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Efficient Leadership on the Coffee and Tea Market

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A B S T R A C T
The aim of the article is to present the factors that determine the efficiency of leadership in the context of task formulation, team selection and employee motivation to achieve set goals. The analyses are based on findings from the literature on the subject, market observations, interviews with business leaders and the author's own experiences. The study uses the methods of deduction, comparative analysis and critical thinking. The formulated conclusions may constitute practical support for leaders managing enterprises on the supplier side of the coffee and tea market. The discussed subject is particularly meaningful given the uniqueness of every entity and dynamic, unpredictable changes in the market environment.

K e y w o r d s: leadership, leader, human resources management, coffee market, tea market
J E L C l a s s i f i c a t i o n: D23, L22, M31, M54

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Introduction

When defining the coffee and tea market as a game of three elements, namely supply, demand and price, the subject of leadership is mostly associated with the operation of the area of production, processing, trade and services. The consumers are largely independent, although their behaviours affect the sellers' strategies, including the decisions made by leaders. People and primates function in models based on leadership as a way of organising individuals into teams in order to achieve a set goal. Homo sapiens belong to social beings, which entails the construction of appropriate structures headed by leaders. The effectiveness and efficiency of an entity's functioning on the market will depend on the competences, attitudes, tools used, knowledge and experience of the leaders. This justifies engaging in considerations of factors that enhance the operational efficiency of leaders in various entities on the supply side of the coffee and tea market. The aim of the study is to analyse the conditions for efficient leadership with regard to setting tasks, selecting people, and motivating them to achieve the set goals. The deliberations are based on the information

included in the literature of the subject, market observations, talks with the business leaders, as well as first-hand experiences. The study employs the methods of logical deduction, comparative techniques and critical thinking. The formulated conclusions may enhance the operational efficiency of leaders managing entities on the supplier side of the coffee and tea market. It is particularly important, as every entity is unique and the environment is undergoing more and more unpredictable changes. They are of a various nature: from climatic changes (droughts, floods, warming), through social and political changes (wars, terrorism, environmental activist movements, "last generation," negative natural population growth), economic changes (taxes, customs), to technological changes (AI, new generations of devices) and trends in consumer behaviours (loneliness, ageing, diversity). This, in turn, affects the level of coffee and tea prices, the building of enterprise chains, mergers and fusions, as well as the multi-cultural nature of enterprises.

Literature review

Essence and evolution of leadership

People are social beings, so they naturally organise themselves into groups that more or less consciously select their leader. They intuitively expect that a leader will set the goals, devise the strategy for achieving them, motivate others to action, and ensure safety and support in everyday decisions. In 2020, when the world confronted the threat of a pandemic, societies expected leaders to ensure safety, to cope with the threatening situations. The same could be observed in 2025 in the Ukraine, which is under attack by Russia and in the Gaza Strip. The situation is similar on the coffee and tea market, when the coffee crops are smaller, the prices of raw materials rise, the customs policy changes, small shops go bankrupt, commercial chains gain in strength, the social norms change, pandemic or lockdown emerges, or differences between generations increase. In view of changes in the environment, as described in the VUCA or BANI models, it is necessary to critically observe the leadership models. This has always evolved, but never as fast as in the third decade of the 21st century. The gatherers' groups needed a hardy, strong leader who organised the hunt well and rightly divided the resources. The global economy needs leaders who have communication and motivational skills, understand the tools to undertake efficient actions and make decisions. To be able to appropriately fulfill the role of a leader requires self-awareness, knowledge of the world and the human psychology, experience, flexibility, intelligence, independence of thought, and the ability to adapt to the changes in the environment. The traditional elements of the environment (nature, demography, economy) are enriched with the growing importance of technology, including social media, as well as migration processes and military conflicts. The resources of knowledge about the functioning of human brains are also rising, which helps to limit the scale of traps and errors in decision-making. Neuroscience remains at the service of efficient leadership, although the rationality of action is sometimes still burdened with various emotions (ego, greed, fear, manipulation) that increase the risk of not surviving on the market. This means that the process of shaping leadership and leaders' competences is open,

requires conscious learning, planning of strategy and tactic, and implementation and investment in future generations of leaders (e.g. succession). The attitude oriented at development increases the chances of effective enterprise management (Dweck, 2023, pp. 43–47).

