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LEADERSHIP TRAITS: RESEARCH OF LEADERSHIP AND COLEADERSHIP PERSONAL CHARACTERISTICS IN LOCAL GOVERNMENTS OF SERBIA AS A FRAMEWORK FOR SOCIAL CHANGE

Abstract: Historically speaking approach to leadership began searching for characteristics of successful leaders. The starting assumption was that the individual features that only a leader, but not his followers in situations in which these interactions take place, are of crucial importance to the organization, party or any other social structure. Personality of the leader is emphasized as a key factor for the success of this process flow. The so-called. theories of "great men" that prevailed during the first half of the last century, emphasizes that the key to effective leadership is that the leader has a specific feature set. According to this theoretical approach derived from his practical actions, the leader and his personality have a central place in leadership as a process.

The paper deals with the leadership qualities of the participants in project about leadership from several municipalities in Central Serbia, which was measured in terms of leadership personality theory in two dimensions. In one dimension was determined using the key features that the participants feel that they should have, and in the second dimension of leadership qualities that should have their supervisor. Participants were selected from highly structured positions in local government, practically top management. At their disposal were 56 attributes that are the characteristics of leaders, five of which are supposed to be choosen as key characteristics.

Keywords: leadership, leadership skills, research in local government, the five major personality factors, the key characteristics of leaders.

1. INTRODUCTION

Scientists in the 20th century showed great interest in personal traits (characteristics) leaders. It was one of the first systematic attempts to study leadership. In the early years of the 20th century leadership qualities were studied through personal qualities of "great men." The theory at the time was named "great man theory". Researchers have focused on identifying the identification of inherited qualities and characteristics that were possessed by great statesmen and military

leaders (eg, Abraham Lincoln, Indira Gandhi, Mohandas Gandhi, Catherine the Great, Napoleon Bonaparte, Joan of Arc, Tito, etc..). It was believed that they were born with leadership characteristics and leadership qualities that are owned by a "great man." Research has concentrated on identifying specific features clearly distinguish leaders from followers [1, 2].

In the mid of 20th century, the personal characteristics of leaders are explored from the perspective of the universality of these traits. In a large survey was [3] suggested that there is no consistent set of leadership traits that differentiate leaders from nonleader in different situations. An individual who with his personal is traited as leader in one situation does not have to be a leader in another, the new situation. Instead of quality that has individual leadership is reconceptualized as the relationship between people in a social situation [4].

Characteristics theory of leadership has generated great interest of researchers in its explanation of how it affects leadership [5]. For example, previous studies have analyzed the leadership qualities that are conducted Lord, DeVader and Alliger [6] who found that personality traits are strongly associated with individual perceptions of the individual as a leader. Similarly, Kirkpatrick and Locke [7] went so far as to claim that effective leaders are different types of people in several key aspects that differentiate them from their followers.

he theory of personality traits of leaders has gained attention again through the current emphasis given by many researchers in the visionary and charismatic leadership [1, 8, 9, 10, 11]. Charismatic leadership has come to the forefront of attention of researchers to the public after the election of Barack Obama, the 2008th year, the first African-American president of the United States. Barack Obama, among many positive attributes, it also has a line in his charismatic personality. In the study, with the task to determine what distinguishes the charismatic leader of other people Jung and Sosik [12] found that charismatic leaders have consistently trait of self-monitoring, are engaged in the management of their image and the impression they leave on other people, motivated to achieve social power and possess an innate stimulus for self-realization. Of this approach is good and "healthy." The whole approach or personality theory began with a focus on identifying the quality of the "great men", then moved on to influence the situation in leadership and now, once again moved to highlight the critical role of leader qualities of effective leadership [4].

Approach to the problem of leadership as a set of personality traits holders of this process does not involve the relationship of leaders and the job requirements of a particular situation, nor what a leader in certain circumstances atreba do. The trait theory of leadership means that the organization will do better in how people in managerial positions of their respective leadership profiles. Practical, but essential task of the organization is to find people who have such a set of properties. In technical terms in the search for leaders typically use a variety of techniques to assess personality in the form of psychological measuring instruments, personality inventories and monitoring. Hypotheses underlying these procedures are that the professional selection of the right people to increase the effectiveness of their functions, and thus the organization. Organizations can specify the characteristics and qualities that are important to them in a certain position and then use the techniques of personality assessment to determine whether the person corresponding to their needs.

