

## Leadership within the organization. The future leaders

Ioan Bordean<sup>1</sup>, Alina Răileanu<sup>2</sup>

<sup>1</sup>*Danubius University of Galati, Faculty of Communication, ioanbordean@univ-danubius.ro*

<sup>2</sup>*Danubius University of Galati, Faculty of Economic Sciences, alinaraileanu@univ-danubius.ro*

**Abstract.** Although there is no unity of views regarding the relation between management and leadership, there are still existing common points, among these being able to mention that in the extremely dynamic conditions in which is improving the organizations today and even more so in the future, is needed of practicing an effective leadership, of full involvement of people to achieve the goals and ensuring the success, of joint action of those, based on team spirit, to which an essential contribution has the leader, which implies strongly, affective and affective, motivating and determining the group members to act effectively and harmonized. The effective leader must dispose of certain characteristics, native or/and acquired through training, to know to communicate well with the team members, to be creative, inventive, have vision, to accept and even to cause the change, which will be an advantage in the competitive environment increasingly emphasized.

**Keywords:** team spirit, communication, change, assuming the risks

### 1 Introduction

Through the research done, studying works of the specialists in the field, making comparisons between different approaches and making case studies from several organizations, Galati SRL D. NICU, Galati SA TRANSGAL, Galati SA FARMAVET and Galati SRL BONAROMA, we proposed to delimit the leadership and management concepts, to point the most important determinants of leadership, to demonstrate the importance of communication for leaders, to find out how the leadership is approached in the Romanian society in early 2000 and the characteristics of the future leaders, taking into account the increasingly rapid changes taking place in all areas of life. In the last two decades of the last century, the leadership was outlined as a major component of the competitive management.

### 2 Considerations on various approaches to the concept of the leadership

The concept of leadership was discussed and explained by numerous specialists, placing it in a relation with the concept of management. In one study, J. [Adair, 1983] explains the difference between leading meaning to lead, to order and managing which is translated through: to warrant, to manage. It follows that the leadership involves the idea of administration, of financial control. John Kotter from Harvard Business School [Kotter, 1990] defines the leadership as a process of targeting a group (or groups) of persons by means, essentially non-coercive. Michael Frank [Frank, 1993] defines the leadership as a group process, which involves the interaction of at least two persons, to achieve a purpose. In the conception of Jacques and Clement [Jacques & Clement, 1991], the leadership is the process by which a person sets a goal or a direction for one or more persons and causes them to act together with competence and entire commitment viewing their realization.

At the basis of the leadership is the team spirit, respective the desire of peoples to think, feel and act harmonized, in order to achieve a common purpose.

The team spirit is the result of integration of four processes [Nicolescu & Verboncu, 1997]:

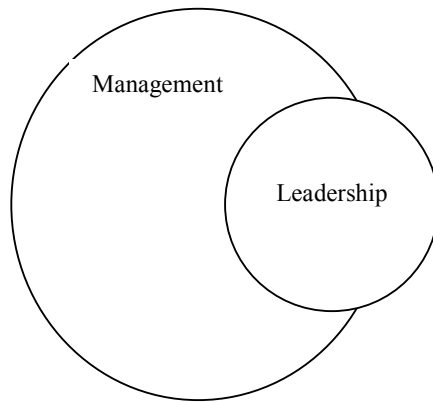
- building the trust between the involved people;
- establishing of a mission and of some clear goals at which the persons are joining
- retracing of participatory decision-making processes;
- strong motivation, individual and of group , to contribute to achieving the common goals.

Concretizing the team spirit is the fact that in the process of achieving of the goal, the leader is followed by other persons, which are strongly involving, effective and affective, which ensures obtaining the anticipated results. Many experts have studied the leadership under three aspects: through the light of characteristic of the leaders; through the behavior of the leaders; contextual approach. Initially is considered that owns leadership only the persons born with him, the leadership being associated with great personalities (Napoleon, Abraham Lincoln, etc.). After 1950 the conceptions have changed, considering that, although the leadership presumes certain native qualities, through an appropriate training it can be ensured practicing of a competent leadership. In this sense, the Professor Warren Bennis [Bennis, 1992], the president of the Institute of Leadership from Southern California, says: “the leaders are made, not born”. The researches have highlighted the fact that the leaders must accomplish two types of functions: the function of achieving tasks (problem solving or the action function) and the formations and maintenance of the group (the social function). The leaders who fulfill adequately both categories of functions are performance leaders. Achieving in different proportions of these functions determines the style of leadership. Those who are more oriented towards the solving of the problems will develop a tougher control of the subordinates, accomplishing of the tasks being the most important criteria for them. The leaders, who are mainly oriented towards the social function, will seek more to motivate than to control.

