

# THE PROFESSIONALIZATION OF THE SUSTAINABLE DEVELOPMENT MANAGEMENT. THE ECOLOGIST MANAGER PROFILE

Univ. Phd. Dr. **H. C. Ion PETRESCU**,  
Director Coordinator of the Brasov  
Universitary Center of the University „Spiru Haret” and  
Dean of the Management Faculty.  
Founder member of the Academic Society of Management in Romania

## ABSTRACT

*The manager profession has an important role in the sustainable development management framework. It considers the managerial reality transformation in order to obtain economical, technical, social and ecological results in the organization. Throughout its profession, the ecologist manager express its functional relations with the employees and the managing team. And it also ensures the efficiency of the managerial acts, which bound the science and the practice.*

**KEYWORDS:** professionalization, sustainable development management, ecologist manager, career, selection.

## 1. The professionalization of the sustainable development management

The investigations over the sustainable development management professionalization take place on different plans. Some approaches consider the manager profession study as a concrete manner to manifest some knowledges and skills throughout the managerial activity. Others try to comprise basic indicatives and special features which allow their action in certain conditions. We study the sustainable development management professionalization under the aspect of concrete repports between the ecologic management, the economic-productive company system and the final sense of the social actions. We pursue, as follows, the manner in which these rapports have restructures and renews which are being generated by the economy. We handle the entire process of the sustainable development management professionalization, not only from a general-theoretical perspective, but also a concrete one, tied to the activity and needs of the ecologist-manager, the company where he works and it's environment.

### 1.1. Conceptual approaches

The sustainable development management approach as a profession became a meditation subject for many scientists. In their vision, the name of ecologist manager as a profession is given to the persons who have built a career based on personal qualities and some special talents in exercising the managerial activity.

The ecologist manager profession is a new one. The ecologist manager is a condition creator for an efficient use of the human, material and financier resource, which

involves, next to numerous and various knowledges, many qualities and skills. We define the ecologist manager, in general, as being the modern specialist which responds to the new demands, exercise a profession with a high degree of practices and knowledges that require a long learning process and a continuous perfecting. The ecologist manager must have technical, economic, juridical, psychological knowledges to apply. He must act based on a managerial thinking, because the management became scientific in all its aspects. At the same time, the manager must have the ability to work with the employees, known being the fact that the management must involve every one in order to fulfill the objectives of the company. The manager must also have basic knowledges in management, in general, and in the sustainable development management, in particular, to develop an organizational sense, to be creative, demanding and firm.

### ***1.2. About profession in general and the ecologist manager in particular***

The profession can be defined as a vocation with knowledge, skills and attitudes used to coordinate others. The profession presumes an ensemble of theoretical knowledges and practical skills which define the preparation of different employees.

The sustainable development management gathers the conditions of a profession because it requires training, various theoretical knowledges and practical skills and represents obtaining results throughout the employees efforts and demands that they continuously perfect their professional training.

An essential feature of the ecologist manager profession is the apparition and the development of the professional approaching method for the sustainable development management or the institution applying it. The professional managerial approach has numerous features. We will refer as follows to the most significant of them:

- Technical competence of the ecologist manager;
- The interest of the share holders;
- The continuous and profound act of impartiality and objectivity;
- The confidentiality of the professional manager;
- The ethics in the professional management with the specific trends and manners of fighting the difficulties in the field;
- The acknowledgement and proper handling of the social implications for the professional manager missions.

## **2. The professional ecologist manager**

### ***2.1. Demands***

All the above allow us to emphasize that, in theory and in practice, the modern economy acknowledges the sustainable development management as a profession, and the manager as a professional. The professional ecologist manager, no matter its level, follows many purposes, many objectives, it is dynamic, it has initiative, receptivity towards change, pays attention to the organizational managerial problems, in the field of planification, motivation, participation, decisional process and control.

As we have emphasized before, to fulfill these activities, there must be achieved some specific demands regarding the knowledges, skills and managers attitudes.

Next to the technical knowledges about the organization's specific domain, the ecologist manager must know the basic economic relations, with all the interpretation,

analyse and concluding instruments and resources allocation, in general, and limited ones, in special. There are being necessary knowledges and skills of handling the challenging forces in the conditions of interaction between the demand and the offer. At the same time, the manager must have sustainable development management knowledges. Next to theoretic and normative knowledges, it is being necessary that the ecologist manager have experience in the field of applied management, which helps solving problems based on applying the managerial principles to the conditions given by a certain client or provider, at the certain company or in its environment.