Approach problems from a position of leadership qualities are focused solely on the leaders, not the followers or the situation, making it more direct than other

approaches. In this way, there are dominant traits that a leader shows, and more are searching for characteristics of those individuals who possess such characteristics [13].

2. ANALYSIS OF LEADERSHIP FEATURES: STOGDILL AND OTHER AUTHORS

Although the study of leadership Characteristics lasted the entire 20th century, a good overview of this approach is given Stogdill [3, 4]. In its first survey Stogdill synthesized over 120 studies conducted between in 1904. and in 1947. year. In his second study, he analyzed more research completed between 163 in 1948. and 1970s. year. Through its two studies we can get a clear picture of what features of individuals contributing to the maintenance and development of the leadership process [4].

Stogdill s the first study identifies a group of important leadership qualities that are associated with the way individuals from various groups become leaders. His results showed that the average member of the leader of the group differs in the following eight characteristics: intelligence, awareness, understanding (discernment), responsibility, initiative, perseverance, confidence and sociability.

The results of the first survey STOGDILL was also suggested that the individual does not become a leader just because it has certain properties. Instead, it is necessary that the qualities that a leader has to be relevant to the situation in which the leader operates. A leader in the sim situation does not necessarily have to be the leader in the second situation [4]. The results showed that leadership is not a passive state, but the result of an active relationship between the leader and other members of the group. This study marked the beginning of a new approach to the study of leadership that focuses on leadership behavior and leadership situations.

Stogdill second study was published in 1974. , where he analyzed 163 new research and compared the results of these studies with the results of its first study. The second study is more balanced in its description of leadership Characteristics and roles. While the first study suggests that leadership is mainly provided situational rather than personal factors, other studies suggested a greater focus and importance of both factors: situation and personal characteristics of leaders - as a determinant of leadership. Another study essentially confirmed the original idea that the personal characteristics of the leader are indeed part of the leadership in the broadest sense.

Similar to the first study, Stogdill was also identified in other personal characteristics of leaders that are related to his leadership of the organization. He gave the following ten characteristics of a leader:

1) Achievement - to accomplish the task and take responsibility;
2) The hustle - perseverance and persistence in achieving goals;
3) Discernment - takes a risk and be original in achieving the objectives;
4) initiative - to take the initiative in social situations;
5) Self-confidence - confidence and a sense of personal identity;
6) Responsibility - the responsibility to accept the consequences of decisions and actions;
7) Cooperative - readiness to absorb interpersonal stress through the process of cooperation;
8) tolerance - willingness to tolerate frustration and delay;
9) influence - the ability to influence the behavior of others;
10) Sociability - the ability of social interaction in the Cantons in particular seem to hold under control (socialization through interaction).

Mann [15] conducted a similar study that received more than 1400 knowledge of fixation of personality and leadership in small groups, but with a little care and attention on the role of situational factors in leadership. Mann had the results of a large number of new researches, so that on the basis of the study concluded that a leader compared with other members of the group said, according to the following seven characteristics:

1) Intelligence - more important for the leader of the group whose activities require increased intellectual activity, but in groups that are considered routine work assignments;
2) Self-confidence (security) - this feature causes the trust to the one who owns it and where Mann referred to as masculinity (masculinity);
3) Adaptability (flexibility, adaptability) - holders of personal property are able to find the optimal solution in any unforeseen situation;
4) The dominance - is expressed in the desire for power and presžižom and which encourages to pursue the position of leader
5) Extraversion - manifested in the open and easy to establish contacts with others;
6) Interpersonal sensitivity - ability to accurately assessing others' motives, intentions and attitudes.

In this study of leadership qualities, Mann found that there is some relationship between the leadership and the conservative as seven characteristics of a leader. The relationship between these dimensions indicates no negative correlation connection. According to him, leaders are less conservative members of the group, but the relationship is not linear. In instances in which members of the authoritarian personality, then the leaders prefer authoritarianism, which means that at that time as the leader preferably those with predominant conservative characteristics [13].