"Standard equipment" and development of a leader

Evidence-based knowledge, that is one derived from scientific research, helps to better understand the world and increase the efficiency of management. However, it is hard to free oneself from stereotypes or schemes. Human nature seeks a world that is ordered, structured and logically interconnected. Even knowledge about the brain tends to be classified and attributed to its individual parts (frontal lobe, hippocampus, etc.). Yet everything is much more complicated than the brain would want it to describe. The brain works more like a network, contrary to what the people previously thought (Pessa, 2024, pp. 58-62). The case is similar for the perception of leaders, their characteristics and behaviours. Every human comes to this world with a certain set of characteristics which may be called "standard equipment" (Gazzaniga, 2020, pp. 48-52). It is easy to build up various stories whose coherence is often more important than the facts. At the end of the 20th century, J. Welch was idealised as an effective leader. In 2025, his methods are criticised and discarded. This points to the need of choosing and educating leaders in terms of the values related to both their characteristics and the expectations of the environment, including the co-workers. Such an approach may be illustrated as appropriate with the case of S. Jobs and T. Cook. After the death of S. Jobs, an extravert leader, a similar style of management was expected from his successor, that is the introvert T. Cook. At first, T. Cook imitated S. Jobs' behaviour, which looked unnatural, or even grotesque (with jumping on the stage). What was natural for one leader displayed offensive artificiality in another one. T. Cook realised he was trapped and introduced a significant change. When he appears on the stage (e.g. in the case of providing information about a new Apple product), he welcomes the auditorium and immediately gives the floor to others who are more effective in delivering the message. When considering the issues of effective leadership, it is worth invoking the metaphor of fingerprints which are unique for every human being. This is how one should treat leadership: every leader has their own original characteristics. Although in some countries there is a popular saying that there are no people who cannot be replaced, it should actually be treated with caution. T. Cook has better economic achievements with Apple than S. Jobs, but it is the extravert S. Jobs who is a role model for many people. In order to be an effective leader one has to reject the thoughts of imitating others and focus on the improvement of one's own characteristics. W. Buffett announced that at the end of 2025 he would retire at the age of 94, and he would be replaced by G. Abel who had been preparing for this job for 15 years. And he will definitely be a different leader than W. Buffett has been.

Therefore, it may be proposed that a leader should identify their own "standard equipment" based on their strengths and weaknesses (Buckingham, 2017, pp. 73-77). It is a complex issue that requires the use of various tools (e.g. Clifton Strengths, Reiss method, Harrison assessment test), as well as an in-depth critical look at oneself in the context of expected tasks.

The knowledge gathered in the area generally called "neuroscience" may be useful for a leader who is interested in learning about themselves, the operation of their brain and mind (Mruk, 2023, pp. 75–80). Professional support is useful in order to reduce the risk of incorrect decisions. It is difficult to change one's personality in a short time, thus it may be more effective to look for a person with the required characteristics rather than to send someone to qualification improvement courses. A candidate who, for example, has narcissistic characteristics should first go to therapy and may become a leader after its completion. If they attain a position and only later start to work on themselves, it is unlikely that they will change.

One may agree with the thesis that the right approach taken by a leader is to build their position on their strengths. However, it is also necessary to analyse the weaknesses. If any of them cancels out the effects of their strengths, a programme for mitigating the weaknesses needs to be planned and implemented. This may be illustrated with the example of a leader who had knowledge, experience, was communicative and motivated, but had problems with making decisions. In this case the weakness limited their usefulness in the process of task performance.

When dealing with human nature, one can observe an interesting phenomenon, that is the reduction of the ability to learn, develop competences and attitudes with the lapse of time and success. A leader falls into a trap of repeating their decisions and shutting themselves off to changes in the environment. In the long run, after twenty-five years, a young leader who started a new enterprise after observing the errors of the previous boss may fall into the same trap of ignoring the clues from young collaborators (Blas, 2023, pp. 65-89). It is worth preparing a succession plan if the enterprise is family owned. In the case of unforeseen events, it is worth considering the option of hiring a person like "Interim Manager," as the process of selecting a new leader by way of recruitment takes many months.

Role of vision and strategy

One of the key tasks of a leader is the responsibility for determining and communicating the vision of enterprise development to the team. It involves the selection of the consumer segments, values and the type of activity. A leader in a company offering coffee beans presents their vision differently from a leader in a company offering instant coffee. An entity that opts for Fair Trade values will draw on economic history and social justice. A chain of shops with loose tea and cups, tea pots, brewers and accessories will focus on values related to individualisation, learning about cultures, and the creation of a family atmosphere at the table with a cup of tea. The vision requires clear communication and repetition to build the unity of the staff and boost involvement. The vision is the internal glue which affects the strength of relations with the clients and entities in the environment (Collins, 2021, pp. 29-34). The vision needs to be updated due to the changing needs of the consumers, words and languages used, as well as symbols that evolve in societies. For example, one can talk about the coffee shops in Sweden where there are few elderly customers and in France where the coffee shop patrons come from all generations. Culture is an important factor in the operation of enterprises. This is well illustrated by the saying that in some countries rice is eaten with a fork, in

others with chopsticks, and in yet another one with one's hands.

