

LEADERSHIP – ESSENTIAL QUALITY OF AN EFFICIENT MANAGER

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Abstract: *Managers placed on various management positions in the organizational structure communicate with subordinates, partners representing the interests of communication tool that any manager has on hand to motivate and influence behavior. Only through a certain type of communication on an emotional level, the manager is able to understand the subordinate personality, needs and aspirations of its particular system of values.*

In time, it was formulated the idea that leaders are born, not be trained. The truth is that real leaders have innate abilities, which ennobled by education, contribute to the perfecting of this entire process. Good leaders turn their talents into action, they shape their personal experiences and successes and failures.

Keywords: organizational management, persuasion, professional goals, social phenomenon

1. INTRODUCTION

Leadership emerged in the nineteenth century as a consequence of the industrial revolution, and later evolved over the twentieth century. The first significant theorizations belong to Kurt Lewin, Ralph White and Ronald Lippitt, from 1938 to 1952, their attempts to highlight aspects of effective leadership. The three analyzed democratic, autocratic and laissez-faire [1] styles in groups of children in charge of adult monitors. On the basis of these experiments in which some indicators of personality, performance, level of aggression, organization were studied, they noticed that there are various advantages and disadvantages for each type of leadership. These researches were carried on during the Second World War on various samples of the US Army in an attempt to establish the main attributions of those who had an ascendant over the others. One of the conclusions of the studies was that the ascendant is given by intelligence, initiative and self-confidence.

It is far easier to show the opposite of leadership than what it literally means, and there are many controversies between researchers about its definition. However, trying to define a leadership, we can say that it is but a "mutual process in which a person has the prerogative to exert influence on others, motivate them to achieve their group goals, thus succeeding in inducing group satisfaction." This definition highlights some key features, namely: leadership is a mutual relationship, which includes, on one hand, the leader - who has the role of determining, conducting and facilitating the behavior of the group, and subordinates, on the other hand, consider the proposals from the leader.

2. THE ART OF LEADERSHIP

The success of an institution depends on many factors, but no less important is the impact of leadership. A polisemantic term, untranslatable in Romanian, in a single word that encompasses the true meanings of the notion, leadership still makes a career in managerial literature. When talking about the attribute of management or management coordination, inevitably reference is made to leadership. When it comes to communication strategies in the institution, again the notion of leadership is mentioned. The development of agreeable interpersonal relationships based on cooperation and trust is related to leadership, and the starting point in formulating differentiated motivation policies for subordinates. Leadership can be understood as an attribute of a hierarchical position in the institution, a person's characteristic, a mobilization process or a category of behavior. At the same time, leadership is influenced by the requirements of changing work tasks, by the labour group itself, and by individual members, being exercised and determined by particular circumstances and by the organizational context. Consequently, leadership does not belong to one person, but is distributed differently among group members depending on the situation. However, studies conducted over the last thirty years lead to the conclusion that there are four crucial variables for leadership analysis, namely the leader's qualities, the nature of the group, the nature of the workload and the organizational culture.

The art of leadership, therefore, is defined by leadership - a complex process that refers to participation obtained through non-coercive means, having as a goal the achievement of objectives. The basic feature is that leadership is the ability to inspire and stimulate group members that success is worthwhile. As a participation, leadership is done through delegation of authority, action committees, sharing goals, actions that offer advantages such as: improving decisions, facilitating change, identifying with the leader, and achieving a high level of success. It is not, however, enough for leaders to train subordinates to simply accomplish their goals through motivational "temptations," but it is more than necessary for at least part of the group to engage in this activity personally. Those who manage to do this are called leaders.

Over time, the idea has been formulated that leaders are born, unable to be trained, the truth being that leaders have innate abilities but have been ennobled through education. Good leaders start in action with their talents, which they shape according to the successes and failures of their experiences. This is confirmed by one of the most important authors in leadership theories, Noel M. Ticky, who presents a seemingly very simple thesis: "successful firms are distinguished by having good leaders who, in their turn, are capable of forming new leaders for all the hierarchical levels of the firm [2]." Therefore, the ultimate test for a leader lies in the ability to prepare other leaders. Consequently, the behavioral view exceeds the traditional model of the leader based on innate qualities, as practice demonstrates that the fulfillment of the objectives is strongly conditioned by the training and the formation, in time, of the leadership competencies. Given that it is commonly said that the world's poorest resource is leadership talent and the leadership crisis has become a problem in our society.

Psychologists D. Katz and R. Khan show that regardless of whether the organizations are well structured and have clearly established goals, leadership is needed because [3]:

- it ensures the dynamics of the organization;
- it allows greater flexibility and responsiveness to environmental changes;
- it offers the opportunity to coordinate the efforts of the various groups within the organization;
- it facilitates coordination of the efforts of various groups within the organization.

We can appreciate that leadership is a social phenomenon that requires total participation in the life of the group, leadership is causing change and is, in turn, an extremely labile process because, over time, the requirements and needs of the group are changing. Leadership is also conquered and maintained through the power of the interactions that are born within the collective. This idea allows us to formulate a first distinction between what leadership means and the influence exerted by management. While leadership is not required from an outside group, being a result of the group's internal life, management acts through the force of hierarchical authority, and can also be called outside the organization.

