

# FOUNDATIONS FOR SECURITY LEADERSHIP

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*The article presents the connectivity between self-determination theory, needs theory, and digitalization in security leadership, highlighting their influence on organizational strategies. Self-determination theory, emphasizing autonomy, competence, and relatedness, complements needs theory, which highlights the professional importance of the decision-maker. In security leadership, the application of these theories underpins ethical decision-making and shapes an environment of trust and collaboration. AI supports this mechanism by analyzing data and presenting adaptive solutions, giving leaders tools to effectively respond to contemporary challenges.*

**Key words:** *security leadership, security risks, intelligent leadership*

## 1. INTRODUCTION

Institutional leadership aims to use human resources in a complex integrative way to ensure the achievement of institutional objectives in a dynamic and competitive environment. In this context, institutional leaders use new technologies and management practices flexibly and innovatively to ensure an inclusive and effective institutional climate, ensuring the sustainability of organizations. The current external context dominated by multiple challenges represents a new threshold for the orientation of the concerns of the institutional leadership forced to respond pro-actively and effectively to external security threats so that the outputs of

the institutional system are effective in capturing the opportunities and ensure the integration of the institution in the macroeconomic context.

## 2. SPECIALIZED BACKGROUND

Security leadership represents an important orientation that is intended to ensure the stability and protection of the organization at regional and national levels. The external environment of organizations has been increasingly subject to the effects of globalization, and in this context, new challenges such as cyber threats (Dragomir, 2017), acts of terrorism, and climate change are points of reference in formulating



The 5 clusters aim at organizational culture and its interaction with security leadership, the adoption of organizational policies to achieve resilience and combat vulnerabilities induced by climate change and information risks (Dragomir, 2017), digital transformation and the decision process in the Industry 4.0 era, crises of security in the European Union and the threats under the geopolitical context and last but not least the impact of covid 19 on organizational security.

### 3. SECURITY LEADERSHIP PERSPECTIVES

It is appreciated that an intelligent leadership in security requires an ability to understand and foresee geopolitical dynamics as well as the ability to coordinate

work teams involved in maintaining security. Maintaining inter-institutional cooperation is particularly important in managing security risks and developing an organizational culture based on integrity, accountability and collaboration can ensure an adequate response to vulnerabilities induced by multiple crises.

From a security perspective, leadership is complemented by complex needs for stability and protection against increasingly diverse and complex threats. We appreciate that in the field of security, the mix of leadership skills consists of common skills, necessary for effective institutional leadership, and specific skills regarding adaptation to security challenges. Figure 1.2 shows the most important dimensions of institutional security leadership.

<b>Conceptualization</b>
<ul style="list-style-type: none"> <li>• Security leadership is represented by the ability to inspire, coordinate, and manage human and material resources to prevent, respond to, and recover from a security incident. It includes both operational leadership, which refers to the direct management of resources during crises, and strategic leadership, which focuses on creating and implementing security policies.</li> </ul>
<b>Competencies</b>
<ul style="list-style-type: none"> <li>• Security leaders must possess a wide range of skills, such as the ability to assess threats and vulnerabilities and create proactive action plans, the ability to make quick and informed decisions in crisis situations when information may be incomplete or contradictory, and the ability to communicate instructions and information clearly to both the general public and other agencies.</li> </ul>
<b>Theories</b>
<ul style="list-style-type: none"> <li>• Transformational leadership emphasizes motivating and inspiring the team to achieve greater goals and innovate in the face of obstacles.</li> <li>• Servant leadership focuses on the needs and development of team members,</li> </ul>

<ul style="list-style-type: none"> <li>• creating a trusting and collaborative environment.</li> <li>• Emotional leadership emphasizes adapting the leadership style to a threat or crisis.</li> </ul>
<b>Challenges</b>
<ul style="list-style-type: none"> <li>• Managing unusual and unpredictable threats, such as cyberattacks or terrorism.</li> <li>• The need to coordinate efforts between different agencies and organizations, each with its own mandates and resources.</li> <li>• Addressing technological vulnerabilities in an increasingly complex digital environment.</li> </ul>
<b>Values</b>
<ul style="list-style-type: none"> <li>• Long-term success in security depends on developing a strong organizational culture based on integrity, accountability, and cooperation.</li> <li>• Leaders have the duty to cultivate and promote ethical principles, as well as to create an atmosphere of openness and trust.</li> </ul>
<b>The influence of technology</b>
<ul style="list-style-type: none"> <li>• Technology is both a source of vulnerabilities and a means of protection.</li> <li>• Leaders must stay up to date with the latest developments and ensure that their security strategies include effective technological solutions.</li> </ul>

**Fig.2** Important dimensions of institutional security leadership

It is observed that security represents a special field of leadership considered challenging due to the necessary mix of strategic operational and interpersonal skills. The analysis of motivational theories highlights some fundamental concepts whose relevance for institutional leadership remains current both from the perspective of opportunities for managing the labor factor and from the perspective of the adaptive behavior of people engaged in executive functions

based on their own interests, subjective perceptions and personal goals that affect behavior and performance at work.

Regarding security leadership, David McClelland's theory of needs circumscribes the skills of effective leadership from the perspective of the ability to delegate tasks, coordinate work teams, and assess security risks. A diagram of the connection between the theory of needs and security leadership is shown in Figure 3.



**Fig. 3** McClelland's Theory of Needs and the Connection to Institutional Security Leadership

From the perspective of security leadership, the theory of self-determination characterizes the skills of leaders from the perspective of identifying the conditions necessary to ensure an optimal level of self-determination of employees, respectively establishing the boundaries between assigned tasks and tasks assumed by employees. In other words, the more flexible the level of assignment of tasks (Dragomir 2017) and the more employees are interested in assuming them, the higher the level of organizational performance will be. The diagram representing the connection between self-determination theory and security leadership is shown in Figure 4 below.



**Fig. 4** Self-Determination Theory (SDT) and the connection to institutional security leadership

#### 4. CONCLUSIONS

In conclusion, modern approaches to institutional leadership involve a diverse set of skills and qualities that are essential to navigating contemporary challenges and opportunities. From emotional intelligence and adaptability to social responsibility and technological innovation, today's leaders must be prepared to guide their organizations with vision, empathy, and integrity. They do not just manage, but inspire and transform, building resilient, innovative, and future-oriented organizations. Modern leaders must identify and develop emerging talents within the organization, providing opportunities for mentoring, coaching and continuous training. Investing in the development of future leaders not only ensures the long-term sustainability of the organization, but also promotes a culture of growth and excellence. Modern leaders must identify and develop emerging talents within the organization, providing opportunities for mentoring, coaching, and continuous training. Investing in the development of future leaders not only ensures the long-term sustainability of the organization but also promotes a culture of growth and excellence. In the era of digitalization, leaders must

also be innovators, able to embrace and use technology to improve the processes and performance of institutions. Digitalization brings with it new opportunities, but also new challenges, and leaders must be prepared to navigate this ever-changing landscape. Here, the ability to think strategically and implement effective technological solutions becomes an indispensable asset. In conclusion, modern approaches to institutional leadership require a reconceptualization of the role of the leader. They must be visionary, empathetic, adaptable, and technologically competent. Their success is not measured only by immediate results but by the ability to create resilient, innovative, and future-oriented organizations. Thus, modern leadership is distinguished by the ability to embrace change, to inspire, and to lead with a clear vision, based on strong values and ethical principles.

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