Although tentative in its conclusions, Mann suggests features that are used to distinguish leaders from nonleader. His results have identified that a strong leader in the following six Characteristics: intelligence, virility, adaptability, dominance, extroversion and conservatism [4].

Lord, DeVader and Alliger [6] estimate Mann's [15] research using more sophisticated procedures (meta analysis) and identify three key characteristics of leaders: intelligence, virility and dominance, as well as significant features through which personalizes leader. From their findings the authors have strongly argued that personality traits can be used to discriminate the situational relationship between leaders and nonleader.

Both of these studies were conducted during the period in American history where the leadership was the privilege of men in almost all aspects of business and society. Masculinity and dominance are now essential features of an effective relationship between the leader and nonleader [4].

Another study advocates the importance of leadership qualities. Kirkpatrick and Locke [7] argued that "unequivocally clear those leaders are not like other people." From the qualitative synthesis of previous studies, Kirkpatrick and Locke [7] performed postulate that leaders differ from nelidera of the six leadership traits: persistence, motivation, integrity, self-esteem, cognitive abilities and knowledge of the task. According to Kirkpatrick and Locke [7] individuals can be born with these characteristics or to learn them, or both. These six traits are "the real thing" that a leader should possess. Kirkpatrick and Locke [7] recognize that leadership qualities distinguish one people from others and this difference should be recognized as an important part of management.

To a similar content as Mann come McDavid and Harari [17], in their

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synthesis of leadership qualities. They conclude that the features characteristic of the leaders, above all, sensitivity to the needs and requests of members, the flexibility to adjust to changes, and a sense of responsibility for the functioning of a group which is manifested by the benefits to take the initiative and potential risk for actions that are expected to contribute to the success of the group.

In 1990 scientists have begun to investigate the relationship between the leadership qualities of "social intelligence", under the understanding of social intelligence the ability to recognize their own and others' feelings, behaviors, thoughts and actions accordingly [17]. [18] Defines social intelligence as possessing the capacity for understanding social awareness, social skills, self-observation and the possibility of selection for the best response in emergency situations and turbulent environment. Numerous studies have shown that these capacities are the key features that must have an effective leader. Zaccaro, Kemp and Bader [19] were included in the category of social skills leadership traits listed as leadership attributes (Table 1).

Table 1. Studies of leadership traits and characteristics [4, 19]

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, Alliger (1986)	Kikpatrick, Locke (1991)	Zaccaro, Kemp, Bader (2004)
Intelligence Wakefulness Uderstanding (discernment) Responsibility Initiative Perseverance Confidence Sociability	Intelligence Self-confidence (security, masculinity) Adaptability (flexibility, adaptability) Dominance Extroversion Interpersonal Sensitivity Conservative	Attainment Hustle Perspicacity Initiative Self-confidence Responsibility Cooperativeness Tolerance Influence Sociability	Intelligence Masculinity Dominance	Persistence (hustle) Motivation Integrity Confidence (trust) Cognitive Abilities Knowing the task	Cognitive abilities Extroversion Conscientiousness (calm) Emotional stability Openness Conciliatory (cooperation, courtesy) Motivation Social Intelligence Introspection Emotional Intelligence Ability to solve problems

Table 1 provides an overview of the performance characteristics that have been identified by researcher's theories of leadership qualities. The table clearly illustrates the width of characteristics related to leadership. The table also shows how difficult it is to choose certain traits as definite leadership qualities. Some of the leadership qualities appear in a number of researchers, while others appear only in one or two studies. Whatever the shortcomings of precision in the table, it still represents a general convergence of research on what qualities a leader should possess in order to be successful [4].

We have previously stated that the earliest studies on leadership focused on personality traits, often used as a "Grat Man Theory." This approach, in essence, assumes that leaders are born; you have a genetic predisposition for leadership. Researchers sought to identify personality characteristics that would be essential for effective leadership. This theory is encouraged by the relatively new field of psychology that investigated personality,

intelligence, and other qualities required for leaders. However, Ralph STOGDILL the late 40s of the last century in their studies and research revealed a statistically significant difference in hundreds of studies, it is enough to prove the difficulty of predicting the effective leadership. The famous "Stogdilov Paper" (1948) essentially put an end to further research on the theory of leadership characteristics for the following few decades [20].

