Public Managers Profile and their Essential Role in the Changing Process from Public Institutions and Administrative Structures

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1. Key coordinates for the public management processes

During this survey the author discovered ten key coordinates related with management style and based on the leadership capacity of the public managers. These are presented and shortly explained below.

➢ *Influencing Others*: Motivate others to achieve desired outcomes by directing, coaching, and delegating as the situation requires; Recognize the importance of building professional relationships; Develop networks of contacts and colleagues; Establish rapport with key players; Empower others by delegating power and responsibility and hold them accountable; Gain cooperation and commitment from others.

➢ *Respect for Others and Diversity Management*: Understand and support the public organization mission to respect for every individual in the workplace; Recognize and promote the value of diversity; Foster an environment that supports diverse individuals and perspectives, fairness, dignity, compassion, and creativity in the workplace.

➢ *Looking out for Others*: Recognize the needs and abilities of others, particularly subordinates; Ensure fair and equitable treatment; Provide opportunities for professional development; Recognize and reward performance; Support and assist others in professional and personal situations.

➢ *Effective Communication*: Learn to express facts and ideas succinctly and logically; Be an active and supportive listener; Encourage open exchange of ideas; Communicate face-to-face when possible; Write clearly and concisely; Speak effectively before an audience; Distinguish between personal and official communication situations and act accordingly.

➢ *Leadership Theory*: Study and understand different leadership theories and styles; Work with subordinates to develop their leadership knowledge and skills; Adapt leadership approaches to meet varying situations including crises.

➢ *Mentoring*: Assist others in their development by sharing your experience and knowledge; Provide feedback to others on their leadership and career development; Help others identify professional goals, strengths, and areas for improvement.

➢ **Vision Development and Implementation:** Set and work toward a vision for your unit, division, or department in line with the organization's overall vision, missions, strategy,

and values; Establish and clearly communicate objectives; Initiate action and provide support and systems to achieve goals; Manage and champion organizational improvement.

➢ ***Customer Focus****:* Focus on external requirements; Actively seek feedback and suggestions and encourage others to do the same; Ensure internal and external customers' needs are met.

➢ ***Decision-Making and Problem-Solving****:* Learn to identify and analyze problems under normal and extreme conditions; Learn to consider and assess risks and alternatives; Use facts, input from systems, input from others, and sound judgment to reach conclusions; Learn to lead effectively in crisis, keeping focus on key information and decision points; Commit to action; be as decisive as a situation demands; Involve others in decisions that affect them; Evaluate the impact of your decisions.

➢ ***Conflict Management:*** Encourage open communication about controversial issues; Promote collaboration to manage contention; Confront conflict constructively to minimize impact to self, others, and the organization.

Performance, from the theoretical point of view means to take into account the following two elements:

• ***Performance Appraisal****:* Use goal-setting, delegation, and effective communications to manage performance effectively; Articulate performance expectations to subordinates; Coach and provide feedback to subordinates continuously; Document performance; Seek out performance expectations for yourself and your unit.

• ***Management and Process Improvement****:* Use goals, milestones, and control mechanisms to measure and manage performance; Evaluate progress and outcomes of current processes; Seek continuous improvement through periodic assessments; Improve products and services to meet changing customer needs. .

One of the conclusion of the author *is that an effective leader in public organizations is one who makes a demonstrable impact on one or more of these criteria in a positive way by influencing the behavior and performance of others.*

2. Essential principles proposed for managing power and politics in public organizations in the context of new managerial tasks following the Romanian environment

In accordance with other specialists, we appreciate that there are seven essential principles for managing power and politics in organizations. It is true that not even skilled and relatively sophisticated people can succeed in management and be seen as leaders without internalizing these principles, although they may have minor short-term successes. In the long run they will be undermined because they can't build and keep alliances, protect themselves in the public organizations, or influence top management.

In our view the following ***principles*** are ***essential for managing power and politics in public organizations in the context of new managerial tasks***. We take into account the problems identified through the empirical survey inside the Romanian institutions and environment, already mentioned in the previous section, the main reasons discovered and the new modern leadership theory. We appreciate that this is a very crucial subject not only for Romanian public organizations, but for other

regions of the world. We believe that is needed to have a consensus concerning the content of the following **principles** and to accept that *leaders and public managers must be very flexible in implementing these, depending on the particular internal and regional environments*.