The practice has shown that there isn't a universal solution and a certain type of behavior of the leaders in all the situations. An effective leadership is influenced by several variables, as follows:

- the leaders personality and their experience;
- the culture of the organization;
- the superiors behavior;
- the tasks that follows to accomplish the leader;
- the characteristics and behavior of subordinates, etc.

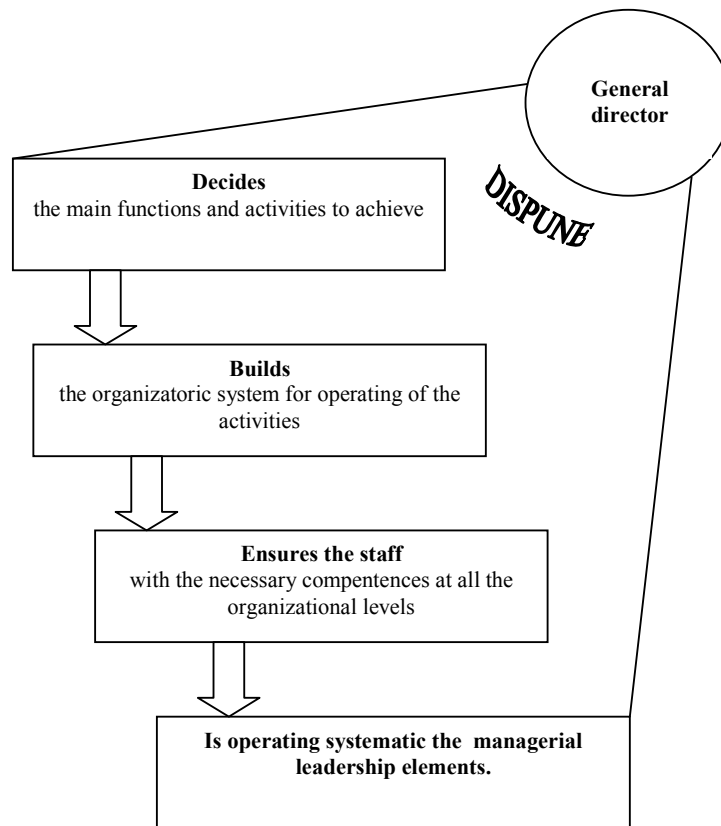
The opinions of the specialists about the relations between the leadership and management, respective between the leader and manager are divided. Some authors [Harris s.a] are making a clear delimitation between management and leadership, considering that the leadership deals with setting the vision, of the action directions and the principal human approaches, while the management has as primary concern, their operationalization effectively. Other authors consider that, from pragmatic reasons, it isn't recommended the differentiation of leadership from management. In the opinion of Romanian specialists [Nicolescu & Nicolescu, 2001], the leadership can't overlap, only partially, the management (figure 1).



**Figure 1.** The raport management – leadership

While the management deals with a wider sphere of aspects ensuing from exercising of the 5 functions of its, the leadership haves in view just a part, mainly, the human dimension of the management, respective the involvement, by the leader, of a group of people in carrying out the tasks. Referring to the managerial leader in the work previous mentioned the American specialists Elliot Jacques and Stephen Clement underlines that the leadership is having in view operationalization of the roles which comes to the manager, as a titular of the leader post exercised. The leadership is manifested within the responsibilities and concrete managerial competencies, not existing an abstract leadership, but one that is operating within a certain structure of human relations. In the opinion of the two authors, “a good management includes a competent leadership as an integral part of it, without which the management itself wouldn’t exist”. In the figure 2 is presented the leadership place in the structure of general structure work of a company, under the conception of the two American specialists.