The research project, which belong to this theoretical orientation latently present hypothesis is that organizations work better in many people who are in it are in managerial positions of their respective leadership profiles. The task of the organization is that using a variety of primarily psychological techniques for the assessment of personality, find these people and make them in appropriate jobs. Therefore, the application of professional selection process is expected to find the right people in the right jobs and in their behavior to increase the effectiveness of the organization. The organization is required to specify the characteristics or qualities that are important to them in a certain position and to evaluate the personality of employees in terms of possessing the necessary characteristics [13].

Despite a number of significant cognitive and methodological limitations of the results of numerous research projects allow, as we have already said, certain reporting and interpretation. The study of leadership, which is the subject of identifying relatively stable personality traits that differentiate leaders from followers and effective leaders inefficient, they have achieved valuable results. The quest for leadership qualities through hundreds of studies led to the list of data to be narrowed to nekiliko traits that show the strongest correlation with effective leadership. The basic premise of the theory of leadership characteristics is that people are born with inherited traits. Some

features are especially suited for leadership. Good leaders have the right (or sufficient) combination of leadership qualities. Early research on leadership characteristics were based on a psychological focus, that people have inherited characteristics and traits. Attention of researchers was put on the detection of these traits, often by studying successful leaders. Stogdill identified the following traits and skills as critical for leaders:

Skills:

a) *The adaptability* of the situation, the ability of leaders to adapt to the conditions that best suit the current situation in the interest of the organization, a follower and he as an individual.

b) *The orientation* towards success and ambition, the skills of leaders to ambitious measures have succeeded in creating an organizational environment that in the current circumstances may allow achieving the best results.

c) *Understanding* the causes of the social environment, represents the willingness of leaders to feel the possibility of changes in the social environment, to understand these changes and to be a positive advantage for achieving organizational goals.

d) *Self-assurance*, it helps leaders to his personality affects followers and overcome problems and difficulties.

e) *Cooperation*, the willingness of leaders to cooperate with followers, forcing teamwork and acceptance of proposals that can improve the work of the organization and each individual in it.

f) *Determination* is an essential skill for effective timely decision-making and the creation of trust in the organization.

g) *The reliability*, *integrity and honesty*, ensuring that the leadership behavior and ethical worth of followers, their belief, trust and identification with the leader.

h) *Dominance*, the individual need to expand the influence and control over

others, Pomáz leaders to their capacity and power affects the successor to jointly solve group and organizational goals.

i) *A high level of energy activities*, helping leaders to meet the many demands of every day in the organization and interactions with the environment.

j) *Persistence* represents the ability of leaders to in seemingly hopeless situations his optimism and faith in the success of followers start to think in the same way as he did.

k) *Inner self*, is a skill that followers inspire confidence in the possibility of achieving the mission and vision of leadership.

l) *Tolerance to stress* helps leaders to deal with uncertain inherentnošću in each leader 'role.

m) *Willingness to take responsibility* represents leadership skill to accept their own errors and not wasting energy sapping in a demonstration of his sinlessness.

Characteristics:

a) Intelligence, helps leaders to solve complex problems.

b) The conceptual features, the ability to distinguish the leaders in particular and the general from the particular, and focus specifically on achieving key goals and objectives.

c) Creativity is a leadership trait that distinguishes him from his followers because it allows both the simplest tasks that creative touch that redefines the given task.

d) tact and diplomatic ability, is essential leader in communication with the followers and the environment, the problem is solved in a peaceful and amicable way in which all parties will be satisfied.

e) Liquid expression, is an important feature for the leadership function because it allows the leader in the process of interpersonal relations verbal communication enlist the help of both internal and external steak Holders for your goals.

f) knowledge relevant to solving problems, ensuring that the leader knows what to do how to do things, what resources need to search for a group or organization to realize their goals.

g) organization (administrative capacity), allows the leader in an organized manner set goals and objectives, the terms of performance, to monitor the process and possibly perform corrective action.

h) Persuasiveness, the characteristics of leaders in a simple yet compelling way to communicate followers and external stakeholders of their ideas, they are accepted and applied in practice.

i) Social skills include leadership openness to social groups in the organization and outside of it as a means to achieve their own goals and the organization [14].

