Leadership - Vector of Organizational Development

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Abstract: The paper work argues the idea that the leadership has a larger coverage than the management in all sectors of activity and ensures by its authenticity the development of organization.

Leadership as a proximate kind of management has typical dimensions in relation to managerial activities, but may be convergent with them, in particular in the operation of power in a group of individuals, which correlates with the power team and individual competence identified single addition. [8]

We also maintain the idea that subjective leadership, created by a critical organizational mass, determines the strategic type one. Organizations that gain performance in the present and future regularly join together both sides of the leadership.

Imposing and realizing a competitive behavior in Romania organizations, either public or private, in particular during the crisis period, require the shift from simulation, mimicry of leadership to the authentic one. But this process is possible if there is organizational excellence, a dimension developed in tandem with the performance, which means a real paradigm and not a vicious circle.

This paper work also contains a practical approach which examines the management style of public institutions in Romania, taking into account two dimensions: tasks and people.

The preliminary results presented in this article are surprising and indicate a management style on the border between authoritarian and team management.

Keywords: leadership, management, managerial style, the universality of leadership, strategic leadership, subjective leadership (personal)

Introduction

The solution of organizational paradigms of comunitarism - individualism type, centralization - decentralization, change - stability, efficiency - effectiveness, efficiency - equity etc., conflict resolution, establishing a strong organizational culture, both in private and in public sector, require the acquisition and practice of an authentic leadership - especially in the socio-economic crisis period.

1. Approaches

By the guidance process of a group or groups of individuals, mainly through non-coercive methods, in a direction that corresponds with their interests on the long term, leadership is a constant of development within all the organizations. [3]

This approach primarily has a **contextual** feature, a **situational** one, given by the positive relationship between leader with formal power and members of groups.

Conduct of an effective and efficient leadership focuses the **routes** on objectives in a context of diffuse goals, which are of interest to the subordinates. So the availability to effort and professional satisfaction are created.

Also, the leadership, in the formulated context has a strong **transformational** character, because makes available for the subordinates a new vision that will lead to real employment.

Operation of situational theories, the route on goal, transformational, about leadership, can ensure a reduction in **terms** of achieving objectives and equally **clear strategic direction**, key elements in the present in Romania.

From many strategies of leadership process, based on the specific literature, it should be used preferably those related to **attracting, conviction and training of organization members** and the reduction of the appeal to authority ones, pushing or even prevention of the phenomena and processes. So, the human responses on the leadership become favorable and increase. Besides, subordinates motivating increases, which represents the actions key to success.

2. Leadership vs management

Leadership has a **broader proximal genre** than management and it is practiced at individual, group or organization level. Mechanisms of leadership have as final purpose achieving the **goals**, which explains the fact that it appears in any case in which a person seeks to influence another individual or group behavior for whatever reason.

The Leader may be a member of the organization without a position in the organization pyramid, with strategic vision, which disseminates successful capability in action.

The authentic leadership is the 360 degrees one, on all sides, at all organizational levels. Real leadership develops actions most of them of proactive type and not reactive one, which is essentially an **innovative process**, at which organizational communication is a neuronal, biological one, without any borders. [5]

Leaders are born and specific innovative states are formed in equal measure. They act according to the configuration method, which generates a high degree of success. Leaders use the socio-economic model that focuses on decisions impact upon members of the organization. [4]

Management is practiced in the organization and by conduct of its functions ensures the achievement, in conditions of effectiveness and efficiency, of the fundamental and derivative **objectives**.

It uses processes and organizational structures to achieve objectives, often tree type, and less on the organic type. Appeal to authority, with the specific tools, is constant. Method of action is often of a contingency type. The methodology system is used for the operation of the economic model, which targets the profit as much as possible. [7]

But the two concepts and particularly the actions coexist and are **converging**, leading to the statement that the achievement of the objectives through the organization's leadership can define management. Surveys of the organizations have established that the leadership is the main managerial skill.

Between leadership and management are also differences. Thus, through leadership, practiced by leaders, the situations are conquered while managers are subject to status and develop actions required by them. Leaders innovate while managers manage.

The comparative analysis between managers' processes and leadership ones has been detailed by a questionnaire which sought to identify the managerial style of public administration to correlate with the leadership.

The questionnaire [9] was "launched" in 22 public institutions and includes a list of 18 statements and assertions characteristic for public managers' behavior.