Strategy is, on the other hand, practically related to the formulation of the goal of operations and the preparation and implementation of the plan to achieve it. In business terms, the strategy is to generate a surplus of revenues over costs, that is, to achieve the set level of net margin. In practice, when evaluating a leader's performance, the final measure is efficiency. It is the (positive) net margin that ensures the continuity and development of the enterprise on the market. In order to achieve this goal, a leader should have the ability to think strategically, build strategies, apply the right tactics and supervise the team preparing the strategy.

The work on the strategy requires the involvement of many employees in order to take advantage of the strengths of the enterprise and the opportunities arising in its environment. The diversity of the team working on it increase the chances of reaching this goal. The employees who take part in the creation of the strategy are move involved in its implementation. The strategy covers tactics, instruments, methods of achieving the goal and the budget necessary to implement such an investment. It is also essential to assign tasks to specific individuals. A leader's supervision over the process of creating the strategy has a motivational effect on the employees' involvement. What is also important is the combination of all the elements of the strategy with the vision of enterprise development and the system of values. The implementation of such an approach can be based on the servant leadership model, in which a leader is at the service of their team member (Blanchard, 2018, pp. 43–46). In the process of the creation and implementation of the strategy it is important to remember about the flexibility of at least two elements, namely:

- recognising the needs of the client,
- analysing the competitors' behaviour.

J. Bezos works on the assumption that the key to the success of the enterprise is to focus on the client and their needs (Raz, 2021, pp. 125-127). This matches the concept of marketing-based enterprise management. However, every entity has a unique position on the market, a selected segment, which means that the strategy will be original. Following a plan, which is also the role of strategy, brings better results than focusing solely on the tactics and ongoing operations. It is difficult to be tactically and operationally successful if a leader does not ensure the development of a coherent strategy for the development of the enterprise. The manner of creating and implementing the strategy is the special know-how of a given enterprise which helps it to maintain its market position in the long term.

In the process of creating and implementing the strategy several principles can be taken into account:

- precedence principle –the effect of precedence and freshness are important for consumer behaviour. Therefore, actions can be undertaken which are adapted to these elements. In the 1990s the Polish Mokate brand gained the precedence effect with regard to the cappuccino market. When asked about cappuccino brands, the respondents in the studies mentioned the Mokate brand first. One of the coffee shop chains ordered chocolates with its own logo, which the staff leave for customers who have paid for their coffee and cake.

– distinguishing principle – imitation of the behaviour of other entities does not bring such good results as being distinct. This may apply to many areas: logo, packaging, name, colours, form, promotion contents, customer service and post-sale actions. The example here may be Astra, a coffee brand positioned as low-irritant brand offered to clients with digestive tract issues.

With regard to strategy, it is important to maintian patience, consistency of operation, observance of ethical rules, investment in employee competences and attitudes, their creativity and innovativeness, as well delivering value to the customer and the creating positive experiences at every stage of contact. Communicating the purpose of activities is crucial as it is a strong motivator for team members (Frankl, 2019, pp. 23-26).

When deliberating about strategy, it is reasonable to emphasise the importance of a leader's ability to think strategically. In this case it is important to consciously overcome the unwillingness of human brains to think in abstract terms (von Clausewitz, 2009, pp. 15-162). A leader's job is to see the enterprise and the market in the broader perspective (Sinek, 2015, pp. 69-72). This means focussing on trends, on the strategic perception of the market and its environment. Such actions require persistence, caution, concentration and regularity. Wisdom in leadership also means delegating authority in order to find the time to focus on the long-term perspective. The brain needs time to switch to a different type of thinking. A leader may, therefore, consider allocating time (e.g. twice a week for 2-4 hours) for the peaceful analysis of reports, consideration of trends, critical thinking, the application of creative techniques, building scenarios or planning experiments. It is difficult to come up with new ideas whilst looking through the same window at the same tree all the time. The brain works better if it is exposed to various stimuli. Therefore, it is worth visiting different places, talking to people, going to concerts or the theatre, visiting museums or exhibitions, walking in the woods, as well as looking for other stimuli to better inspire the creativity of the brain. It may be helpful to follow the rule: "modify, not criticise." This is also charadteristic of the brain: a tendency to criticise anything that does not fall into the pattern of one's own thoughts. Meanwhile, the modification of various ideas may lead to revelation that may help to introduce a new product and strengthen the position of the company on the market. Influenced by the customer service in a coffee shop in Milan, H. Schultz came up with the idea to build a coffee shop chain in the USA that would integrate the Americans and provide them with extraordinary sensations, values and experiences related to the atmosphere and professional service by the staff.