Leadership is understood as a set of features is important for personal advancement and development of the holder of this function. Reviewing and comparing their own qualities, "with obvious example of the" managers can gain depiction of their strengths and weaknesses and better insight into the organization of how others see them. In addition, the image of owned properties can help managers to determine whether the qualities of further progress in the organization. Through comparisons leaders get a clear picture of what they are and how they fit in the organizational hierarchy. This insight provides an opportunity for the leaders can try to make changes in what they do or where they work in order to increase their leadership potential properties they own.

The social contribution of this theoretical approach is useful for career advancement and training of employees. Analysis of individual potential leadership teams is the basis for the design of facilities and programs for their development. This part of the value in use is especially important for professional

services involved in the management of human resources. The assessment of personal characteristics and managers can help to determine whether they have the quality for progress or setbacks in the scale of the organization [13].

McCall and Lombardo [16] have investigated and identified four main characteristics by which a leader or manager, may fail or be "thrown from the tracks":

• *Emotional stability and composure* - quiet, confident and cool, especially when under stress.

• *Recognition errors* - do not resort to covering up mistakes by losing energy, but to accept the mistake as a normal occurrence in the work of organizations and groups.

• *Good interpersonal skills* - able to communicate and persuade others without resorting to negative or coercive tactics.

• *Intellectual width* - can understand a wide range of areas, rather than having a narrow (narrow-minded) area of expertise [16].

Different research studies on leadership traits showed that they improve the quality of leadership. Over time, the inherited traits marginalized, and emphasis is given to learning and situational factor that was considered far more realistic as a reason for obtaining leadership positions.

Paradoxically, the study of twins who were separated at birth with new scientific approaches to behavioral genetics have shown that heredity has much significance Veck than expected. You may be the ones to find and "leadership gene"?

What, after all, can be said about the research leadership qualities? A century of research provided the expanded list of traits that an individual should possess by birth or education to cultivate if you want to Doug and others see as a leader. Some of these properties are central to leadership. Comparisons between theoretical understandings of leadership traits indicate similarities but also

important differences conceived list. They meet diverse traits and habits, attitudes and value orientation. Regardless of their nature, characteristics related to leadership. Some of the features are appearing in several studies, while others appear only in one or two. Although the data in Table 1 lacks precision, it is a general convergence of research characteristics that are among the leadership. The past century of research leadership qualities but has left a collection of some properties. Among them, some can be considered as strategic and can be found in several studies [4, 13].

In some of these features, which we can say that the most frequent and are essential for leadership, are given in Table 2: intelligence, confidence, determination, and sociability.

Table 2.Key leadership qualities [5]

• Intelligence
• Self-confidence
• Determination
• Integrity
• Sociability

3. INTELLIGENCE

Intelligence or intellectual ability has a positive correlation with the leadership. Based on the earlier of the analyzes in Table 1 and a series of recent studies on intelligence and various indices of leadership Zaccaro, Kemp and Bader [19] found that leaders have higher intelligence than nelidera. Possess strong verbal (spoken) skills, abilities of perception (perception), and an explanation of the research is to create a better leader. While it is good to be a leader with a strong intellect, research also indicates that it should not be much different in the intellectual abilities of subjugation. The leader has a much much different IQ of followers, it can be counter-productive to leadership. Leader with high ability may have difficulty in communicating with

followers because they are preoccupied, or because their ideas are too advanced to be accepted by followers.

An example of the clear differences between followers and leaders, including first associates is Lenin. Its versatile, serious and profound intellect, by nature cold, can be called "ice intelligence." His ideas of nature and the human side of these ideas have disappeared with him, and turned into a world of political charade inconsistencies and betrayal of basic ideas: equality, freedom, brotherhood and unity among peoples. His case is the high rate of IQ (logical intelligence), which is very different from the ratio IQ of his associates, he had a counter-productive effect on leadership. As we said, the leaders of the major impairments may have difficulty in communicating with followers because they are too preoccupied with certain tasks or problems and their ideas are too advanced and do not accept them followers.

