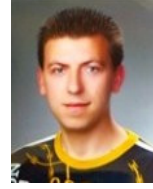




## THE EVALUATION OF TAMERLANE’S LEADERSHIP STYLES AND MANAGEMENT PERSPECTIVE



Altan AYAN\*



Güner KAHRAMAN\*\*

### ABSTRACT

In this current study, firstly, the concept of leadership is discussed. Secondly, Tamerlane’s early life is detailed. Thirdly, Tamerlane’s leadership styles and management perspective are evaluated. Thanks to this, Tamerlane’s place in history and his significance can be better understood. In addition, a broad review of the literature has been conducted, and the necessary comprehensive evaluations have been carried out by using related texts. Thus, it has been revealed that Tamerlane had the following styles: ethical leadership style, authoritarian leadership style, democratic leadership style, visionary leadership style and strategic leadership style as a result. Furthermore, strategic and tactical view of Tamerlane and the use of reward power are outlined accordingly. Ultimately, it is emerged that Tamerlane was a person who could use leadership styles in a proper way, a competent user of management science, superior strategist and tactician as well. This study sets out to reflect the basic concept of Tamerlane’s leadership and management perspective and therefore can be consulted as a guide.

**Keywords:** Tamerlane, Leadership Styles, Management Science, Strategy, Tactics, Leadership Power

### TİMURLenk’İN LİDERLİK TARZLARI VE YÖNETİM ANLAYIŞININ DEĞERLENDİRİLMESİ

#### Öz

Çalışmada ilk olarak liderlik kavramı ele alınmıştır. İkinci olarak ise, Timurlenk’in yaşamından bahsedilmiştir. Üçüncü olarak ise, Timurlenk’in liderlik tarzları ve yönetim anlayışı değerlendirilmiştir. Bu sayede, Timurlenk’in tarihteki yeri ve önemi daha iyi anlaşılabilir olacaktır. Çalışma için öncelikle geniş bir literatür incelemesi yapılmış ve ilgili metinlerden yararlanılarak değerlendirmeler yapılmıştır. Netice itibarıyla, Timurlenk’in etik liderlik tarzı, otoriter liderlik tarzı, demokratik liderlik tarzı, vizyoner liderlik tarzı ve stratejik liderlik tarzına sahip olduğu ortaya konulmuştur. Buna ilave olarak Timurlenk’in stratejist ve taktisyen yönü ile ödüllendirme gücünü nasıl kullandığına ilişkin değerlendirmeler de ifade edilmiştir. Nihayetinde Timurlenk, liderlik tarzlarını uygun biçimde kullanabilen bir kişi, üstün bir stratejist ve taktisyen, yönetim bilimini de iyi kullanabilen bir kişidir. Bu çalışmanın Timurlenk’in liderlik ve yönetim anlayışını yansıtan temel bir rehber görevi görmesi umut edilmektedir.

**Anahtar Kelimeler:** Timurlenk, Liderlik Tarzları, Yönetim Bilimi, Strateji, Taktik, Liderlik Gücü

\* Trakya University, Institute of Social Sciences, Business Administration Ph.D. Programme Student,  
[altanayanayan@gmail.com](mailto:altanayanayan@gmail.com) [altanayan@yahoo.com.tr](mailto:altanayan@yahoo.com.tr)

\*\* Sofia University, The New Communication Technologies Master’s Degree Programme Student,  
[gunerkahraman@gmail.com](mailto:gunerkahraman@gmail.com)



## INTRODUCTION

The great leaders in history are remembered for their achievement of remarkable success. It is an important issue to reveal the behavior patterns that exhibited by the leaders while performing these successes. The determination of the behavior patterns that leaders display while achieving success, and solving problems or issues can therefore reveal an idea on what type of perspective does the leader use to succeed throughout history. Hence it is a matter of importance to determine the behavior patterns that leaders adopt while clarifying issues and achieving success, that is, to determine leadership styles. In addition, a good grasp of management perspective of the leader provides a better understanding of his importance and his place in history.