The main statements considered were: *I encourage my team to participate in the decision making process and I try to take into account their ideas and suggestions. Nothing is more important than achieving a goal or performing a task. I closely monitor the implementation of a project in order to ensure that each activity or task is completed in time. I like to help people in connection with new tasks and procedures. The more a task is challenging the more I like it. I encourage my employees to be more creative in what they do. When I am watching a developing complex activity, I make sure that every detail is taken into account. It seems easy for me to carry out more complicated tasks at the same time. I like to read articles, books and publications on training, leadership and psychology and I try to put into practice what I have read. When I correct the mistakes, I am concerned about the preservation of good human relations. I am planning my time very efficiently. I'm happy to explain to my employees all the details and insides of projects or complex tasks. I know very well to transform complex and difficult projects into individual tasks, easy to be followed. Nothing is more important than forming a super team. I like to analyze problems. I respect the limits of each person. I know very well to support my staff to improve their performance or behavior. I love to read articles, books and specialized journals in my field and put into practice in the form of new procedures.*

Variations of response to these questions were: never, almost never, rarely, sometimes, often, and almost always.

One way to analyze the management style of a team is depending on the ratio of bending towards the completion of tasks and of a manager towards people.

Orientation to task or directive behavior reflects how much a manager is concerned about how much employees perform their tasks to the required performance standards. **Orientation to people** or the support behavior reflects how much a manager is concerned about the people around him, helping them and encouraging them for what they do.

The results of the completed questionnaires were centralized in Table 1 in order to follow and interpret the current state of leadership in the public sector in Romania.

Interpretation of questionnaires led to the following results: supporting **tasks – level 7**, and "bend" to **people- level 5.**

Stage of the leadership in Romania

Table 1

		1	2	3	4	5	6	7	8	9
TASKS										
PEOPLE	1									
	2		**I**						**II**	
	3		Inconsistent management						Authotaritarian management	
	4									
	5									
	6									
	7		**III**						**IV**	
	8		Populist Management						Tasks Management	
	9									

The research has highlighted with the table 1 the following two aspects:

➤ How effective is the management style of leaders in public institutions in Romania and

➤ A guide on the most appropriate management techniques for each style separately.

In the specific literature four styles of management are known which support practice research carried out.

Inconsistent Management (low concern both for tasks achieving and for people) is characterized by a minimal effort from the manager, sufficient to achieve satisfactory work and maintain the group structure. "I let them handle themselves, I am convinced that they perform the tasks well and I do not think they like me interfere too much in their work."

Populist Management (low concern for tasks realizing, great concern for people). A manager with this style is very attentive to people's needs; provides them a comfortable working atmosphere and friendly, hoping that this will automatically lead to high performances in work. "I believe in the principle: if they are happy, they want to work so that the work will go by itself."

Authoritarian management (high concern for tasks, reduced concern for people). The most important thing for such a manager is working. Conducts staff pushing them all the time in the back. "We are here to work, the tasks must be fulfilled." If they work enough, will not have time to be unhappy, they are not here to have fun. "

Team management (high concern both for tasks and for people). Manager with this style believes that there is interdependence between achieving task and welfare of employees, critical to the future of the organization. This interdependence leads to relationships based on trust and respect and loyalty of employees on carrying out the tasks "We are in the same team. We must support and help each other in order to achieve our objective."

It is generally accepted the fact that a manager who has "team management" style is performing, even if not all managers can adopt it.

This table helps us to form an idea of the managerial style that characterizes the managers, respectively the leaders in the public sector in Romania. But, like other features which draws the profile as a person they must take into account of other factors, for example-how are evaluated his qualities of leader by his senior manager or by its own employees, if he does his job well, if he is taking care of his employees, if he helps the organization development ", etc.

A first conclusion from the preliminary results of our research is that the *management style is one on the border between the authoritarian and the team one*. An interesting and quite unexpected result, we could say, as in public institutions in Romania until recently only authoritarian management was applied, or to be more appropriate, the latter was predominant. It is very true that the results of the questionnaires show a style of management at the edge of the team and authoritarian management, but it is surprisingly pleasant to see that now it tilts to the team one.

3. Universality of leadership

Leadership is specific to all organizations, both for the private and the public sector ones, as strong and necessary in both forms of activity.

However we may notice some peculiarities in the two sectors (table 2.).

Particulars of leadership in the private and public sector

Table 2

Comparative element	Private sector	Public sector
Innovation capacity	High, rapid rhythm of innovation	Low, slow innovation rhythm result of bureaucratic model
Staff stability	Low, resulting from high sensitivity towards the environment	High, resulting from reduced sensitivity to environment
Organizational power	Apparent contradiction of a relatively small number of factors	Resulting from the correlation of a relatively large number of factors, habits, influences that make the future uncertain
Typology of leadership	Spontaneously	Participatory, involving subordinates in decision making
Source	Opportunity and environment threats	Environmental threats and opportunities

Practicing an effective and efficient leadership in public organizations requires clearly defining the mission and objectives of institutions providing services. Many public institutions in Romania focus on issues and projects that are only means to achieve objectives. Most public organizations in Romania, as well as some private organizations, act by the identification of threats and not primarily of the opportunities. Often actions failure, result from the incorrectly formulated objectives, does not lead to reformulation in real-time of the organizations' goals.