Personal development of a leader

If a leader performs tasks in an appropriate manner, this not only affects the achievement of the goal, but also the functioning of employees in their professional and personal life. This justifies the preparation and implementation of a plan by a leader for their own development. It is a kind of paradox that leaders are exempt from the programmes for raising qualifications organised in the companies. We are dealing here with a trap of believing that a leader already knows and is able to do everything. Yet such an attitude is utterly wrong. Conscious leadership thus requires a leader to be mindful in planning

their own development. They may benefit from a mentor's support and they should find time for this in their busy schedule. The environment is constantly changing and it is necessary to keep up. Another reason for caring for a leader's development is the fact that they are observed by the staff. It is interesting that the employees observe a leader's behaviour and follow them. This is caused by the mirror neurons operating in the brain. When the staff observes a leader's development, involvement, forms of communication and relations to the environment, they more or less consciously imitate their behaviour. A leader should be aware of this responsibility. Another factor is maintaining a good physical and psychological condition, harmony and balance so that a leader can lead the enterprise to its goal, especially over the long term. Although every leader is responsible for their own development, it is worth mentioningseveral principles and tools that can serve as a source of inspiration for building and implementing a personal development programme (Attia, 2023, pp. 278-302).

First, let us refer to the conscious balance of all areas of activity of a leader, that is:

- professional sphere,
- personal development,
- family relations,
- socialising,
- social relations.

The above-mentioned elements are sometimes compared to the work of a juggler, that is the safe tossing and catching of five glass balls that symbolise the listed activities. If one of them drops, it breaks and this reduces a leader's chances to effectively guide the enterprise. This can be said in other words: "no goal should be achieved at the expense of another goal." A leader is, therefore, obliged to responsibly develop each of the above-mentioned areas. The professional sphere is the work which is important to a leader, but focuses on strategic issues, the holistic perception of the enterprise and the environment. The trap here is micromanagement, that is focussing on certain operational and tactical areas. The ability to delegate authority helps one to think about issues that are important to the company. This requires properly preparating employees to deal with the duties they have to handle. A leader should remember that they can delegate authority, but they cannot delegate responsibility - this always rests on their shoulders.

Personal development is a broad range of issues related to physical fitness, nutrition, sleep, breathing and spirituality, intellect and emotions. We will synthetically discuss several key areas to emphasise the importance of each of them for holistic actions. Evolution has shaped people for physical activity, therefore, exercise is necessary for strengthening muscles and ensuring physical fitness. W. Buffet walked a distance of 2 kilometres from his home to work every day, both ways. It is important to exercise regularly and with professional assistance. Another element is diet: there is no miraculous and universal method in that regard. The following advice may be useful: "eat high-quality calories and do not eat too many of them" (Loreau, 2023, pp. 84-88). Another matter is sleep. If a leader does not organise their time so as to sleep 8 hours per day, they may compromise their chances of a long and healthy life. It is worth considering the alternative: 60 years of active life and another 30 years spent in healthcare facilities, or 90 years of activity and good health. It is a matter of exercise, avoidance of alcohol and tobacco,

good sleep, relaxation and spirituality (meditation, culture, relations with others).

The last sphere is related to family life, that is functioning in a close relationship. It may take any form, but it is worth taking care of. The serotonin-based life of a leader increases the chances of the proper performance of leadership obligations. Serotonin is a hormone which permanently and systematically contributes to the feeling of happiness and positive thinking. It is secreted in people who live in harmony with their family or partners. Therefore, it is worth focussing on consciously building close bonds in a relationship (Gottman, 2024, pp. 79-85). One should similarly deal with nurturing friendships and strengthening social relations. These arenas may be associated with the ESG model, that is the development of corporate social responsibility, environment and governance. Coffee and tea are goods that are closely related to nature and the environment. Due to this fact, the enterprises operating on this market can play a special role in the care for natural development in human surroundings. In Europe, drinking coffee and tea in the summer is associated with restaurant gardens, squares and promenades.

A leader's personal development may also be connected with many other issues, such as the formation of habits, observance of ethical standards, good manners, and the creation of an appropriate atmosphere in the enterprise. In this scope every leader should consciously invest in areas of importance to them and the enterprise. Each of the above-mentioned subjects could be elaborated on, but this goes beyond the framework of the set goal to synthetically look at the role of a leader in enterprise management on the coffee and tea market. However, it may be advisable for a leader to make use of a personal development notebook. This is a form of working with oneself and on oneself. The Romans coined the saying that "repetitio mater studiorum est," that is "repetition is the mother of learning." For a leader it means writing down important issues and going back to them during times of reflection to improve oneself. The brain is not able to remember everything, which is why it is important to regularly revisit key principles and adapt oneself to new conditions. In view of the fast technological changes, leaders should consider a change in the paradigm. In the past, the education process typically flowed in the direction from more experienced, older individuals to young people. In the 21st century, new technologies and AI are factors that justify the functioning of a new form of interaction in business, namely reverse mentoring (Conley, 2025, pp. 79-80). It is a kind of breakthrough that leaders should take into account when looking for the means to increase their personal efficiency and effectiveness in leading others.