It is widely believed that Tamerlane is one of the leaders of the great history of Turkish who won tremendous signal achievements. Tamerlane is a leader who has not experienced defeat and during his reign, he continually extended the boundaries of his empire, along with consistently focusing on winning in his life. Several studies and a number of publications about Tamerlane have been done in Turkey and around the world as well. His life, achievements, wars, leadership and management perspective had earned him a very important place in historical perspective. A detailed discussion of Tamerlane's leadership styles and his management perspective are significant for a better understanding of his importance and his place in history. We encounter numerous publications about many people's leadership styles and management perspective that influenced the world history. However, formulating the concept of Tamerlane's leadership and management may provide us with a better understanding of his role and his significance in world history, including his perspective. The main objective of this current study is to find out which leadership styles Tamerlane displays and what type of management perspective he focuses on. Accordingly, a voluminous literature review and subsequent assessments have been carried out.

In this study, firstly, the concept of leadership is described and secondly, Tamerlane's (Timur the Lame) early life is discussed. Thirdly, Tamerlane's leadership styles and management perspective have been evaluated. In this way, we will have a better understanding of Tamerlane's place in history regarding his phenomenal success. Further, in



the preliminary findings of this study, we acquired the vast majority of publications about Tamerlane and the necessary evaluations have been chiefly carried out on those. As a result of these evaluations, we attempted to determine Tamerlane's leadership styles and management perspective. In this context, we found that Tamerlane adopted some leadership styles, such as ethical leadership style, authoritarian leadership style, democratic leadership style, visionary leadership style and strategic leadership style. Last but not least, considered opinions about strategic and tactical view of Tamerlane, and the use of reward power are expressed.

## **1.THE CONCEPT OF LEADERSHIP**

Ever since the dawn of the human race on Earth, some people have gained the upper hand in influencing other people, and they have managed to drag large groups of people along. Such people emerged throughout history and caused other people sometimes experience success and sometimes not (Güney 2011: 336). There have been leaders that shape institutions and drag the broad masses of people in every period of history. Due to the hierarchical structure of human beings, it can be assumed that all social systems reflect the need for a leader and so will be in the future (Gürüz et al. 2009: 293).

The Anglo-Saxon term 'lead' which means 'path' or 'way' is considered as the root of the words 'leader, leading, leadership'. The root word 'lead' comes from the word 'lead,' which means 'to travel' or 'to go'. The Anglo-Saxons used it in the sense of 'sea route' due to their sailor roots. Consequently, leader is the person who guides people. A leader at sea correspondingly has to be the helmsman as well as the navigator. Hegemon is the ancient Greek word for 'leader' meaning 'road and travel' like the Roman word 'dux'. In the same way, the concepts 'gubernator or governor' mean 'coxswain' of a boat in Latin, and therefore show us that the word 'leader' does not come from the origin of the English language (Saruhan et al. 2009: 231).

Leadership has been an issue, which inspires interest and excitement among the people for a long time. Leadership commands the victorious armies, governs the corporate empires from the top of skyscrapers, or imagines strong and dynamic people that shape the courses of



nations. The heroic behaviors of the brave and intelligent leaders form the basis for a large number of legends and myths (Yukl 2010: 19).

In the academic sense, the term ‘leadership’ frequently used in the last two centuries, although it entered the canon of world literature in the 14<sup>th</sup> century. Researchers stated the definition of leadership regarding more likely their personal points of view and facts that they attach importance to. A large number of definitions of leadership were offered when leadership researches began to gain momentum in the 1950s (Zel 2006: 109).

Additionally, when a large number of proposed definitions about leadership are examined and attempted to create a synthesis, this concept, can be defined as the sum of the skills and knowledge to be able to collect a group of people around specific purposes and passing them into action to carry out these objectives (Eren 2008: 431). It is generally accepted that the leadership is defined as the ability to influence others. A leader can use his power to influence the behavior of others. The person who leads - strives for a voluntary cooperation (Pride et al. 2012: 179).

Furthermore, leadership can be defined as the ability to influence people towards achieving the objectives. The main idea of this definition is that leadership is related to other people to reach goals (Daft 2008: 490). In general, leadership can be defined as a behavior guiding in a collective manner, displaying an objective and a sense, along with imposing an attractive common vision on self-perception of the followers, motives and ideological values (Thepot 2008: 289).

Following this further, leadership can be defined as a personal process that influences and directs the activities of others under certain conditions to achieve the objectives of an individual or a group. Leadership is a process pertinent to the doings of leaders. Accordingly, leader is seen as the person who impels others to the behavior in the direction of specific purposes (Efil 1998: 5).