In assuring the managerial success, a special place is the one of the ecologist manager thinking and skills. As we already know, the free market economy complicates the content of the ecologist manager work and of the procedures used in the process. The manager's work is being defined by investigative attributes, which demand, next to the mentioned knowledges, a certain effectiveness in taking decisions. In both cases, the success is being ensured by the thinking and the skills of the manager. The reason for saying so relies on a different approach of the manager's activity. The specific of the ecologist manager activity influences the thinking and the skills and so, it stimulates and develops some of its features.

## **2.2. Profession and career**

In many situations it is considered to be equal the profession and the career. It is being understood by profession, a theoretical and practical training of a certain type and degree to exercise an occupation, we emphasize the need to separate the meaning of the two notions: the ecologist manager profession represents a special preoccupation with objectives, methods, rules and organization for the people entering this profession, the sustainable development management is a career to be practiced most of their active life.

To become a career manager means to make a life decision, of high importance. It is necessary that both the person and the specialty organization profoundly and carefully reflect the characteristics of a proper candidate.

### **2.2.1. Personal features**

The specifics of the ecologist manager profession (the double manager's professionalization which developed by its basic training on one hand and on the other hand on the specific demands of the manager profession; combining the collective and individual leading work; obtaining results throughout employees, the need of creativity; combining the formal and informal authority; the overdemanding in practicing the profession) and its demands reflect in high proportion the fact that the managers have to have some qualities, knowledges and general and specific skills. In the first category, we have: the intelligence, the memory, the observation spirit, the concentration capacity, the health and the character. Next to the native mentioned qualities, the ecologist manager must have, in a high proportion, some economical, psychosociological, technical, mathematical, logical, statistical, knowledges, and also skills (of selfmanagement, selfacknowledgement, objectives establishment, individual own development, entrepreneurial, working with the employees and influencing the human factor, understanding the managerial work particularities, discovering and influencing the increasing and decreasing factors of the managerial work efficiency, forming and developing the managerial team.

### ***2.2.2. The role of the ecologist manager, object, pression and conflict***

The ecologist manager profession in its complexity involves a systematic, integration handling, considering the profession object, the pression and conflict state. The most important coordinates of exercising the manager profession must be treated in a multidimensional context, considering the organizational, informational, decisional and motivational elements of the profession. In this context, the ecologist manager work study in practicing its profession involves the effective approach of the organization objectives, methods and used techniques achievement, the behaviour towards the managers and employees.

The role of the ecologist manager is to influence the employees in establishing and especially achieving the companies objectives.

On the definitory coordinates of the ecologist manager's role, the profession object offers a special complexity to the unfurled activities.

In practicing the ecologist manager profession, there can appear certain lack of balance and difficulties which are joined by pression and conflict. Among the factors generating these, we mention:

- The existence and the development of some unballance in the economy;
- The technologic aging and the logistics;
- The inferior value of the resources;
- The exaggeration of the exterior support role;
- The presence of a beurocracy generating legislation;
- The tendencies apparition and the manifestation of motivational unification;
- The inexistence of a proper general strategy;
- The low level of the partenership and managerial culture.

To exit the pressure and conflict state which is being generated by the mentioned factors, the ecologist manager can take numerous actions and attitudes, like:

- The solid acknowledgement of the main politic, economic and social phenomenon and proceses by the ecologist manager and if it is possible, their trends;
- Forming a correct image over the resources and their using manner;
- Ensuring the challenge by ensuring the manager profession quality.

### ***2.2.3. Nature of work and demands***

In practicing its profession, the ecologist manager appears as a permanently busy person. It has an alert working rythm, it always believes that there are many other things to be done and it is unsatisfied by its achievements. Its activity is intense and generates a lot of stress.

Trough its nature, the managerial work means:

- A great number of working houres, the length of the working week and the increasing houres number in a week along the managerial hierarchy;
- The manager's working day has numerous incidents;
- The work interruptions are frequent, and the choirs reffer to different type of actions;
- The communication system is complexe and different;
- In the conditions of the more important role played by the ecologist manager, it must become more of a resource, an advisor, a shaper of the employees;

- The changes in the training degree for the working force, as well as the new structure demand that the ecologist manager learn new things to face its next assignments;
- The need to learn how to influence the people they can not control directly, in order to create, maintain and make the systems work, complicates the managers work nature at all the levels;
- Integrating in the decision issue process obliges the ecologist manager to maintain the most appropriate balance, the interests of the provider and of the beneficiary, so proving its constructivity;
- The achievement of a profound change in the managerial time budget so between 1/2 and 4/5 of its time should be for the exterior connections: with the bank, the central or local authorities, the clients and the providers;
- Practicing a participative management imposes frequent meetings between the members of the managerial team;
- The call for information must become a moving force for the manager profession in general and the managerial decision in special.

In essence, the profession of ecologist manager represents an orientation process for the people's activity in order to achieve some objectives. Therefore, the knowledges of sustainable development management become necessary in leading the organizations.