2.1 Cooperation

To gain cooperation from subordinates or peers, show how it will benefit the individual. Most managers worry about how to "motivate" people. It can't be done. Trying to motivate someone is like pushing on the end of a string. Persuading a subordinate to do something for the "good of the organization" is futile. Treat organizational change as a political issue and determine who has an interest or who can be given an interest in the changes the organization needs to make. Too often, no attempt is made to build a consensus around change because the change is "necessary" or "logical." The successful politician's mindset is, "What can I do for you that will make you want to do it my way?" People motivate themselves when they see clearly why what you want them to do will benefit them. For cooperation from colleagues, establishing a peer relationship is essential. People who don't or can't do this will encounter jealousy, resentment, or other relationship-destroying feelings in co-workers whose help they need most.

2.2 Strong involvement

It's needed to be plugged into and to monitor the organizational informal life. It's the best way to establish an *early warning system*. It's imperative that you know how people think about organizational issues. In this way he/she will be prepared to act in time and use the leadership competencies for good results. Managers are expected to be in control of themselves as well as of events, they must build alliances with others.

2.3 Predictable behavior

Always exhibit absolutely predictable behavior. Predictable responses allow subordinates to manage up, peers to mesh effectively, and teach everyone how to manage you.

2.4 Generosity

In relation with others you give all the credit and take all the blame. The power position is always giving credit, never receiving it. People who solicit praise for their work either have ego deficits or no desire for power or both. The need for adulation is an infallible sign of insecurity and undermines the troops' confidence in management. Taking the blame means that people will hurt themselves scrambling to work with and for you. They will realize that a mistake that may have been as much an organizational as a personal failure won't trash their careers. Without this attitude, getting people to take risks needed to make changes or get the result would be difficult, even impossible. Why should anyone put him/herself on the line personally?

2.5 Proactive behavior

Leaders and public managers must anticipate needs before they go public. Here's another reason to listen to the informal organizational life. Every problem you hear represents an unmet need and an opportunity to go one-on-one with someone and meet his/her needs in exchange for whatever you want done.

2.6 Ego free leaders and public managers

That means keep your ego hermetically sealed in an old mayo jar. Effective people are (relatively) ego-free. Nobody can aggravate you unless you agree to be aggravated. No one can insult

you without your willing participation. We have to remember that work is a role. You are not what you do for a living. The people you work with don't know you well enough to dislike you personally. That privilege is reserved for family and close friends. Disliking your plans for change or reorganization isn't the same as disliking you personally.

2.7 Results orientation

Leaders and public managers keep score from results only. The motto for the new millennium is "Get the result." Effort never counts and there is no such thing as a magnificent failure. All failures look pretty much the same. Process-oriented people, those determined to do things the "right" way, are rarely flexible or creative enough to dream up the solutions that will get the result.

The idea of this approach is to create a set of HR practices that work together to identify, develop, and advance talented people through the essential leadership competencies. For example, if decision making and problem solving is a key leadership competency, an integrated leadership development system ensures that the organization assesses, selects, evaluates, advances, trains, develops, and compensates managers on this competency (along with other critical competencies, of course).

Too often, especially in government, we tell managers we want them to master competencies that sound good (like creativity and innovation), but then our HR practices do not support, reinforce, and reward these competencies. The result of this disconnect is that leaders do not behave the way we say we want them to*.*

3. Proposals for developing values of leadership in public organizations

The old ***traditional ways of managing*** not longer work and will never work again. The old public management practice has been erected on the assumption of human limitations as a basis for organizing. "This assumption is so pervasive that it can be found in almost every aspect of conventional managing, from the way we over-bureaucratize our organizations and control the workforce to the way we develop and impose strategies on others without their participation or consideration of their potential contribution."[3]

In the ***new knowledge-driven economy***, people have become most precious and underutilized resource. They must understand where the public organization is going and be able to influence this path. They must share in your organization's fortunes and be motivated to push for greater achievements.

In the ***new era*** of rapid changes and knowledge-based organization, managerial work becomes increasingly a ***leadership task***. Leadership is the primary force behind successful change. Leaders empower human resources to act on the ***vision***. They execute through inspiration and develop implementation capacity networks through a complex web of aligned relationships.