The managerial leadership is based, on both the formal authority, and on the informal authority. The formal authority is granted by the managerial position within the organization structure of that occupies the post. The informal authority is given by the professional and managerial knowledge, by the qualities of the respective person; this authority is built over time, as the components of the group discover them and are being convinced by their value.



**Figure 2.** The place of leadership in the management of the general company director

### 3 The leaders and communication

Most problems that arise within the organizations are the direct result of failure in communication, which creates a state of confusion and may lead to the failure of a good plan.

The communication process is very important – trough this process is provided coaching, coordination, guidance, direction, evaluation, supervision. Many leaders believe that they communicated if they told to someone to do something. A message isn't communicated unless it has been understood by the recipient. The bilateral communication and feedback are the answers in the process of communication. The feedback tells to the transmitter that the recipient has understood the message, the importance level of it and what to do with him. Communication is an exchange, not only works in a sense, because all the parts must participate to complete the information exchange. "The organizational communication is an essential element for survival and development of a firm, being effectively used for well specified objectives by the managers and leaders" [Bordean, 2009]. This fact is obvious if is taken into account of the permanent changes which are having place in organizational plan concerning the business environment, especially extern, in the organizations that evolves. Trough communication the leaders are having the possibility to fulfill several roles such as: transmitting information, harmonization of the activities in the organization, expressing the cultural values cultivated in the organization, creating of some external and internal networks able to contribute at functioning of the informational system. The leader must be permanently perfect and form communication point of view within the organization. In this sense at the individual level (manager or leader) is recommended:

- personal effectiveness correlation with the organizational effectiveness;
- choosing the appropriate way of communication depending on the particularities receptor;
- encouraging the partners in expressing the personal views;
- granting of a special attention to the needs, aspirations and interests if the other participants at the communication process;
- clear formulation of the transmitted messages;
- accepting the idea that the messages could be interpreted incorrectly;
- communication influencing in involuntarily way by the personal perceptions and emotions;
- using the transactional analysis.

#### **4 Determinants of leadership**

The content, way of manifestation and the leadership efficiency are the result of many major factors or determinants. In the opinion of the specialists are three determinants [Nicolescu, 2004]:

a. *The native characteristics* of the person or leader represent a first determinant.

Some of the most important personal qualities on which is based the leadership would be the intelligence and charisma. The native intelligence is reflected in the ability to establish mobilizing of attraction of the other persons in achieving the objectives, in the referral of those arguments which attracts and convinces the others to involve in carrying out the necessary work processes. It is considered essential and charisma, but less approached in the specialty literature from Romania.

b. *The training received by the leader* is another determinant of the leadership. Training, in relation with its contribution at the leadership development is treated on at least three levels: general preparation, of specialty and managerial.

c. The third determinant of the leadership represents *the situation in which it is or placed the leader*. The research from the past 25 years is giving a special attention. Trough its parameters, trough the necessities and incorporated conditions, the situation in which the leader conditions in multiple ways the practiced leadership. In fact it is delimited a double conditioning of the leadership. First is the contextual conditioning of ensemble, which reflects the basic characteristics of the organization in which the manager works and a second situational conditioning of the leadership is purely managerially. Finally is reaching at the conclusion that in the situation in which is founded the manager is favored of the objectives and manager personality, leadership exercising being easier and more effective. In terms of managerial practice the major problem regarding the leadership it has the base in increasing its subordinated effectiveness upon obtaining results more outperformed by the organization. The classic leadership is strongly focused on achieving the work tasks of the employees, focusing a low attention to interpersonal relations, usually in an autocratic approach.

#### **5 The Romanian leaders at the beginning of the XXI century**

“For years it was found that the largest share in an organization is held by managers. Bu the organization from our country needs leaders able to involve more deeply in the radical change in the way of functioning of the organizations, of innovative people who have fait in themselves, the willingness to accept the risk, inclination towards change ad the desire to work in team”. [Nicolescu,

