

It was clear that southern European states had adopted the euro much too soon. "They weren't yet ready for it. We're not going to make that mistake," the PM said.

At the talks, Chancellor Merkel called it understandable that Hungary was not interested in joining the euro-zone right now but added it was "important" that Hungary followed the guidelines of the European

Eastern Europe in Crisis: the Personalities of Corporate Leaders

SURVEY LOOKS RISKS AND ADVANTAGES OF LEADERSHIP ATTITUDE

THE TYPICAL STRESS-HANDLING METHODS OF HUNGARIAN CORPORATE LEADERS can ruin rather than help the corporation, Assessment Systems International's regional survey reveals. The survey examined the personalities and values of a thousand leaders in Hungary, Slovakia, the Czech Republic and Romania. According to **Zsolt Fehér**, CEO of Assessment Systems International, leaders in the neighboring countries tend to create a corporate culture of oppression, risky behavior and confrontation under stress, which may lead to failure in a difficult economic situation. Leaders of the Czech Republic can be considered as exceptions because the risk of explosive behavior is lower due to their introverted personalities. The distinct characteristics, which serve as a basic strength in critical situations are easily identified.



Although, in everyday life Hungarian managers and top leaders meet the expectations of having exemplary leadership skills and being determined, balanced, goal-oriented and cooperative, according to Assessment Systems International's expert, crises or periods of overload may cause Hungarian managers and senior leaders to make the wrong decisions from an economic perspective.

"Hungarian managers are inclined to put their own needs first and, at the same time, to suppress others. Furthermore, they take on too much risk or pile up unfinished ideas and ignore the suggestions of others. When faced with long-lasting periods of stress and critical choices, the result is a series of conflicts which can lead



Union and changed many of the laws that Brussels "had doubt about." After quoting excerpts from Handelsblatt, the website 'Eurobusiness' noted that Germany is

to derailing the leader," Zsolt Fehér describes the Hungarian situation. "Sadly, this is not the worst scenario. The situation generated by the condition of stressed-out leaders and the lack of a supportive atmosphere can make it impossible for whole teams or business units to work properly, and the impact of such executive-level damage can ruin the whole company."

The way leaders manage stress in Hungary shows similarity with Romania and, to a lesser percentage, with Slovakia among the surveyed countries. "The Czechs, by contrast, should be able to start economic recovery earlier and with better chances than the others as their leaders are more cautious and reserved in stressful situations than the average Czech citizen", according to the expert. "At the same time, the average Czech leader is more sensitive and emotional than the leaders of the other surveyed countries, and that is a factor we have to pay special attention to when we meet him as a client or co-worker."

The results of the regional survey also show that the Hungarian leaders are the most ambitious compared to the average of the population surveyed, which means they are more competitive, more determined and more result-oriented than the Czechs, Slovaks and Romanians compared to their own national average. The calmest and at the same time the most persistent are the Hungarians and Romanians. Considering the learning approach, the Hungarian leaders slightly surpass the Romanians and Slovaks, but the leaders of each of these three countries value knowledge

Hungary's largest trading partner, accounting for around a quarter of the country's exports and imports. It goes on to say that "Orbán, whose right-wing Fidesz party won a two-

and develop themselves more actively than the average. The Czech leader is the exception again: his learning approach is not different from the Czech average at all. The situation is similar in the social life at the workplace as well: while Hungarian, Romanian and Slovakian leaders are more sociable than the average, Czech leaders are inclined to be more introverted even in stress-free situations. In terms of financial needs and status, Romanian leaders are more focused on achieving power than the average while they consider traditions to be of great importance. The most characteristic feature of the Hungarians is the profit orientation which pairs with altruism. For the Czech and Slovakian leaders the most important motivational factor is security. The most unique feature of Hungarians in the region is their above-average inquisitiveness

and sociability. The Hungarian leader won't get stuck in small problems, but focuses on the future and on reaching goals, while he has an affinity for building on the strengths of others. "Also it is important to highlight that Hungarian leaders are highly profit-oriented: while his own allowance is of key importance to him, he can strongly represent the company's financial interest", said Zsolt Fehér, summing up the national results. "Consequently, he will have done his job well – and this is exponentially true in critical situations –, if there is a stress-relieving, supporting background and if he is motivated financially as well. Based on all this information we have learned what value a skilled Hungarian leader can add to a corporation: growing productivity that can be considered as a regional competitive advantage for Hungary."

Key characteristics of Hungarian corporate leaders compared to population average