To be sure, leadership can be defined as a process that a person impinges upon others towards achieving the objectives of a group or organizational goals. There are three points highlighted in this specified definition. Firstly, leadership is a social influence process.



Leadership does not occur without one leader and/or more followers. Secondly, leadership occurs with a portion of the voluntary acts of the followers. In leadership, the existing status as volunteer compliance separates leadership from the other formal authority-based influence modes. Thirdly and finally, leadership results in the behavior of the followers as goal-oriented (Helms 2006: 445).

Thus, studies conducted in relation to leadership style, have become established as a theory, often in the form of the dimensions of leadership style and existent specific behaviors. Appropriate leadership style selection is of critical importance in the name of ensuring the success. Because leaders are the selectors and leadership style selection reflects their management perspectives. In the same way, the leadership style is seen as a type of behavior chosen for the solution of the issues encountered and the realization of the leader's objectives as well. The environment, the leadership process and the investigations carried out on the personal characteristics of leadership gave rise to different leadership styles as a result (Çelik et al. 2008: 51-52).

## **2.TAMERLANE'S EARLY LIFE**

Tamerlane was born on April 9, 1336, in a village called 'İlgar,' near the city of Kesh, in the Year of the Rat, according to the 12-year cycle of animals related to the Turkish calendar. Tamerlane's father, 'Taragay', was the chief of the Barlas tribe and his mother called 'Tekine Khatun'. Tamerlane acquired his nickname Kureken 'groom' when he married the daughter of Sugurgatmis 'Malik Khatun' who was a descendant of Ogedei Khan (Eraslan 2010: 368). Tamerlane's ancestors were the lords of the manors not only in Kesh, but also in the immediate vicinity of Taskent and even in Caganian (Togan 1972: 82-83). As uttered in the empire of Timur, the word 'Beg' was used by Turks in the same sense of 'Amir,' that was used by Iranians (Barthold 1997: 40).

Tamerlane is seen as a person who wished to reestablish Genghis Khan's work. It should be noted that Tamerlane obtained the name 'iron'. Correspondingly, the meaning of the name 'Tamerlane' is iron lame in Turkish. It is not known why did Tamerlane obtain the name 'iron', while the name 'lame' was attributed to him for his real lameness (Roux 2002).



Additionally, Tamerlane is seen as the undisputed leader of the group of world conquerors in history. In 1336, the Chagatai (Chagatai and the community belonging to their sons) spread over a wide area from the former territory of the Uighur state extending to the interior of Afghanistan. The Chagatai Khanate was split into two in the year 1336, when Tamerlane was born (Sümer 1999: 341-342).

To be sure, Tamerlane was far-sighted, serious-minded, brave and shrewd ruler, a good commander, and is regarded as one of the rare great lords of history. Moreover, he had made several military expeditions to a large region from Central Asia to Anatolia and established a great empire, whose capital was Samarkand. Furthermore, he was a leader, who showed respect for guardians and noblemen, patronizing artists and scholars as well (Eraslan 2010: 369). Tamerlane wanted to get Samarkand into state as the most beautiful city in the world by bringing the artists from all areas working in different regions (Göktaş Kaya 2009: 61).

Pursuing this further, Tamerlane had established one of the largest states of the history of Turkish in a short period of time by appearing in Samarkand in the second half of the 14th century. Tamerlane had an important place both in Turkish history and world history. Correspondingly, he had a clear concept of absolute sovereignty like the other great Turkish rulers in history and organized all of his military expeditions in the direction of this concept (Yüksel 2008: 240).

Nevertheless, Tamerlane can also be seen as a leader who placed a high value on science and culture, although he was at war on numerous occasions (Agoston et al. 2009: 562). Tamerlane had a wide range of abilities, such as creative and organizational. He stands out as a leader who loves the law, fine arts and literature (Roux 2008: 310). One of the most important features of Tamerlane that makes him different from others is that his respect for science and scientists (Kocaoğlu 2011: 12).

Before Tamerlane, between the years 1347 to 1360, Amir Kazagan was the dominant power in Transoxiana, in the western branch of the Chagatai nation, and in today's Afghanistan. Amir Kazagan died in 1360 (Togan 1972: 81). Tamerlane made his debut in history with his political activities in 1360. Similarly, Tamerlane started to gain an important





place in history after ruling Samarkand in 1371. He had established a great country on a wide geography in a short period of time. He was a major Turkish ruler who never experienced defeat in his battles (Yüksel 2004: 85). However, Tamerlane's empire was dismantled after his death in 1405 (Coşan 2009: 21).