As an act of conception, design and control, for all the sequences of social action, leadership represents the functional side of the institutionalized power, that is, it includes only those axiologically motivated action models validated as effective as the concretely determined activities.[4]

Leadership involves influencing the behaviour of subordinates by means of psychosocial instruments so that they carry out certain tasks, taking into account organizational goals; if it is a harmonious blend of position and style, leadership becomes an effective art, capable of directing energies towards the long-term achievement of goals. Leadership is more than mere authority or power, assuming some voluntary support from the individuals who are in the lead group. In human resources management, the issue of leadership examines the people involved in this activity. The first studies focus exclusively on the determination of the ideal characteristics of the individual invested as the leader of an institution, the second theoretical study focusing, in particular, on the most effective attitudes and modalities that could be established and put into practice by to these special statuses, so that the last category of theories, the most complex and most expressive, at the same time, to distract pragmatically from the previous attempts of sketching, either of the portrait or of the ideal leadership behaviour towards which all tend, those who want to occupy such a position, indicating flexibility as the main feature of management. A definition that illustrates in a synthetic way what management is supposed to belong to is Gerald A. Cole, who appreciates leadership as a "dynamic process in a group in which an individual determines others to contribute voluntarily to carry out group tasks in a given situation[5]." Leadership is a "dynamic form of behaviour [6]", which involves the capitalization of four basic dimensions, namely: the characteristics of the leader, the attitudes, needs, behaviours, and other personal attributes of the subordinates.

Managers have a leading role in sizing the performances of that institution, and this quality must be closely related to the particular importance of a decision taken by the manager. The connection between the manager and the institution he manages is a complex one, considering that the manager is the one who has a major influence on the system and, on the other hand, the effectiveness of the manager's activity is closely related to the value of the system in which he operates.

As Warren Bennis says, "large-scale leadership combines, as a rule, as harmoniously as possible, the two attributes: native talent and competence gained through study, through work, and through experience [7]."

3. INFLUENCING WILLINGNESS

Human capital is unique in terms of growth and development potential, people's ability to know and overcome their own limits, to meet new challenges or current and prospective exigencies. Human resources are precious, rare, difficult to imitate, and relatively irreplaceable. People have the potential to create material and spiritual goods that meet new requirements or better meet some of the old requirements. People shape and produce goods and services, regulate quality, allocate resources, make decisions, and determine or formulate goals and strategies. Human resource management decisions interconnect individual organizational and situational factors, differ from one country to another, from one organization to another, from one organizational subdivision to another, because the relative importance of functions or activities in the field of human resource management is not identical in all cases. Respect for the person, mutual respect, procedural fairness, transparency, honest communication, fair treatment, honest competition, special consideration, responsibility towards the organization, respect for the law, respect for the personality of the people must be the pillars on which to stabilize the process of implementing a managerial decision in the field of human resources. Subordinate managers must regularly rely on respect for human dignity. As worthy human beings, people have the right to be treated honorably, and their personal needs cannot be met without the support of an appropriate human resource management. Subordinates perceive the managerial style of bosses as the one who defines their long-term activity, leaving aside casual deviations from the usual conduct. Whether a driver changes his or her leadership style over the medium or long term, his perception has long stabilized as the one that people have adopted with regard to the previous managerial style.

However, we cannot fail to notice that the main problem faced by today's institutions is that of adaptation, so that permanent changes in society, clientele, technology require institutions to create new strategies and to know new ways to act. In the majority of cases, the most difficult task for a leader in face of change is mobilizing individuals in a particular institution to adjust to new working conditions.

In Heifetz and Laurie's conception, "mobilizing an organization to adapt its course to the new business environment is fundamental, it is the very motive of leadership in a competitive world [8]."

Through the experience gained as a result of the research of managers around the world, the authors cited above elaborate six principles in order to systematize adaptive work, namely: balcony panorama, identifying the adaptation challenge, stress relieving, disciplined attention, repositioning people in work and support for leaders at all levels.[8]

According to the balcony panorama, leaders need to be able to make a full vision of things, and they are not recommended to become the main actors in the field of action, and leaders must, in fact, direct the context of change in a beneficial way to subordinates.

Leaders must be able to induce a strong sense of the importance of the institution, highlighting its good parts and, last but not least, insist on the importance of subordinates in shaping the future.

If we report, instead, when identifying the problem of adaptation, things are quite obvious, in the sense that, when the organization cannot learn to adapt to new references, it inevitably tends to its extinction. Thus, in order to be able to overcome the difficulties of adaptation, leaders must finally forget the preconceived ideas that the leader orders, and the subordinates execute.

A leader in the true sense of the word, regardless of the hierarchical position he occupies, will have to support his own subordinates in the various problems they face, in changing perspectives and in facing the new challenges that may appear.

Leaders must be the promoters of change, have a philosophical vision of their own, have the ability to predict, be original and dynamic, and to some extent inspire subordinates, the need for well-done work, proving confidence in the creative potential of them. Contemporary adaptation needs are directed towards leaders who take a certain responsibility, without being passive, and waiting for the impetus of revelation or explicit request.

CONCLUSIONS

Managers have a leading role in sizing the performances of that institution, and this quality must be closely related to the particular importance of a decision taken by the manager.

The connection between the manager and the institution he manages is a complex one, considering that the manager is the one who has a major influence on the system and, on the other hand, the effectiveness of the manager's activity is closely related to the value of the system in which he operates.

Over time, has been formulated the idea that leaders are born, unable to be trained. The truth is that leaders have innate abilities but have been ennobled through education. Good leaders start in action with their talents, which they shape according to the successes and failures of their experiences.

We can appreciate that leadership is a social phenomenon that requires total participation in the life of the group. Leadership is causing change and is, in turn, an extremely labile process because the requirements and needs of the group are in constant change.

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