forming sustainable organizations, and developing society through ethical and responsible leadership principles. Thus, leadership 5.0 has the potential to significantly influence the future of management, making it more adaptive and focused on human needs. Leadership 5.0 is becoming an integral part of future management, combining technological progress with social values. Its implementation changes traditional management approaches and contributes to creating harmonious and sustainable organizations that can adapt to global changes. It is essential to realize that the development of this concept requires further research and adaptation to the specifics of various fields of activity. (Kuzior et al., 2022; Kuzior et al., 2019) Expanding the discourse around Leadership 5.0 will help identify new approaches to its practical application and enhance its impact on social and economic processes.

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