### **3.THE EVALUATION OF TAMERLANE'S LEADERSHIP STYLES AND MANAGEMENT PERSPECTIVE**

As was mentioned earlier, Tamerlane is seen as one of the most important leaders of the great history of Turkish. It should be noted that Tamerlane's choice of the types of behavior, and achievement of his goals as a leader, that is, his leadership styles are of great importance to analyze. Our aim in this section is to carry out an in-depth analysis of Tamerlane's leadership styles and his management perspective.

The determination of the type of behavior, that Tamerlane adopted while attaining his objectives as a leader, forms the basis for our study, along with a thorough examination. To put it another way, the main aim of this study is to determine Tamerlane's leadership styles. Besides, leadership styles were likely to have a huge bearing on the success of Tamerlane. Nevertheless, a rigorous examination is important to reveal the true historical significance of Tamerlane once again. The determination of Tamerlane's leadership styles is also an important consideration from the historical perspective. At the same time, revealing all the details of Tamerlane's management perspective is the basic paradigm for our study.

#### **3.1. Ethical Leadership Style and Tamerlane**

Ethics is defined as a set of moral principles and standards of behavior (Wulf 2012: 10). Ethics is a key element of the leadership due to the nature of the relationship between leaders and followers. Leaders may affect their followers' lives as either positive or negative. The nature of influence depends on leader's character and behavior (Rowe et al. 2011: 441). On the one hand, ethical leadership style was drawn toward the preciseness of the objectives, but on the other hand, it allows the creation of ethical standards (Özdemir 2003: 164).



It should be noted that Tamerlane declared himself as an ‘Amir’ on April 10, 1370. Tamerlane was always praised for his humility in this regard. He declared himself neither ‘Sultan’ nor ‘King,’ nor even ‘Khan’, but only settled for being an ‘Amir’. Besides, he never wanted to bear a higher title than ‘Amir’ and even when he was inebriated by his phenomenal victories he just used the title ‘Great Amir’. He put a descendant of Ogedei Khan on throne in order not to be seriously detrimental to the legitimacy of Genghis Khan. To be sure, Tamerlane was the only powerful and exact undisputed leader (Roux 2006: 335). In this way, he insured to leave the giant shadow of Chagatai Khanate always behind. Moreover, Chagatai Khan signed the imperial decrees in the name of Tamerlane as a result (Roux 2008: 308).

Tamerlane was not directly descended from Genghis Khan, so he declared himself only as an ‘Amir’ and never inherited a higher title in spite of all the wars he won. Tamerlane exhibited an ethical behavior and put an a descendant of Ogedei Khan (in other words a descendant of Genghis Khan) on throne. This type of behavior can be considered as an indication that Tamerlane was a leader of his ethics and a person who gave importance to ethics, although he was the only authority and administrator. It was evident that Tamerlane could get a higher title if he wanted to, regarding he was a very strong leader and in whichever war that he fought, he won accordingly. Consequently, Tamerlane assumed Chagatai Khanate’s power and did not damage the legitimacy of Genghis Khan by exhibiting this ethical leadership style.

Additionally, Tamerlane was a leader, who hated lies and people that lied to him, even if someone wanted harm come to him, he never let honesty go. Tamerlane had a signet ring constantly wearing on his finger and the phrase ‘rasti’, ‘rusti’ (honesty is the salvation) was painted on the ring. Similarly, the same phrase was written at the end of his letters, and it is the convincing evidence that Tamerlane attached cardinal importance to righteousness (Yüksel 2004: 88).

It should be noted that Tamerlane always exhibited a negative attitude towards lying, and it shows us that he laid great emphasis on ethics as a leader. In the same way, he used phrases emphasizing righteousness even in his own letters, and it evokes sympathy from us that he was a person headed towards the type of ethical behavior. It is important to show that





Tamerlane was a person, who took ethics into account, and he highlighted the righteousness in a variety of ways - he had his own concept of honesty. Just using the title of ‘Amir’ is important in the sense that Tamerlane, a very strong leader who had won all wars against his opponents, was a person going towards the ethical principles and righteousness.