Traps in the decision-making processes

One of the most important tasks in the work of leaders is to make decisions. It is a complex, risk-related area. It cannot be eliminated, but can be reduced with the knowledge of cognitive errors (Kahneman, 2022, pp. 198-199). Human brains are not as perfect as they might seem. Apart from reason and logic, there are emotions that may affect the decision-making process. For a leader, it is important to know themselves in terms of emotions. It might be said about business that emotions do not affect people's behaviour as much as they do in their private lives. No one has the recipe for making the right decisions, but it is important to make them quite fast. A decision may always be

corrected or adjusted, but the chances of recovering material and spiritual losses related to procrastination or lack of making decisions are slim. It is good to know how the brain works in the context of thinking and making decisions (Kahneman, 2022, pp. 74-84). The research on issues related to intuition is not extensive, but yet its usefulness in a leader's work can be viewed positively.

The decision-making traps may be described with the metaphor of driving in the fog. In such conditions it is difficult to determine precisely the possibility of safely overtaking another car; it is difficult to assess the distance of oncoming traffic. When analysing the greater efficiency of a leader's decisions, we will further focus on the identified limitations, also called traps (errors, illusions).

The impact of traps on making decisions will be reduced more effectively if a leader knows what they might be. Therefore, we will discuss the most important ones to have control over them.

In the anchor trap, the first information which is heard is treated as correct, which may block independence of thought. In the area of marketing, there is the case of a footwear manufacturer (Bata) from the Czech Republic that wanted to enter the market in Africa. It sent an employee to assess the situation who then came back with the optimistic conclusion that it was a wonderful market for shoes, because everyone walked barefoot. The boss sent another employee, sensing the incorrigible optimism of the first one. The second employee came back with the information that it was not possible to sell shoes in Africa, because everyone walked barefoot. In this situation a third employee was sent. Their conclusions were as follows: Africa was a market with sales potential. One might offer shoes, but one had to convince the inhabitants to wear them and prepare different shoes. People in Africa have bigger and broader feet. This story illustrates the danger of the anchor trap. In fact, the inhabitants of Europe did not use to drink coffee or tea. The world is changing and the anchor trap may threaten the development of the enterprise if it limits the ability to think independently.

The sunk costs trap is associated with a special characteristic of human minds, that is the aversion to losses. When someone finds 10 dollars on the street, the emotions they experience are much less intense than when someone loses 10 dollars on the tram. That is why the need to come to terms with loss may lead to irrationality in making decisions. If a leader hires an employee after a long and costly recruitment process, they may experience the effects of sunk costs trap. Sometimes it happens that even the best recruitment process does not guarantee that the right person will be accepted for the job. It might happen that hiring a given person is a mistake. In such a case one should quickly part ways with such a person. But the costs of recruitment (both in time and money) may be a trap. Dismissal is a loss, a failure, a wrong decision, and nobody likes that. That is why such a person is sent to training sessions, and the decision about dismissal is postponed, instead of admitting that it was a mistake and that the incurred costs should be qualified as a loss. The same may apply to the introduction of new packaging, products and other leadership decisions. Wrong decisions may be costly, but the sooner one withdraws from them, the lower the losses will be.

The own competence trap consists in the belief that everything one does is faster and

better than what other people do. This is associated with another trap which involves planning. It is related to the operation of human minds that easily criticise others and are unable to criticise themselves. Furthermore, the brain always wants to be right, so it insists on keeping its own view. Companies are unwilling to announce their failures, while cases of delayed completion of investments can be found in any country (the opera in Melbourne was commissioned 11 years after the initially planned deadline). This trap is often experienced by students who prepare themselves for exams: they usually complain that they were one or two nights short of mastering the material.

The micromanagement trap is associated with schematic and stereotypical thinking. In many enterprises there are procedures for promoting employees. This often happens when a leader is chosen. There are entities who follow the culture of internal promotion. Let's assume that a person who has been the production manager for years (for coffee, tea, machines) is promoted to the position of general manager, and thus becomes a leader for all employees. In such a case, a leader should manage the whole enterprise. The discussed micromanagement trap may lead to excessive involvement in production and interrupt the work of the new production manager, especially if this division is close to their heart. When one becomes a leader, one has to reset everything: detach oneself from previous obligations and concentrate on new tasks. Sometimes it is difficult, but it is possible and necessary.

The sycophant trap is related to other aspects of human nature, namely personal interests, egoism, thirst for power, influence and distinction. As a result of this, some may try to build a relationship with a leader to achieve their own goals more easily. This may be done by paying compliments, praising and flattering a leader. The more often a leader hears about being genius, the easier it is for them to believe it. Flattery may distort their image of themselves and their role in the company. This is clearly visible on the political stages in many countries, when leaders who have lost contact with their voters are overthrown. Similar risks may be observed in business. A leader should, therefore, choose independence, critical thinking and common sense to save themselves from the sycophant trap.