2004] “Even if conceptually, *implementation of changing* sounds good, is one of the most difficult thing for the contemporary leader. The process of changing, although challenging, with certainty it isn’t a pleasant one.”[www.ejobs.ro/cariera/, 2008] The advanced technologies, the disappearance of borders between the national markets and modifying the client requirements, which now have a greater possibility of choice, had led tot the conclusion that the objectives, principles and basic organizational methods of the classic organizations have become old. To become competitive the solution it isn’t to work more but to work differently. This means that the organization and the employees must disaccustom by the principles and techniques that have brought success in the past. Is required achieving of spectacular leaps in results, demolition of the old and replacing with something new so fundamental rethinking and radical re-conception of the business processes for these jumps to be really spectacular. That’s why, the Romanian leader will face for a period of at least three-four years with the structural change produced by the turbulent state of external environment and of the specific of the organization. Overcoming the generated challenges by the structural changing shocks will impose to Romanian management the awareness to implement in practice a number of principles [Nicolescu, 2004] specified as:

- accepting the necessity of changing;
- adopting of a vision with the signification of identifying and exploitation as well as possible of the opportunities;
- perception of the competition as an essential stimulant of the organization competitive and accelerating the speed of adapting of it to the external factor of the external environment;
- including the export as a vital strategic objective of the organization, understanding the fact that the participation on the external market represents the most efficient method of survival on medium and long term;
- applying a correct motivation of employees in relation to the performance obtained;
- understanding by the leaders of the decisive role of the social partnership for restructuring, by promoting a participatory management style.

The chameleon leader, with a unelaborated style of leading, is specific to the extended period of accommodation with the new type of economy.

“The management style, in conclusion, fits in the enterprise leadership, conditioned by three restrictions: the cause, purpose and context, meaning, motivation , performance and the conjuncture of the organization. This latter is translated trough organizational culture or the organizational climate.” [Cornescu, 1999]

“A true manager is responsible to the imperatives of the moment. So, it must be innovative, flexible, favorable to the balance between the individualization and socialization, to get involved always thinking the decisions that it takes with a causal reasoning: what influence will have the respective decision on the written and unwritten heritage of the organization (culture) not only above the economic sphere or the organizational climate?” [West, 2005]

As John Kotter said, in this century the business world will be in a permanent change. He reveals that this tumultuous landscape and full of unknown there is a large need of leadership: “will be a world of intense competitive activity among complex organizations....it will be a world in which event the professional managers are ineffective if they cant lead. In general, it will be a world in which the leadership factor in management will become very important – for prosperity and even for survival.” [Olaru, 2001]

## 8 Leader of the future

Surviving in a competitive environment largely depends on the innovative ability of enterprising, especially, in the direction for the service products that they provide, of the marketing and internal processes". [Munteanu & Ionita, 2000]

Comparing the leader of the past with the leader of today and the leader of future it reaches at the conclusion that certain features of a effective leadership are omnipresent and durable, but her are others that changes with time evolution. The main features of the future leader is among the following: curiosity and desire for information, the ability to communicate, intelligence, clear and strong values, high level of personal energy, the ability and desire of constantly develop, vision, good memory, skill in making others to feel good. Each of these features will be necessary but not sufficient for a future leadership. "Changing that will occur between the leader of today and the one of tomorrow it will be just internal, the same person becomes the leader of the future trough a transformation that comes from inside out. The essential force of changing is the global economy. Because the global competition grows rapidly, the leaders will have less staff support, work load will increase and the step of changing it will accelerate. The traditional hierarchies will disintegrate provoking increasing the number of relation fluidity wit the employees, suppliers and customers." [Neculau, 1997]

The leader of the future will have to have the modesty to accept the principles that governs in an organization, to align at these and to go against old methods and ineffective techniques. The leader must also be honest. The leader of the future will be a leader in any domain of life. He turns the aspirations in actions, demands personal credibility and organizational skills will be less visible and identifiable in the public actions, but more importantly for the individual client. H will be less interested in telling what will offer and more interested in providing what he said that he will provide. He will need to master the art to form with the team and to learn and work in team. "They experience the reality and try to give appropriate answers to the problems must be solved encouraging and other to do the same." [Ricky, 2000]

The future leaders will have to be people who to assume risks, who creates new ways to follow for the organization, which mounts new approaches in the old problems, have values and strong faiths which are guiding their actions. These leaders will have to satisfy as well the clients and employees, to reduce the costs of production, to increase businesses, to innovate new products, to increase the market share of the old products, to serve to the local market needs, to respond trough performance at the global market needs, to have a vision and to create a action". [Nicolescu, 2004]