### **3.2. Authoritarian Leadership Style and Tamerlane**

Authoritarian leader is a leader who carries out all decision-making activities by himself. It can be mentioned that the following four traits characterize authoritarian leadership fully: 1) Leader takes all the decisions, 2) Leader first makes effort to achieve success, not interested in happiness and satisfaction of his followers, 3) Leader maintains the social distance between himself and his followers, 4) Leader tends to use the method of punishment, while setting his followers into action (Goethals, Sorenson, and Burns 2004: 68). Authoritarian leader is seen as a person, who takes all the decisions by himself, has all the information himself, constantly maintains the distance with his followers, keeps his followers under strict control (Sinha 2008: 378).

To be sure, Tamerlane was a dominant personality who was serious, determined, and tough. When he wanted to do something very much, he did not let any difficulties stop him, and also wanted an immediate fulfillment of his orders. In the same way, he did not excuse any person who mounted a slight opposition to his orders, and in this way he did not let his reputation tarnish. Moreover, his attitude was extremely hard and cruel towards the ones who ignored his orders, or objected him. Tamerlane enjoyed every one of his utterance perceived as an order, and wanted his orders get fulfilled immediately (Yüksel 2004: 88-90).

Tamerlane stands out as an authoritarian leader with his absolute obedience perspective, personal mastery demonstration and attitudes aimed at control. As regards authoritarian leadership, it is important to show that Tamerlane wanted his orders get executed promptly, along with not to be forgiving toward any person who mounted opposition to his orders. It should be noted that the type of behavior Tamerlane demonstrated against people, who objected him or ignored his orders, reflects that he was a person who adopted his authoritarian style of leadership.



Pursuing this further, Tamerlane's type of behavior aimed at his orders as a leader, that is, an absolute desire for the application of his orders under all circumstances is important to show his authoritarian trait. To be more precise, it can be explained as a basic understanding of an absolute control trend. Thus it reveals the authoritarian style of leadership. Consequently, thanks to the authoritarian leadership style that Tamerlane demonstrated, he certainly did not allow the deterioration of his personality.

Additionally, Tamerlane was a leader, who did not allow a lack of discipline and was unforgiving of even the smallest errors, disliked jokes, not to mention he maintained his seriousness against everyone (close or distant). People and cities remained safe that obeyed his orders immediately, while those that had the smallest opposition were destroyed by him, and it was a pleasure for Tamerlane to fight and he got great pleasure from taking his revenge on his opponents. Accordingly, when Tamerlane learned that someone wanted to fight against him, he rejoiced at it and did exactly jump for joy battling with that person (Yüksel 2004: 91-94).

Consequently, exhibiting types of behavior such as giving great emphasis on discipline, not tolerating even the smallest errors, seriously disliking jokes, and sounding serious against everyone, denotes that Tamerlane was an authoritarian person. To be more precise, as a leader, Tamerlane expected absolute obedience to him and ruined people who did not obey. When the smallest sign of opposition against him was present, he tended towards to destroy them, so it shows us that he was an authoritarian leader. On the other hand, Tamerlane gave confidence to those who obeyed him. To put it another way, Tamerlane shaped his behaviors with the aim of absolute obedience and absolute control. In addition, heading towards taking his revenge on an opponent, reveals the sense of his absolute dominance.

### **3.3. Democratic Leadership Style and Tamerlane**

A leader, who has a democratic style, may ask his team a question like: 'What do we do?' 'You decide.' Pure democratic leadership style is always available, but its use to a certain extent with other leadership styles is extremely effective. The most effective side of the style of democratic leadership is to generate motivation and power for people through the



sharing of information. However, the major drawback of democratic leadership style is that it can lessen the decision-making process (Bloch et al. 2007: 64-66).

When Tamerlane wanted to move to a place, he gathered the state officials immediately and gave them the right to speak freely in consultation with him. Moreover, he never gave this up and would believe in thinking that someone who was always in consultation with other people, discussing regularly the outcome of his work - would not regret it never. Correspondingly, Tamerlane expressed the view that everybody was free to consult in parliament, and therefore might speak as much as they wanted. Similarly, Tamerlane had wielded his all power on behalf of the access to the right decision. Thus he combined his idea with the decision occurred and wanted it to comply with his own desire (Yüksel 2004: 99).

