

Leadership and effectiveness

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Abstract

For the effectiveness of a company a better strategy or a better organization are no longer sufficient ,given the current competition on domestic and foreign markets. . It requires leaders and staff to be more mature intellectually and emotionally. The 21st century will be characterized by an intense competitive activity especially between the major economic groups, so the bureaucrats leaders are increasingly misfits in new situations, and no matter how skilled managers are, they will prove ineffective if they won't become true leaders.

Key words: *leadership, formal leader, informal leader, managerial style, manager*

1.Introduction

Leadership is today asserting land of many ideas, sometimes contradictory and controversial. Although in 1986, R. Toulouse reported over 5000 studies on leadership or one of its components - power, authority, charisma, influence or persuasion, the definition of a leader / leadership remains ambiguous and complex. The complex concept of leadership can be defined as a person's ability to influence others through communication, in order to achieve organizational goals. The leader is an individual who influences the behavior, attitudes and the efficiency of the employees. In the literature, leadership involves:

- The process of mobilization , training and guidance to people in a certain direction by non-coercive means;
- A person's characteristic ("born leader");
- A kind of behavior that is acquired through voluntary participation of people from an organization to achieve its goals.

Thus, leadership is a complex process "in which occurs guidance, orientation, and training of a group through non-coercive methods from a direction that will lead to achievement of long-term interests of the group".

2. Leadership styles.

Leadership style describes the approach that managers use on people in their teams. There are more than one style of leadership and leaders can be classified by the following :

- Charismatic/uncharismatic. Charismatic leaders rely on their personality, inspirational qualities and "aura". They are visional leaders oriented on realisation, take risks and are good communicators. Uncharismatic leaders are mostly basing on their know-how,confidence and analytical approach to solve problems.

- Autocrat-Democrat. Autocrat leaders impose their decisions ,making use of their position to force people to do as they are told. Democratic leaders encourage

people to participate and involve in taking decisions.

- Facilitator-controller. Facilitators inspire people through their vision of the future and empower them to achieve team goals. Controllers manipulate people in order to achieve their realization.

- Transactional-transformational. Transactional leaders negotiate basing on money, jobs and security in order to achieve the purpose. Transformational leaders motivate people to strive for a higher level.

Most managers adopt an approach somewhere between the extremes. Some will vary depending on the circumstances or their feelings over time, others will maintain the same style no matter what happens. It is best to use a style appropriate to the situation, but it is undesirable to be inconsistent in the style used in similar situations. Every manager has his own style, but this will be influenced by organizational culture that can produce a predominant leadership style that represents a behavioral norm for managers, which is generally expected and adopted. (Michael Armstrong, 2006)

3. Approaches to Leadership

There are three main approaches to the definition of leadership:

A. An approach based on features: there are certain individual traits which help identify the effective leader and compare it to an ineffective leader;

B. Behavioral approach: the most important aspects of leadership do not depend on the characteristics of the leader, but on his style to react in different situations;

C. Situational approach: a leader's effectiveness is determined not only by his behavior, but also by the context in which they evolve and must be appropriate to adjust. The situation requires certain resources, tasks, social structures, specific rules etc.

a) Approaches focused on leader traits

In an attempt to define an effective leader, six groups of features were outlined:

1. Physical characteristics: age, presentation, size, weight, social position and the mobility of leaders. No connection between them and the leadership style was identified.

2. Social environment: education, social position, experience and the professional mobility of leaders. No significant link between them and the leadership style was identified.

3. Intelligence: a leader should possess a large amount of knowledge, a better judgment, an intellectual mobility, an outstanding decisional capacity, a special feature of speech. The results show that, although this correlation is constant, it is very poor.

4. Personality: self-confidence, active spirit, integrity of character, determination, independence, introverted / extroverted spirit, friendly / aggressive spirit, need to dominate / tendency toward authoritarianism were often associated with a leader. Research results showed that the relationship was often present, but not confirmed in all cases.