Besides Lenin, of course, in a different context, the revolution was carried out, by Steve Jobs, founder and CEO of Apple Computers, whose intelligence is a key personal quality. Job-s once said: "I have a really amazing product formed deep inside of me and I have to realize it" [22]. His visionary products, the first Apple II and Macintosh computers, and then the iMac, the iPod, the iPhone and iPad, have sparked a revolution in personal computing and electronics industries, changing the way people work and play.

From the perspective of leadership skills, intelligence is identified as a feature that contributes significantly to highlight leadership skills to solve complex problems and promising social judgment. Intelligence has a positive impact on an individual's ability to effectively lead an organization, party or society as a whole [4].

4. SELF-CONFIDENCE

Self-confidence is another feature that helps the leader to be sure of their competence and skills and their leadership skills. Implies a sense of self-esteem, self-confidence and self confidence, to be able to announce a difference compared to the previous mode, and that his attempts to influence the primary and correct.

Lenin and Steve Jobs are a good example of the different approach of self confidence in leaders. Lenin has overemphasized the will and actions are limited in scope. For him the next logical intelligence stressed and emotional intelligence, and concern for the masses (people), who do not understand. Harmonic action, emotion, beauty, aesthetics, and especially musical public impressions, as well as humanitarian, as the core postulates, they lost to the circumstances which dictated that the intellect is directed to a completely different way of life. Unlike Lenin, Steve Jobs was a confident leader who colleagues describe the products you want to createand believed in it, and then when his many said it was impossible. However, the word of the masses, the people, co-workers, for it was not decisive. Jobs no doubt that its products are changing the world, and, despite the resistance, he created products as he thought best, "Jobs was one of those CEOs who run the company the way they want. He believed he knew about the products that makes more than anyone else, "said one of his colleagues [21, 25].

5. DETERMINATION

Many leaders have shown determination, as their characteristic. Determination involves the desire to get the job done and includes personal characteristics such as initiative, persistence, dominance and forcefulness.

The leaders of these character traits are ready to assert, proven, proactive and have the capacity to persevere when they encounter obstacles. Be determined include the demonstration of dominance in time and in situations where followers "want" to be directed toward the right goal.

Aristotle Onassis showed remarkable determination when the western coast of modern Turkey, which belonged to the Greek community, going into the world and created enormous wealth at sea (ships and oil tanker), commitment to the poor boy becomes a man who knows a estimation or things in small and large businesses.

Lance Armstrong, cycling champion, has shown determination in several ways. Seven-times Tour de France champion, showed his determination as a cyclist, but in his efforts to combat the most serious diseases. He survived the disease of cancer and founded Livestrong foundation to fight cancer and support for convalescents [24].

6. INTEGRITY

Integrity is another important leadership quality. Integrity is the quality of the behavior and reliability, honesty and mutual trust. People who adhere to a strong set of positive principles and take responsibility for their actions for their own actions have integrity. Leaders with integrity gain the trust of other people's rim can be trusted to do what they promised. Leaders with integrity are loyal, faithful, reliable and do not cheat on their co-workers, so that the staff can rely on them. In fact, the integrity of the leader makes credible and trustworthy associates.

Example integrity gets in global attention, especially for leaders who lead predominantly - the leading states in the world. In the case of the U.S. President George Bush and his views on Iran as "the source" of weapons of mass destruction, and revocation proceedings in another U.S.

President Clinton, we have two situations where people are looking for more honesty from public officials, greater credibility of public officials. Similarly scandals in the business world (eg, Enron and WorldCom) have led people to become skeptical and to think about their leaders as not ethical. The company in the world requires greater integrity in the character of its leaders. The educated sphere developed a new curriculum K-12 across the country to teach people character, values, and ethical leadership.

7. SOCIABILITY

Last trait that is important for the leader is sociability. Sociability is the leading tendency to form pleasant social relations within the organization. Leaders who demonstrate socially are kind, friendly, tactful, open and diplomats. They are sensitive to the needs of others, and show concern for their welfare. Social (social) leaders develop good interpersonal skills that produce good cooperation with the followers.