Consequently, gathering the state officials, while preparing to go on a military expedition, consulting with the state officials to reach a final decision and giving them the right to express their ideas, show us that he was a ruler, who used the democratic style of leadership. It is worth bearing in mind that Tamerlane displayed democratic leadership style even during his own time. However, reaching a final decision by combining his own idea to the decision resulting from consultations and regarding this decision in line with his own wish, indicate that he tended to show the authoritarian style of leadership. As a result of Tamerlane's consultations as a leader in decision-making, he used democratic leadership style in conjunction with the authoritarian leadership style and thus it seems likely that Tamerlane took his decision in a more effective way.

### **3.4. Visionary Leadership Style and Tamerlane**

In everyday language, vision is generally considered as anticipating and predicting the future, and therefore developing acts according to the changes in the future (Doğan, 2007: 37). Visionary leadership reflects an extremely important leadership style because the vision reveals an idea separated from the realities of everyday life (Serinkan 2008: 198). Visionary leaders clarify the future orientation for their followers and establish the conceptual framework for the missions and goals. Developing a vision for the group or community means to determine the group or society where and how to go. To put it simply, it is an



important attribute designating what the followers are expected to do and see (Güney 2011: 357).

It took Tamerlane a continuous period of ten years to enter Transoxiana and capture Harezm. It was necessary for Tamerlane to enter Baghdad twice and he had severely set upon Mongolia again and again. Also he had set out on military expedition against Kipchak Khan four times. More to the point, Tamerlane was saying that the world cannot serve two masters (Roux 2008: 309-321). It had been established a small independent kingdom in Harezm (a part of Transoxiana) by the collapse of Ilkhanids. Accordingly, Tamerlane would march on the kingdom and had to attack twice. In fact, it was seen that he rarely snatched victory after the first attacks (Roux 2006: 335).

Following this further, Tamerlane was a leader, who adopted a consistently winning perspective, and set out as a vision to be the unique master of the world. In this context, Tamerlane's organizing military expeditions more than once to places where he could not have captured at a time, shows us that he had this vision. It should be stressed that his vision was to be the only supreme winner in the world. From this perspective, he emerges as a person, who also showed visionary leadership style. Moreover, his winning perspective had been adopted by all the state system and the army. The sense of seizing every place that he organized military expedition is a reflection of his vision revealed. Thus Tamerlane looked to the future with the intention of becoming the only dominant ruler.

### **3.5. Strategic Leadership Style and Tamerlane**

Strategic leaders are seen when uncertainty and confusion in a harsh environment are widespread. Likewise, strategic leadership occurs while facing with an increasingly turbulent environment (Boal et al. 2001: 516). Also, strategic leaders have features such as foreseeing the future, coping with uncertainty, taking bold decisions fitting the environmental conditions (Ülgen et al. 2007: 375). There is the need for strategic leadership in order to have a solid structure in a dynamic environment full of threats and opportunities (Serinkan 2005: 91).

Tamerlane had news aggregators in his country, as well as spies in other countries. These spies circulated different countries pretending as dervish, merchants, astrologer, artist,



or wrestler and gained information on major issues germane to the cities, towns and prominent people from these countries, informing Tamerlane. The scouts dispatched ‘Karavul’ or used ‘Gacarci (guide)’ with the intention of gathering news about the enemy. Right and left wings disposed troops alongside themselves in order to ensure their own safety. ‘Nikavul’ followed the fleeing enemy forces (Aka 2010: 127). Tamerlane was a person, who had the ability to withstand instantly when suddenly came under attack by pretending that he was expecting such an attack. Tamerlane was a leader who never set out without obtaining information from his spies (Yüksel 2004: 93-99).

Pursuing this further, Tamerlane was a ruler who had the ability to follow the external environmental conditions. This is shown by the people who carried a special burden of responsibility to gain information about other countries. In the same way, in his efforts to find information about the enemy during the war and having people charged with a duty on the enemy and taking the external environmental conditions into account, indicate that Tamerlane used the style of strategic leadership. Again, his respond to sudden attacks as though he had been expecting, is an indication of the style of strategic leadership. Furthermore, Tamerlane was a person, who constantly analyzed the external environmental conditions and would not attack unless he gained information from his scouts. Last but not least, he continuously monitored the external environment. That is, he was a ruler constantly monitoring the opportunities and threats in the external environment. These behaviors that Tamerlane displayed as a leader is an indication, that he was a person with strategic leadership style.