We consider it helpful for an authentic leadership in the public sector, where this activity should be stronger than managerial actions, the coach system, that accompanies the skills forming that ensures organizational excellence. [1]

4. The strategic and subjective leadership

Analysis of the leadership leads to structuring it into two categories:
a) the strategic side of leadership;
b) the subjective (human) side of the leadership.

The first category has an objective character and consists of working and / or administrative activities that form the organization economy and strategy, showing how to survive in a real world. Approaching this side of leadership involves precision, detailed analysis, rigor etc.

The second category has a subjective, personal character and is formulates based on the organizational culture and individual spirit. In reality there is not an organizational culture unless people think and act together as leaders, if there are an enough people with a mentality of a true leader within the organization. [2]

Experts believe that the key success factor lies in the spirit of leadership of the organizations' components. Culture and individual spirit of leadership, subjective areas, involving loyalty, morality, sacrifice, enthusiasm, energy, courage, etc.

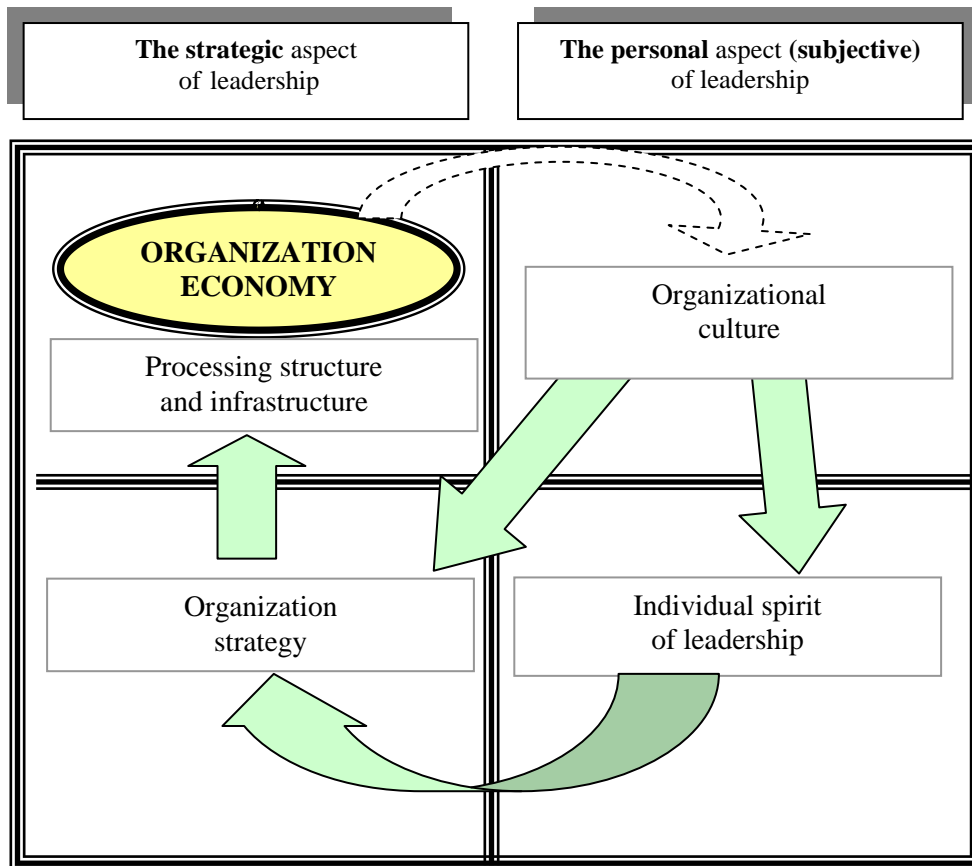Between the two types of leadership there are the links described in figure 1.

Figure 1 Implications of the strategic and personal leadership

Even if the strategy is one of the important areas of an authentic leader, he should not be satisfied only with a rational analysis, abstract especially on financial form whereas the success depends on the human, personal aspect of the leader that comes from the aspirations, from attention to others, the destinies of people.

In general, an activity starts with a high degree of leadership and with a questionable strategy. Immediately managers inform themselves and adopt a better strategy, sometimes from a consulting company, employing an expert in strategic planning. But trying to improve the strategy is very easy to forget the human, personal leadership side. As it progresses in the field of strategies in the detriment of human side, the organization finds that new strategies are not suited to the organizational culture. An unjustified consumption of work appears a sign that the bureaucracy has been installed. Exit from such a situation is difficult.