It is also worth noting the "father knows better" trap, whicharises from the centuries-old model in which the older generation acts as teachers and mentors to the younger generations. New technologies, AI and the globality of business mean that the younger generation may have a better understanding of the world and thus more efficiently choose the right tools to complete business tasks. Leaders may consider talking to younger employees, organising internships for students in order to adjust their own thinking and reduce the risk related to the decision-making.

Apart from the key traps mentioned above, one can synthetically list some more traps, namely:

- similarity trap is an illusory belief that a partner or client thinks in the same way,
- situation definition error is the belief that the family or relatives will not deceive us. It may appear more often in family-owned enterprises,
- constant preference trap – in fact, people and clients do not have constant preferences,

- confirmation error – assuming that what one knows is true and rejecting other options,
- source-of-success error – talent is valued highly than systematic work,
- egocentrism error – belief that the leader is the father of success,
- error of uncritical trust in technology – it is necessary to critically observe the outputs of AI, ChatGPT and agents, and follow the development of new technologies, as there are more and more achievements in the scope of combining computers with people and their brains (Kurzweil, 2024, pp. 112-116),
- anticipation error – excessively imagining bad things.

Apart from knowledge about various traps, it is also resonable to employ various measures to reduce the risk of making poor decisions. A fundamental approach is to follow the facts and keep a distance from common opinions (Rosling, 2018, pp. 29-32). A leader should find the time to read various reports and source materials. It may be worth asking two or three people to prepare information on the basis of which a leader makes a decision. It is helpful to listen to others before having your say.. It is of great worth to have somone around who honestly speaks their mind when talking to a leader (this is the role of "consigliere" in the mafia structures). The tool, "what if I'm not right" can alo be used. This is when a leader re-examines a problem from another perspective. Reading biographies of various leaders (including military leaders) may increase the s of their work, by reducing the risk of making bad decisions. It is highly dangerous when a leader is successful, because this may lead to a false belief that the achievement is all their own doing.. Thus, it is good to have on your desk the motto of A. Ferguson, Manchester United manager: "treat every success as the first."

Importance of communication with employees

The achievement of the set goal and actions based on values require effective communication between a leader, the employees and the environment. Regardless of the dynamic development of new technologies and related media, direct communication is of key importance. People are sociophilic, thus they appreciate the importance of direct meetings and conversations. This means that a a leader is required to plan time for direct conversations: both within the enterprise and during various team-building meetings. This increases affinity with the company, unites efforts and helps to strengthen relations. It is common knowledge that team members believe mostly in what they see, which means that a leader's appearance, posture, gestures and energy form an important part of communication. Optimism is contagious and a leader should adopt such attitude. In a world dominated by social media, communication through images will become more and more important (Dukaj, 2019, pp. 57-59). Short videos and voice messages replace written information. What is essential with regard to communication is the ability to listen (Duhigg, 2024, pp. 218-222). Mastering this skill requires self-devlopment. Careful listening not only applies to communication within the enterprise, but also with clients and the environment. The ability to make the right decisions with regard to management is strongly correlated with the ability to listen to others. A leader may employ a tool which involves asking their team members what hinders them in achieving greater productivity.

It is hard to overestimate the benefits arising from the application of this method. The employees are able to point to problems that may greatly improve the effectiveness of the enterprise's operation. People do not like it when they are lectured, advised or ordered. They work much more efficiently when they implement their own ideas and concepts. This is what happens when a leader asks questions that inspire the employees to look for solutions and to be more active and involved. It is helpful to create a culture in which the employees come to a leader with their own ideas on how to solve a problem. Ongoing communication based on respect reduces the scale of conflicts in enterprises, which increases the effectiveness of operation.

Leaders may also consider nurturing contacts with the market, particularly the clients. This might refer to other entities (wholesalers, retailers), as well as end clients. Information reaching a leader from the market may be filtered or even distorted by many different people. Whereas direct contact with the market makes it possible to access the original source information (Gawłowski, 2016, pp. 187–189).

Motivating team members

People are lazy by nature, but they respond with genuine engagement to the proper stimuli. According to the Latin proverb: *verba docent, exempla trahunt* (words teach, examples lead), therefore, the attitude and behaviour of a leader are the driving force in motivating team members. Important note: employees imitate a leader's involvement. Thus a leader's self-motivation and energy are imitated by others. A leader's passion, sense of meaning and active approach permeate the culture of the enterprise. Another strong motivator is a leader's presence in a team. Employees expect a leader to appreciate their efforts, and that is what they should do. Regardless of the foregoing, there are various techniques for motivating employees that belong to financial and non-financial instruments. Money has always motivated people, but in the 21st century, when incomes are higher than in the past, non-financial instruments are gaining importance. This introduces wider possibilities to adjust motivators to the expectations of individual employees. At this point, it might be helpful to benefit from knowledge on the methods of exerting influence (Cialdini, 2023, pp. 65-71). What is easily available and, furthermore, free, is rarely appreciated (e.g. a free voucher for the fitness club). It is necessary to properly organise training sessions so as not to repeat the subjects or not to employ uninteresting coaches. The frequency of cases of depression and professional burnout has increased in the 21st century. These areas require appropriate actions to maintain the energy and involvement of the employees. One of the factors that may lead to depression or burnout is stress. With regard to this subject, it is worth considering two issues:

- undertaking actions that reduce the scale of stress in enterprises,
- suggesting methods which help employees to cope with stress.