Our view concerning the values of leadership and managers in public organizations are included in the ***next proposals as key actions***. We appreciate that, mainly for Romanian public organizations, the following proposals/actions must be taken into account when the management team would like to reform the public organizational systems making them much more oriented on the effective results. And they must want it very soon.

3.1 Clarifying the vision and mission statement, setting goals and objectives

Vision and mission statement is a long range aim for a specific period. It must be specific and realistic. Following this, long range goals set through strategic planning are translated into activities that will ensure reaching the goals through objectives translated in operational planning.

A goal is a long-range aim for a specific period. It must be specific and realistic.

An objective is a specific step, a milestone, which enables you to accomplish a goal. *Setting objectives* involves a continuous process of research and decision-making. Knowledge of yourself and your unit is a vital starting point in setting objectives.

3.2 Disseminating, Motivating and Communicating

Motivation depends on having clear *objectives*. Since motivation is personal, aimed to align staff's individual drives with the public organization's purposes in general and your unit's in particular.

"Most organizations are filled with people who have no clue of the big picture - what the organization is really trying to accomplish - and because they don't feel that they or their contributions are important, they do their job... and nothing more".[1] To unleash the power of your organization and achieve exceptional results, you must *empower human resources* and motivate them to follow through on your *strategic focus*.

3.3 Building Teams Results Oriented

Unless the way your unit or group is organized is suitable for its purposes and the people in it, failure will result. Once you have *set the objectives*, analyzed the activities, decisions, relations needed, and classified the work, divide it into manageable activities and further divide the activities into manageable jobs. Group these units and jobs into an organization structure, select people for the management of these units and for the jobs to be done, stimulate them to work together for the same objectives and clear results. Keep score from the results only.

3.4 Measuring Performance

The basic purpose of any measurement system is to provide feedback, relative to your goals, that increases your chances of achieving these goals efficiently and effectively. Measurement gains true value when used as the basis for timely decisions.

The ultimate aim of implementing a *performance measurement system* is to improve the performance of the organization. If you can get your performance measurement right, the data you generate will tell you where you are, how you are doing, and where you are going.

3.5 Developing Human Resources

Developing people is achieved by careful, planned and motivational *delegation* of responsibility and duty. Trust and know your colleagues. "Organizations are no longer built on force. They are built on *trust*." Rather than relying on your powers, provide a spur, *use the powers within people*.

3.6 Increasing the Participative Management

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[1] Holmes, Malcolm, Management Reform: Some Practitioner Perspectives on the Past Ten Years. *Governance,* OECD Publishing, Bruxelles, 2004.

At a certain point, there are just too many facets to running a successful business to continue doing it alone. In an increasingly complex environment, with all the trends affecting business today, such as globalization, the information technology explosion, *strategic alliances*, increased *mergers and acquisitions*, heightened competition, and higher expectations of nearly every customer, it just isn't possible to still be that one person in control of everything. One person alone can't do everything a growing business requires - at least not as quickly or as well as it needs to be done. *Building a team* and bringing in others to manage is an absolute necessity for survival now.

The main principle of decentralization is telling people what is to be done, but letting them achieve it their own way. The *leader* should concentrate on his or her core competence areas and only do the tasks that nobody else can do. Other tasks should be delegated.

Delegation is the process that makes management possible, because management is the process of getting results accomplished through others. A manager should provide team members with the information they require to do a good job, *communicating* with them frequently, and giving them clear guidelines on the results that are expected. Further, managers must also take the "relationship responsibility" for those with whom they work.

3.7 Preparing for Transition to the New Management Model

For a long time, the conventional wisdom in business was that managers should do little else but keep a close eye on what their subordinates were doing: monitor, supervise, control. Making sure that things below were proceeding properly - that's all that managers were supposed to do. "Not to inspire. Not to give junior managers the chance to do things on their own. Not to have direct contact with the men and women who actually produced the public services."[2]

These old traditional ways of managing not longer work and will never work again. In the *new knowledge-driven economy*, human resources have become your organization's most precious and underutilized resource.

These new realities brought about a ***new leadership and management models***.

As we can see in this paper, it must happen in different way, but one of these is increasing the roles of leadership and management in the public sector by promoting some of the key and essential competences for having best results.

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