Another typology of leadership [Nicolescu, 2004] is that of Mark Edwards, who introduces a new concept, that of *symbiotic leadership*, whose characteristics are presented comparative with the one of the autocratic and participative styles in table 1. The symbiotic leadership, considered of the future, puts the accent on mutual trust between the employees, on promoting of a new type of team spirit, called symbiotic. The main features of the symbiotic leadership style are:

- examination by the team of the performance criteria, based on participatory approach and a equitable approach of the material and social reward;
- realizing of some motivation systems and of perfected communication, recognized by all the organization components;
- realization of symbiotic teams, in which, due to the changes from the motivation system, it amplifies the group contribution and the individual performances;

Developing a strong team spirit, based on the increasing level of identification of individuals with the group, on the reasoning given by the confidence in correct evaluation and reward, leads at obtaining of some superior results in the organization. In a market economy, competitive, in the practice of

management of the organizations is of a particular importance in obtaining of some more performed results, thing which depends, to a large extent, by the practicing of an effective leadership style.

Making a synthetic comparison between the classic good manager and a contemporary managerial leader, centered on changing, the latter, gives especial importance, interpersonal relations, increasing the degree of preparation and employees motivation, increasing of the responsibility of those and auto discipline, considering that people represents a essential resource, that requires a special treatment.

An effective manager must have the characteristics of a true leader, namely: vision, realism, ethics and the courage, respective an ample thinking, of perspective, tight contact with the exterior world, loyalty to the group of work, moral uprightness, initiative, accepting the risk and assuming responsibilities.

**Table 1.** Major differences between the leadership styles

Nr. crt	Characteristics	Styles		
		Autocratic	Participative	Symbiotic
0	1	2	3	4
1.	<b>Team spirit</b>	For convenience	Is desired	Is essential
2.	<b>Organizational approach</b>	Hierarchic	Hierarchic	Collegial
3.	<b>Management role</b>	Mostly focused on control	Centered control	Promotes the balance
4.	<b>Vision</b>	Of imposing	Indicating the direction	Co-determination
5.	<b>Motivation</b>	Based on coercion	Based on individual involvement and collective	Based on team spirit
6.	<b>Delegation</b>	Avoided	Encouraged	Promoted systematic
7.	<b>Evaluation</b>	By the direct boss	By the direct boss	By the team from where is the boss
8.	<b>Promotion</b>	Decided by the boss	Decided by the boss and other "inputs"	Decided by the team
9.	<b>Development</b>	Decided by the boss	Decided by the boss and other "inputs"	Decided by the team
10.	<b>Recompense</b>	Decided by the boss	Decided by the boss and other "inputs"	Decided by the team
11.	<b>Discipline</b>	Watched by the boss	Watched by the boss and other "inputs"	Watched by the team

An important role in the leadership development within the organizations is having the specialists in human resources, who must organize courses of management training, to recruit young graduated to enhance the managerial potential and to develop the concept of leadership in the enterprise, influencing the managers in the sense of practicing of an effective leadership, based on interpersonal relations, on conscious involvement and motivated of the employees in realizing the assumed objectives.



## 9 Conclusions

On the basis of the leadership is the team spirit, respective the desire of people to think, feel an act harmonized, in order to achieve a common purpose. For an effective managerial leadership is necessary as the formal fundament to be doubled by the informal authority of the manager

For survival and development of a company, the organizational communication represents an essential element having in view the permanent changes which are taking place in organizational plan in terms of environment business, especially external, in which the organizations evolves, the leader needing to constantly improve and from this point of view. To become competitive in the condition of technological changes, of market or regarding the requests, attitudes and the consumer behavior objectives, the principles and organizational methods on the base of classic organizations have become obsolete and are required fundamental rethinking and radical re-conception of the business processes. The organizations of future needs of leaders able to deeply involve in radical changing of the way of operation, by innovative people, who wishes to work in team, are having trust in oneself and the willingness to accept the risk. Comparing the past leader with the one of today and he future leader it reaches to the conclusion that certain features of an effective leadership are omnipresent and durable, but there are others that changes with time evolution, which requires further study of this problem at adapting to the new conditions from the ambient environment of the organizations.

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