### **2.3. The ecologist manager personality structure**

In the managerial practice and theory, the ecologist manager personality takes an important place. One of the causes stopping the proper solving of numerous aspects which are being connected to the managerial activity improvement is the unsatisfying approach of the problems regarding the manager's personality in general and especially those referring to the interrelation between the manager's personality and the demands of the manager profession, a domain to be developed as follows.

#### **2.3.1. The manager personality and the ecologist manager profession demands**

The term personality is being used with different semantic nuances in philosophy, ethics, sociology, history, pedagogy, psychology.

As basic attributes of the personality, we mention: unity, the hierarchical integration of the functions, processes, estates and behaviours, the dynamism, the orientation and the actions purpose.

From the psychology point of view, throughout personality, we understand a stable structural ensemble of internal psychic behaviours (cognitive, emotional, motivational) and types of basic answers (behaviours), which are being constituted in the framework of individual interaction with a social-cultural determined reality.

The definition of the ecologist manager personality must respect the epistemologic criteria, which is characteristic for the general psychology.

Throughout this perspective, we will refer to the three features categories:

- Profound features which individualize practically every type of personality, inclusively the manager's personality;
- Common features in which we include the ability to educate and create which directs, impels the development, no matter the age or the stage of professional evolution;
- Objective features, whose essential characteristic lies in developing the internal resources at the external behaviour level, which materialize in different social roles.

The ecologist manager profession perspective needs the manager's personality approach as a potential, virtual formative ensemble, who's continuous development comprises in an unique formula of the multistages correlation equation between the manager profession-personality-activity-managerial efficiency. This equation offers the methodologic evolution line of the manager's personality as a manager profession subject, which is able to communicate and create according to the manager's profession object – the sustainable development management, which must be valued at it's best.

The ecologist manager profession comprises the ensemble of it's features, skills and capacities which are being achieved in the practical behaviour and are being valued in the sustainable development management. It constitutes a unit of the manager's features, concrete actions unfurled while leading the organization and social appreciation of this work.

A condition of managers personality development is unity between own and company interests. The managers personality development is being achieved along a contradictory process, with positive and negative moments of evolution and involution, caused by different integration manners of the manager in the manager profession.

### ***2.3.2. The form and the development of the ecologist manager personality***

A part of the psychic qualities of the ecologist manager appear and develop in the organization management process. In this process, the ecologist manager tries a reversed influence over the environment, the employees, which is as powerfull as active the manager is. The managers personality is not a pasive product of the environment, it is being formed in the interaction process with it. In the managerial process, the spiritual and moral features of the manager, also the psychic features are being developed. The managerial activity means hard work, the effort and the responsibility influence the manager's personality. The managerial activity is being composed of the individual elements, called actions. These actions form the manager's activity. The managerial activity is being characterised throughout content, complexity and quality of execution. Every managerial action is being passed out to the employees under the manager's controle. The managerial action always has a concrete purpose. For every action fulfillment there are being emphasized the employee's qualities, there are being used means and methods.

## **3. The selfacknowledgement and selfmanagement in exercising the ecologist manager profession**

The profession of ecologist manager represents a wide universe which becomes to which wants to know it and apply it's principles, demands and methods.

The ecologist manager live permanently with the idea that the manager profession represents a continuous cycle of learning, applying and replay. Therefore, the ecologist manager wants to emphasize it's value and it must understand that the hours of it's managerial profession must be lived intently.

### ***3.1. Profession and selfacknowledgement***

The selfacknowledgement reunites the sensorial and the logic, the empiric and the theoretical and unfurles in the interaction order between the manager and it's profession. The value selfacknowledgement represents the managers selfacknowledgement, with the direct handle of some informations as complete and real about own self. The managerial

value selfacknowledgement includes the acknowledgement of own status, adequate social perception of own person, as well as it's coworkers relations, a real image of oneself. A such selfacknowledgement of the ecologist manager value i tis possible only troughout a good acknowledgement of the managerial team members and other employees value, as well as the image the other have on the mangers value. We can emphasize that the selfacknowledgement degree for own value indicates the psychosocial development of the ecologist manager.

Troughout selfacknowledgement we understand the complexe process of revealing the own value essence. The selfacknowledgement can be empiric and scientific. We emphasize the second type of selfacknowledgement, the scientific one, because it tries and succeeds to eliminate the empiric subjectivism, allowing the manager to become aware of it's own value.

In the sustainable development management, the acknowledgement by the manager of it's own value troughout evaluation and self evaluation must be understood under two aspects: one aims the setailed study of cognitive capacity, like memory, thinking, language, perception and their treatment like information mechanisms for creating and developing the managerial value; the second aims the perspective of all the managerial value elements and tryes to scientifically dyscover the cognitive factors and mechanisms to influence the behaviour, personality, motivation and finally the manager's value.