In their natural environment people rarely had to deal with stress, so it is worth considering how to create an environment with lower levels of stress for the employees (Sapolsky, 2010, pp. 33-36). A leader may build a less stressful culture, and such actions are undertaken in various enterprises. This sphere is worth investigating and looking for solutions. Nevertheless, it is worth taking initiatives to

help employees cope with stress. It is helpful to organise conditions to increase physical activity, as exercise neutralises cortisol responsible for stress in the human body. Close relationships with others, breathing or conversations are examples of effective stress reduction methods. Every employee may take care of this on their own. Effective methods include hobbies, interests, planning rest, relaxation, as well as breathing exercises (Strelecky, 2019, pp. 87-89). Another threat is loneliness which may be combated in programmes organised in the enterprises.

Organisational culture

Just as every home has its climate and unique atmosphere, the same applies to enterprises that build their own unique organisational culture. It may appear spontaneously, or be consciously shaped with the participation and responsibility of a leader. The organisational culture is considered to be the most durable and hard-to-copy element of competitive edge. This justifies a leader's involvement in building and developing such a culture (Hastings, 2021, pp. 95-98). By investing in the creation of its own organisational culture (culture deck), the Netflix brand has sparked interest to this subject among many entities. It may, therefore, be considered appropriate for a leader to become involved in consciously building an organisational culture. In this process the waterfall metaphor is useful to illustrate the connection between water falling down and dynamics within a company. It means that a leader's behaviour and values flow down the enterprise structure, showing a leader's role and responsibility for shaping the organisational culture. The trouble is that culture is rather felt than expressed with words or symbols. It covers a whole range of behaviours, relations or rituals that are developed in the team, and then repeated and consolidated. It cannot be simply decreed, similarly to trust, kindness or respect. It is built over a long period of time, and requires involvement, consistency and regularity. It includes many various aspects: from communication to empathy, support, kindness and compliance with rules. The coffee and tea market necessitates intercultural contacts between various people, which allows for work on multiculturalism. In this way the enterprises develop their own know-how which supports the originality of operation on the market (Northouse, 2022, pp. 59-63).

The values mentioned above are of key importance when building the organisational culture of an enterprise. Another area includes interpersonal relations built on the foundations of respect, understanding, dignity and kindness. Introducing changes to the model of functioning of the organisation may be useful to perform such tasks. Reducing reliance on top-down hierarchical management and the introduction of flat structures and holocracy may greatly increase the effectiveness of an organisation (Laloux, 2015, pp. 59–61).

Some elements of organisational culture are difficult to describe precisely, so they require relations, support, observations and examples. In one of the entities founded by Generation Z, young people noticed that their colleague from Generation X (aged 55) always got up when welcoming clients who entered the office, and they asked whether they should do the same. This is a practical example of how intergenerational cooperation may create the organisational culture of an enterprise. The use of salutations in interpersonal relations is like oil for the engine: they reduce friction. These are the words of P. Drucker. It is worth

remembering and using them. Homo sapiens is a social species, and is willing to employ symbols, habits and rituals set for internal use. One of the leaders sometimes organised dances for their team, without financing alcoholic drinks. This resulted in increasing involvement and improved the effectiveness of the enterprise. People want to belong to their own society, and various initiatives undertaken within the area of organisational culture are quite beneficial. Although writing down all its elements is difficult, it is still worth doing so that everyone knows about them and uses them every day.

Challenges of the global world

A special characteristic of the coffee and tea market is the concentration of production in selected parts of the globe, whereas consumption is noted among nearly all its inhabitants. There are different types of coffee and tea, various methods of preparation and forms of consumption. Operating on the coffee and tea market has involvedunderstanding cultural differences and basing cooperation on such differences, since the earliest times. It means that both the leaders of enterprises and their employees should learn about individual cultures. This requires gaining knowledge, experiences, empathy and flexibility in running trade negotiations. This is important from the perspective of trade negotiations, as the concluded agreements impact the operational effectiveness of enterprise (Ryżow, 2024, pp. 165-170). Many entities benefit from studies conducted by Hofstede in order to build the right relations with their partners (Hofstede, 2007, pp. 122-128; Maciejewski, 2021, pp. 65-82). In the 21st century the world is plagued with conflicts and wars, so it is extremely important to keep good relations with individual countries. Leaders should take into account how to attract talented salesmen and train future leaders. Information from political, economic and social spheres is a vital element of market forecasting and decision-making for coffee and tea importers. This is a kind of trade secret that may give the advantage on the market.