In addition to these key leadership traits (intelligence, confidence, determination, integrity and sociability), this list is not exhaustive. **And other characteristics are listed in Table 1 are also associated with effective leadership, but these five traits identifie significant impact on one's ability to be a leader**.

Until recently, many papers on leadership traits were qualitative, and lacked a common organizational framework. **However, we should not forget researhes that provide a quantitative estimation of assessment leadership qualities that are conceptually framed around five personality factors. They describe five major personality traits and the manner in which these traits associated with leadership**.

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8. HISTORY OF JOHARY WINDOW TECHNIQUE

METHOD

This technique has been created by Joseph Luft and Harry Ingham in 1955. [25]. In the U.S., in order to help people better understand their relationship with themselves and others often used this technique. Primarily used in the self-help groups and corporate environments. Its application people were given 56 adjectives with 5 or 6 was to describe their personality. It was a group A. The second group received same list with 5 or 6 adjectives needed to describe each member of the group A. This task group received a B. All adjectives obtained for members of the group are mapped to a particular network on the basis of which one could ascertain the opinion of the group members about itself, as well as the opinion of the members of group B on each member of the group A [26].

Research of this technique later dealt with Charles Handy and the group headed by Steward Hase-TV [27]. Handy the first concept called Johary House with 4 bedrooms. Room No. 1 of ourselves, how we see and how others see us. Room No. 2 as others see us, but we are not aware of. Room 3 is the most mysterious and it is a subconscious or unconscious (Id) of us who does not see himself or others. Room 4 is our privacy, which we reserve for ourselves [28]. This concept has been developed over the theory of personality Carl Gustav Jung. Based on techniques Johary Window defines 56 adjective: capable, friendly, adaptable, bold, brave,

calm, caring, cheerful, smart, self-conscious, confident, reliable, dignified, energetic, extroverted, friend, generous, happy, helpful, idealistic, . independent, ingenious, intelligent, introverted, accomplished, educated, logical, lover, mature, modest, nervous, observer, organized, patient, powerful, proud, quiet, thoughtful, relaxed, believer, responsible investigator, self-conscious, sensible, sentimental, stupid, shy, smart, spontaneous, sympathetic, tense, trustworthy, warm, wise and witty, cool.

Adjectives that are not selected by the participants of the test remain in the unquoted square, and represent the result of a specific behavior of the participants or their motives are not admitted certain Pride. That's because they do not apply, or because there is collective ignorance of the existence of these qualities [29].

Testing was done on a sample of 150 participants of the research. Participants were selected from different municipalities in Central Serbia were thay were at leadership (Mayors, their closest associates etc.) and coleadership functions (lower level management in the municipalities). Each of subjects needed to respond honestly elections five attributes or qualities that characterize him as a leader, odnoson Collider. Also, they should have a choice five dimensions determined leadership qualities for which he / she considers are the crucial leadership qualities and characteristics.

In this way, each participant judging yourself through the key attributes of leadership, and also that he / she believes that performance should have a leader who leads the local government.
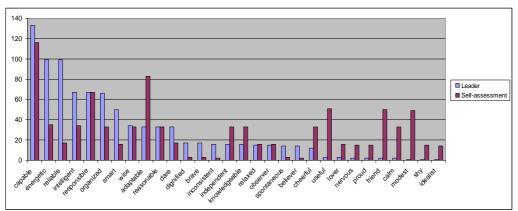
Figure 1. Cross-comparison of leadership qualities and self assessment

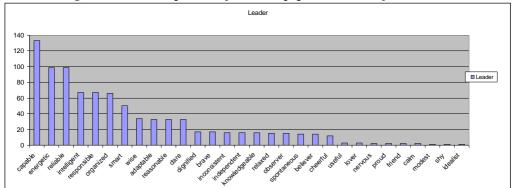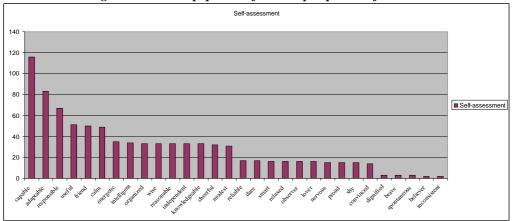*Figure 2. leadership qualities from the perspective of collider*