In a synthetic way the relations between the strategic and personal side transform into a linear system, as shown in figure 2.
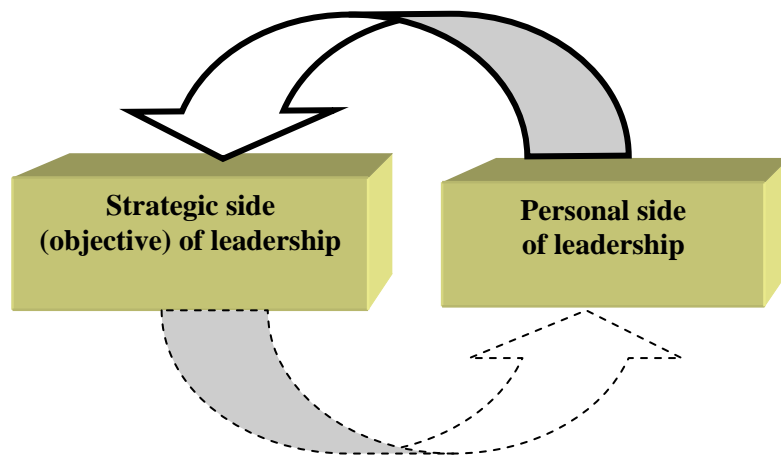

Figure 2 Correlation of the two sides of leadership

Improving relations between the two components is a way of increasing the organizations' competitiveness. So, more and more activities require a change of management by practicing an effective leadership. It is a contextual type and it is formulated on the whole range that has as extremes sensitivity, consideration for employees, on the one hand and management "with an iron hand", where tasks are the priority to people, on the other hand. Also, these orientations are in respect of short or long periods of the mission and objectives of organizations.

Depending on the emphasis on one of the two sides of the leadership, organizations can structure themselves as in figure 3.
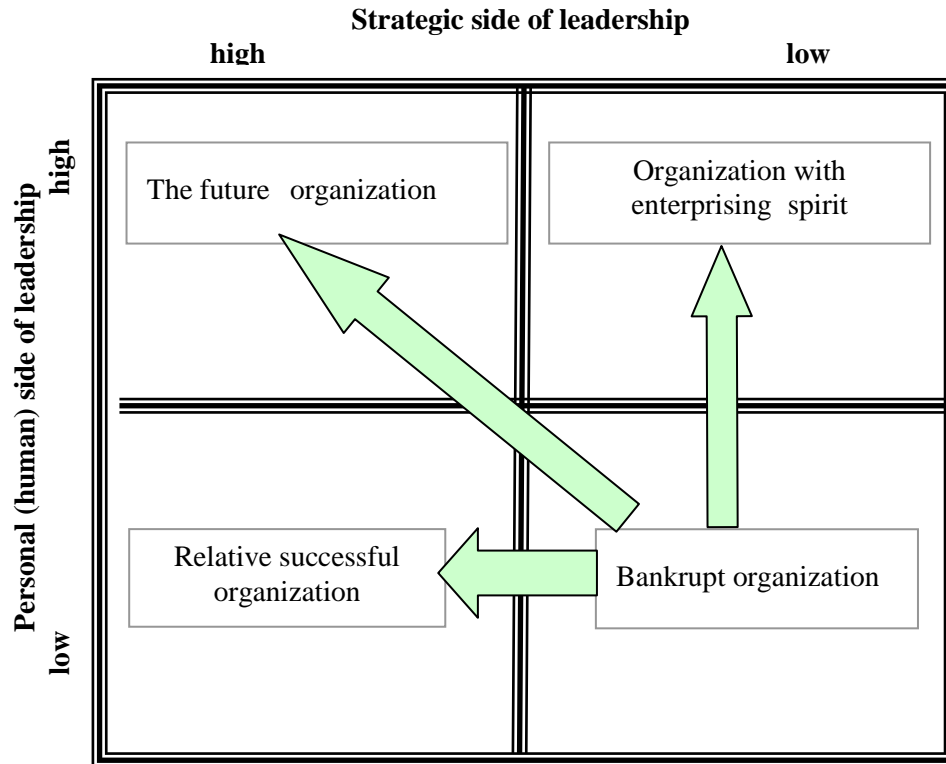
Strategic side of leadership

high   low

Figure 3   Linking strategic and personal sides of leadership

In Romania, during the current period, when a competitive behavior has to be imposed, the effective leadership is based on control, command and sensitivity simulation towards employees. This requirement is the result of a lack of strong organizational culture in many organizations, which support their strategy. As transformations, organizational developments come; new strategies can be applied as the type of attracting of employees.

Conclusions

Leadership is a vector of organizational development, particularly in crisis and turbulent periods. Its role should neither be reduced nor overwrought. Finders of this concept sustain: "There are good decisions not leadership." The leadership and management are two separate dimensions and may be identical actions as exceptions, but exceptions are rarely. In managerial team leaders have a well-defined purpose of attracting employees to the basic and derived objectives, thus contributing to the actions of a single strategic direction. Joint "managers - leaders' is the benefic team to any organization that provides step-by-step evolution. [6]

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