When considering the functioning of global markets, it is good to keep in mind the VUCA and BANI models which describe dynamic changes. Both leaders and employees should consider searching for methods of dealing with the changing world. The Russian aggression in Ukraine, the introduced sanctions, Israel's war with Iran or the customs duties imposed by D. Trump are examples of situations when decisions made in the evening have to be changed the following morning. Prepared minds cope better, therefore, it is necessary for leaders to work on the decision-making flexibility, create scenarios and use the theory of probability in order to respond to changes that are becoming more and more unpredictable. The second model mentioned above focuses on the fragility of connections, as well as the deteriorating resilience of people. We already mentioned depression, professional burnout and work under pressure. These are the new challengers that leaders have to face. It is also necessary to work with specialists in this area who can leaders and staff members to deal with the dynamically changing environment.

In order to nurture the wellbeing of the planet and balance the processes, some countries and groups of countries (e.g. EU) set the trends for the enterprises. We will further discuss two of them marked with the acronyms: ESG and DEI. In the European Union the largest economic entities are obliged to file ESG reports, which requires both training

sessions for employees and the introduction of changes for the suppliers and technologies. The obligation to draw up reports in the ESG area will apply to smaller and smaller entities. This means that the scope of the work of leaders will also change. They will be responsible for looking for ways to reduce the negative impact on the natural environment, working on programmes of social responsibility, and ensuring compliance with corporate governance rules. These are important and necessary actions with a deep humanitarian dimension. The focus on these issues increases the chances to provide living conditions on the planet for future generations. In turn, the DEI model emphasises respect for diversity, the provision of equal oppurtunites for employees and the inclusion of all people in the commonly performed tasks. These ideas are rooted in humanism and, therefore, require an active approach on the part of leaders (Harris, 2020, pp. 76-79). In view of this approach, Donald Trump's unilateral decisions are surprising since he has questioned the reasonableness of acting within these trends. He encourages entrepreneurs to make new drills, deports migrants from the USA and dismisses transgender individuals from the military. Some corporations are faced with dilemmas about whether to continue activities related to the discussed trends or to suspend their implementation. All this poses new challenges for the leaders and the staff of the enterprises. People who value safety and stability must adapt to life in the new conditions. According to the theory of evolution, organisms unable to adapt to changes in the environment die.

Conclusions

Among the many trends in consumer behaviour, the importance of natural products is steadily growing and this includes coffee and tea (Maciejewski et al., 2024). In order to ensure longevity and quality of life, societies are turning to the origins of humanity, that is nature. Coffee and tea are excellent beverages serving as a background for people to build their relations, share stories and strengthen social bonds (Olejniczuk-Merta, 2024). These and other factors boost optimism for enterprises operating on this market. However, to build a strong and stable position they need passionate leaders who are interested in development. Metaphorically speaking, one may talk about birds flying in the V formation where the leading bird points the direction and reduces the air resistance by cutting it with its wings. The same applies to business, where the leaders are responsible for setting the goals and leading the staff in their work towards the achievement of such goals. No one is born with a full set of characteristics that allow for efficient leadership. By gaining knowledge and experience, a leader acquires competences whilst maintaining a distance from their own contribution to the success of the enterprise. B. Gates admitted that, despite not graduating from university, he never stopped learning (Rubenstein, 2021, pp. 187–189).

The concepts of scattered leadership emphasise the importance of specialists and managers in creating a market advantage. In the global world it is difficult to build a market position based on cost competitiveness. What is much more needed is creativity, innova-

tiveness, building relations and a chain of connections (Mintzberg, 2019, pp. 34–37). Managing a company is much like assembling a jigsaw puzzle where various elements make up a harmonious whole. The less frictions and conflicts there are among staff members, the easier it is to build a strong position on the market and achieve efficiency. A leader is like the skipper of an eight-oar boat where the oarsmen cooperate to achieve their goal. Leading others requires from a leader wise self-management, rest, a peaceful mind, distance and maintenance of contacts with the environment and other leaders. The greater the development of technology, including AI, the greater the need for leaders who will guide their employees to the goal. A leader is also obliged to take care of the long-term development of the enterprise, which requires the training of successors. There is a trap hidden here in relation to succession. However, a wise leader invests in successors and, at the same time, looks for tasks for themselves so that thay can step down when a new leader takes the helm of the company. It is well illustrated with the saying: "do what you have to do, and take care of other things later" (Aurelius, 2022, pp. 47-48). In Taizé, France, there is the Ecumenic Community started by Brother Roger. After his death, Brother Alois took over the position of the prior. After twenty years he handed over the reins to the younger Brother Matthew. Then the previous prior left for a little fraternity in Cuba to allow the new leader to implement his own vision of development.

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