5. Characteristics related to a task / labor: a leader can be defined as an individual with motivation / enhanced toughness, a strong need for achievement and a remarkable sense of responsibility and initiative, a "finisher".

6. Social and interpersonal skills: the leader gets actively involved in many activities, managerial skills, inter-relating with a variety of individuals because of his remarkable skills of cooperation, has prestige, popularity, tact, diplomacy, charisma.

b) Approaches based on leader behavior

Approaches based on behavior emphasize that an effective leader adopts an effective behavioral style that incites, mobilizes individuals and groups to achieve organizational goals, equally favoring higher productivity and employee satisfaction. Effective leader behavior falls into antonymic pairs: autocratic/democratic, deirect / permissive, oriented to tasks / oriented to people.

Studies have revealed two types of leaders: task-oriented and employees-oriented. Task-oriented leadership style (structural dimension) focuses on the definition and division of tasks to achieve the establishment of a formal communication level in a group / organization to define directions of the activity of the group, the main aim being to achieve the objectives, tasks.

Employee-oriented leadership style (relational dimension) focuses on behaviors that create a work environment where trust, mutual respect, friendship and support occupy an important place. This type of leadership is concerned with safety, comfort, job satisfaction of employees, promotes interpersonal relationships and takes the time to listen, prefers working relationships based on mutual trust, communication, respect ideas, personal opinions.

Researches have promoted the idea that the leadership style oriented on employees is the most effective, these leaders being associated with both greater productivity of the group and increased satisfaction with the work.

c) Approaches focused on situation / quota

The appearance of leaders is urgently needed depending on the situation and their ability to intuit / meet the expectations of people that follow them. Situational approaches emphasize the complexity of situational variables which might influence the effectiveness of a leader, proving that leadership is flexible, depending on the stage of maturation and subordinates. They take into account the possible influence of leader traits and behavior:

- Personal characteristics of the leader: personality, needs, motivation, experience;

- Characteristics of subordinates: their personality, needs, motivations, expectations, skills / past experience;

- Characteristics of the group: stage of development, structure, nature of the task, formal and informal rules;

- Characteristics of organizational structure: sources of leader power , rules and procedures established by the organization, professionalism of employees, the time to perform a task or decision.

4. Leader vs manager

Specialist W. Bennis found decreased quality management and an acute lack of leadership. As in any business there is a formal organization and an informal organization, which often vary considerably, informal leaders may not identify with managers, meaning people with leadership positions in the company hierarchy. In these circumstances, a good manager will always be a good leader, but a good leader is not always a manager. "Leadership is a part of management, it is the ability to convince others to enthusiastically seek achievement of defined objectives. It is the human factor that ensures consistency of a group and motivates it in order to achieve some goals.

The differences between a leader and a manager are those between the person who knows/masters the complex context of business and the person that capitulates to it. Warren Bennis (1989) established the following dichotomy:

"The manager administrates; the leader innovates!

The manager maintains; the leader develops!

The manager focuses on systems and structures; the leader on men!

The manager relies on control; the leader inspires trust!

The manager asks "how?" and "when?"; the leader asks "what?" and "why?"

The manager aims for the final result; the leader on the horizon!

The manager does things the right way; the leader does good things!

The manager is formed and learns through training; the leader through education!"

It is told that in order to be a leader you must be born a leader, born with those qualities that represent the "key" to success. However, an effective leader can be formed during its lifetime; he should present emotional intelligence but also social and personal capacities. A good leader builds through a continuous process of education, training and experimentation.

An effective leader always promotes a vision, adopts a democratic style of leadership, takes correct decisions and does that in time, has the ability of thinking in perspective, is a good coach, man of vision, effectively leads discussions, enhances the group, setting realistic goals, maintains the integrity of the group, uses tactics of persuasion, maintains the integrity of the group, uses tactics of persuasion, presents empathy and stimulates the abilities of others through feedback and coaching.

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