Figure 3. leadership qualities gained by self assessment

Table 3. Numerical values of assessment of leaders

Leader	
capable	133
energetic	99
reliable	99
intelligent	67
responsible	67
organized	66
smart	50
wise	34
adaptable	33
reasonable	33
dare	33
dignified	17
brave	17
inconsistent	16
independent	16
knowledgeable	16
relaxed	15
observer	15
spontaneous	14
believer	14
cheerful	12
useful	3
lover	3
nervous	2
proud	2
friend	2
calm	2
modest	1
shy	1
idealist	1

Table 4. Numerical values of coleader self-assessment

Self-assessment	
capable	116
adaptable	83
responsible	67
useful	51
friend	50
calm	49
energetic	35
intelligent	34
organized	33
wise and duhvit	33
reasonable	33
independent	33
knowledgeable	33
cheerful	32
modest	31
reliable	17
dare	17
smart	16
relaxed	16
observer	16
lover	16
nervous	15
proud	15
shy	15
convinced	14
dignified	3
brave	3
spontaneous	3
believer	2
inconsistent	2

9. DISCUSSION

The analysis of the data can be determined as follows:

a) From proposed 56 adjectives related to the leadership respondents have identified 30 adjectives as their key leadership and coleadership behavior.

b) The most frequent adjective for the leader's ability, and the least used adjective is idealism.

c) Due to the severe economic and political crisis in Serbia attributes like idealism, tranquility and friendship in contrast to studies conducted in the United States, where they quoted a high place, here they were given minimal importance, which shows how deep and prolonged crisis in the Republic of Serbia, and some concepts that are emotional character completely ignored in the struggle for "survival."

d) Coleaders and leaders in Local

Government in the Republic of Serbia as key characteristics relevant to the leadership have chosen: the ability, energy, reliability, intelligence and responsibility (Table 5)

Table 5. Key Leadership Potential in The Local Government Of The Republic Of Serbia

capable
energetic
reliable
intelligent
responsible

e) The most common adjective for self assessment for coleadere is also the ability, but the other three leaders feel different from the characteristics that have been identified as key leaders: customizable, useful and friend, and the fourth was identified and the responsibility of leaders with coleader.

Table 6. Key Features of Coleaders in Local Governments of The Republic of Serbia

capable
adaptable
responsible
useful
friend

f) At least an adjective used to define the coleader qualities is the inconsistency.

10. CONCLUSION

Researches that sought the essential leadership traits began even during 30's of the last century, and are still very present. Based on their results, conceived more systematization of personality traits and their rankings. They mostly talk about the relation between personality traits and the position of leader, or that certain personality traits often face a more pronounced and developed by leaders than other group members. Comparing them can come to the conclusion that all the features that positive correlation with the leadership are not always necessarily present in all cases. It was also noted that the correlations can often be very low or at the threshold of statistical significance to the sixth speaks of empirical generalization. However, with all the limitations justified to accept that there is fixation of personality traits that doprisnose, that the person with whom they have developed to become a leader. Although these traits are crucial determinants of those are important factors in gaining and maintaining the position of leader.

Trait theory of leadership has its roots in the theory of leadership that is based on the assumption that some people are born with special characteristics that make them "great leaders", considering that the leaders and nelideri distinguished by a universal set of traits. Throughout the 20th century, researchers have put in front of them a big challenge: **the definitive identification of leadership qualities**. From the middle of the 20th century, several large studies start from the basic premise that a unique set of properties defined leadership. As a result of this framework orientation, attention is directed at addressing the impact of the situation and the followers in leadership. The researchers in the study began to study the interaction between the leader and its context, rather than focusing only on the characteristics of leaders. It was felt that the study of leadership traits closed full circle, but were restored intesresovanja that in studies, again focuses on the critical attributes of leadership.

Leadership qualities that have been identified in studies in the United States can be partially compared to a survey conducted in Serbia, however there are some differences as a result of the critical factors for the efficient running of the local governments in Serbia, and the result of

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specific cultural, value, religious, economic and political factors that influence the effectiveness and efficacy of organizational units and society.

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