### **3.6. Tamerlane as a Strategist and Tactician**

The underlying meaning of the concept of strategy is the cause, which is behind actions and activities. Strategy is not an action, but the cause of the action. More to the point, strategy shows the way, direction and route. Everyone can see and monitor the activities and actions. The results of activities can be noticed from the outside. However, strategies cannot easily be seen and perceived (Erkut 2009: 42). Strategy, in terms of its essential meaning, can be expressed as a conscious attempt in order to reach a goal (Huff et al. 2009: 6).

The concept of strategy originated in military literature. Military strategy can be defined as the art of design and management of activities and operations that armies might



undertake in a war. Military strategy aims to reach a victory by using the existing resources in the most effective and economical way (Ülgen et al. 2007: 33). Accordingly, strategy as a concept of military, can be defined as the art of war, and the planning and implementation of the operation that launched for reaching a successful conclusion in a battle (Demir 2007: 189).

Tactic is a movement plan. If strategy is an intellectual fact related to configuration and design, then tactics relate to a detailed configuration of the action and application. In addition, tactics are consist of more particular and less considerations, and the art of application. Tactic is a tool that performs strategy and its indispensable continuation (Erkut 2009: 51).

It should be noted that Tamerlane was a phenomenally successful warrior, strategist and political leader (Agoston et al. 2009: 562). Moreover, Tamerlane was a ruler who had unique strategic capabilities that he demonstrated during the war (Roux 2008: 302). Perhaps most importantly, Tamerlane was a strategist and is also seen as an excellent war tactician. Furthermore, Tamerlane was a leader, who was able to deploy his combat troops in an unusual way and a dominant tactician of new combat tactics, which previously unknown. Tamerlane was famous for his clear reflection of excellent communication and discipline in the army and for the rapid and frequently changing attacks as a result (Nicolle et al. 2000: 20).

One of the main reasons behind Tamerlane's great success is his strategic skills and knowledge of effective strategy. Tamerlane had won all wars against his opponents by implementing strategies. He was also regarded as a very good tactician. In particular, Tamerlane defeated his enemies in the wars, developing new tactics. Moreover, Tamerlane, thanks to the perfect harmony in his army, had reached victories by focusing on new and different tactics. Also, he is considered to be a superior tactician in that respect. There is no denying the fact that Tamerlane's outstanding military strategy and knowledge of tactics constantly led him to success. Last but not least, Tamerlane was a leader who dominated the basics of military strategy and therefore stood out as a person who constantly reaching victories.





Following this further, Tamerlane sketched the battle formation himself. Similarly, he led the attacks, withdrawals and splits on the enemy lines. More to the point, he would detect if the enemy were moving slow, attack in sections, or attack with great force all together. There is no doubt that he was well aware of the lines of battleground for attack, retreat, and maneuver. Hence he was cognizant of the formation of enemy forces (Kocaoğlu 2011: 99).

Not only did Tamerlane preserve old traditions in battle procedures, he also brought innovations. In 1391, in his battle with Toktamis, he had sent his soldiers into battle in seven great units, in a manner totally unknown until then. The army, prepared for this war, were separated into divisions, such as the right-wing (Baraungar), the left-wing (Caungar) and the center (column), along with ‘Monglay’ or ‘Irevul’ as forward, and Cagdavul as backward (Aka 2010: 126-127).

Tamerlane had continually focused on new tactics as a senior tactician in his battles, and thus guaranteed immediate successes. Tamerlane also had been constantly exploring new ways as a combat tactician. Thus he was able to configure different formations of battle in his era, achieving success. This means that he was a person having a commanding influence over the issue of reorganization. At the same time, thanks to the tremendous rapport between his unit, it can be said that the reorganization activities were carried out quickly.

### **3.7. Tamerlane’s Use of Reward Power as a Leader**

People usually obey the commands or instructions of others in order to achieve the desired results of their efforts. Someone, who delivers the prizes that look valuable, can wield power over these individuals (Özkalp et al. 2010: 548). Reward power is the power related to the ability to give people anything that they value. It may be verbal or non-verbal as well as something tangible and visible (money, gifts, etc.) or may not (such as praising a behavior). If this reward is suitable and real, it may strengthen relationships and increase loyalty as a result (Barutçugil 2004: 301).

Tamerlane was a person who distributed gifts called ‘öğlige’ in order to increase his troops’ enthusiasm before engaging in a war. Benefit providers were rewarded and named ‘Suyurgallar’. This phrase was used as a bestowal upon servants, but it meant more like a



land. Accordingly, servants, who acquired ‘suyurgical’, were exempted from all taxes and obtained the right to collect taxes, which were paid the state treasury earlier (Aka 2010: 128).

Further, Tamerlane would reward people, who made an useful contribution to the army in wars, and these people addressed as ‘Suyurgallar’. The term ‘Suyurgallar’ means the possession of a land. In other words, Tamerlane, as a leader, used his reward power for people who had provided considerable benefits to the army in wars, and exempted them from all taxes and gave the right to collect taxes, which were paid the state treasury earlier, rewarding them with the land. Here, we see clearly that Tamerlane is a leader who uses the reward power. Tamerlane regarded the people, who have done something useful as superior compared to other people, using the reward power. It should be noted that giving people the right to collect taxes is also a kind of rewarding, promotion. Tamerlane emerged as a leader who laid emphasis on motivation by distributing a variety of gifts to motivate his soldiers before went into battle. This situation is important in terms of revealing Tamerlane, who is aimed at the issue of motivation in his time.

## **DISCUSSION AND CONCLUSION**

In this present study, firstly, the concept of leadership is discussed. In addition, Tamerlane’s early life is depicted. Furthermore, it is attempted to examine Tamerlane’s leadership styles and management perspective in detail. In this way, it is expected that the results of the research may provide a better understanding of Tamerlane’s role and his significance in history.

The aim of this study was to identify the important conclusions regarding Tamerlane’s leadership styles and management perspective. In this context, it is revealed that Tamerlane had the following leadership styles: ethical leadership style, authoritarian leadership style, democratic leadership style, visionary leadership style and strategic leadership style. Moreover, the information relating to the strategic and tactical view of Tamerlane and the use of reward power is imparted.

There is no disputing the fact that the following items serve as an indication of Tamerlane’s ethical leadership style. That is, Tamerlane was not a descendant of Genghis



Khan, so he did not declare himself as ‘Khan’ in spite of all the historic victories he clinched, he only bore the title of ‘Amir’ throughout his life, he attached great importance to righteousness via using symbols and he always hated lies as a result. On the other hand, Tamerlane’s demand for unquestioning obedience from his soldiers and his wish that every single of his utterance to be perceived as an order, along with his desire to destroy all those people who oppose him are all the indications of his authoritarian leadership style.

Tamerlane’s democratic leadership style has the following indication: he held consultations with state officials and gave them the chance to talk and say what they wanted, thinking that people who consulted with him would never regret. In addition, Tamerlane’s wish to be the only master and lord of the world, his great dedication to a life focused on an absolute victory winning, along with organizing several military expeditions in rapid succession until he captures a place, show his visionary leadership style. Furthermore, having spies in other countries and never set out without obtaining information from them, withstanding instantly when came under attack by pretending that he was expecting such an attack, observing and following closely the external environmental conditions exhibit his strategic leadership style.

Additionally, Tamerlane's demonstration of unique strategic capabilities during the war, controlling new combat tactics, developing new tactics and consequently defeating the enemy in the battles, along with facilitating innovations in war procedures reveal that he was a superior strategist and tactician. Tamerlane established an outstanding rapport between his troops, and thus he carried out the reorganization activities easily. Moreover, his distribution of gifts with the intention of increasing his unit’s enthusiasm before engaging in a war, his reward for benefit providers in wars and exempting them from all taxes and giving them the right to tax collection are the indications of Tamerlane’s efficient use of reward power, and the motivation that he placed emphasis on.

When assessing the results in terms of today’s leadership styles and management science perspective, it is seen that Tamerlane had dominance in many leadership styles of today regardless of his age. At the same time, he is a great strategist and tactician, along with his careful handling of the management science. It is seen that Tamerlane was a leader



dominating a number of leadership styles of today even in his time. This current study underscores the fact that Tamerlane was also a person who made full use of the management science.

In this study, we have attempted to demonstrate that Tamerlane is one of the great leaders who have achieved renown in world history, along with his effective strategy and broader perspective on management science. It has been seen that Tamerlane implemented the science of strategy and accordingly, a variety of assessments focused on his strategy skills. Finally, thanks to this present study, it is held out much hope of enriching a proper understanding of Tamerlane's place in the stage of world history. One final point to remember is that this study reflects the basic concept of Tamerlane's leadership and management perspective with the aim of serving as a guide.

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