As follows, we emphasize the evaluation (selfevaluation) domains and the used instruments for that purpose:

- evaluating the manager's intellectual features aims measuring the managerial knowledges, attitudes, and managerial skills, which can be achieved using the following instruments:

- managerial performance;
- intelligence tests;
- cognitive performance tests;
- personality tests.

- Evaluating the professional-managerial qualities aims measuring the manager's personal, social, emotional and moral qualities which are being associated to the organization leading process, for what purpose there can be used:

- Control lists;
- Hyerarchical charts;
- questionnaire;
- observations.

- Evaluating the managers performance is being usually done calling the following instruments:

- Interactional matrix regarding the quality of the participative management, which is being stimulated by the manager;
- observations;
- control lists;
- hyerarchical ordination chart;

- the managerial team performance, which is being evaluated using the following instruments:

- performance tests batteries;
- longitudinal studies;
- questionnaire.

- Evaluating the psychosocial climate is based on sociometric observations and techniques.

From all these it results the fact that in the evaluation practice for the managers value there exists a wide scale of methods and techniques. The most frequently used are:

- The manager's activity direct observation, it's behaviour and the employees and members of the managerial team behaviour;

- The interview;
- The documents study;
- The questionnaire;
- The survey;
- The test analyse.

In order to have a correct evaluation it is being recommended to combine the methods and techniques.

### ***3.2. Profession and selfmanagement***

Every ecologist manager is an entity made out of different skills, talents, temperament and professional training. If a manager has these qualities like flexibility, determination, energy and intelligence and a good training, he has all the raw material of the personality, which is being necessary to develop and perfect the selfmanagement skill. In order to answer to the demands of the selfmanagement skill, there are being necessary some jointed qualities in the form of profile features of the manager. These demands refer to the professional qualification and some individual social biologic features.

In the relation with the present problem – the selfmanagement ability, the ecologist manager, having the necessary training, acquires the possibility to apply the managerial theory in this domain of skills.

As essential features of a ecologist manager who has a well represented selfmanagement ability, we emphasize the following:

- it ensures a normal balance between the personal and manager life;
- it has interest for selfacknowledgement;
- it organizes and uses rationally the available time;
- it pays attention to preserving the physical and psychical health;
- it organizes and programs the rational use of the breaks;
- it develops a permanent and efficient communication with the employees;
- it handles seriously, it analyses and take measures for eliminating the failures, when they appear in the managerial activity;
- it eliminates the tensions and it's manifestations;
- it takes only the responsibilities that can be rationally fulfilled;
- it does not involve in activities that do not require the managerial power;
- it doesn't look for compliments;
- it manifests dignity and high reputation;
- it is in good health both physical and psychical;
- it doesn't overrates the working time;
- it motivates the actions based on clear objectives;
- it can focus on the results, it motivates it's actions, it has the tact and calm which are being necessary for solving the problems and doesn't give up;



- it manifests the sense of essential and synthesis, covers the general aspects, without neglecting the details;
- it solves the problems on the priorities imposed by the results;
- it behaves based on the principles of working psychology;
- it organizes it's own activity, working place, personal resources;
- it uses adequate methods and techniques to increase it's work efficiency;
- it is being preoccupied to self improve and improve the managerial team and all the workers.

Finally, the manager's efficient personality development can be achieved based on acknowledging own value. The value manager has a creative and efficient personality. It is multidimensional. The manager's value is a repetitive gathering of functional physical, psychical, psychosocial and cultural activities. The value is the most important aspect of the manager's life and represents at the same time the difference between managers. The value emphasize comprise the creative skills of the manager wich articulate on the temperamental background and the character structure and it contributes to the increasement of the ecologist manager personality efficiency.

### References

1. Albert E., *Le Manager Durable*, Editions D'Organisation, Paris, 2005
2. Albu, L.L., *Analiza Interdependențelor dintre dezvoltarea durabilă a României și a țărilor membre UE în perioada postaderare*, Ed. Expert, 2007
3. Bran, Fl., *Relația economie-mediu la începutul mileniului al III-lea*, Ed. ASE, București, 2002
4. Gavrilescu, D., *Interdependențe între dezvoltarea durabilă a agriculturii și a spațiului rural românesc cu țările membre ale UE*, Ed. Expert, 2007
5. Ioan-Franc, V., *Dezvoltarea durabilă și responsabilitatea instituțională*, Ed. Expert, 2006
6. Oprean, C., Suciu, O., *Managementul calității mediului*, Ed. Academiei Române, București, 2003
7. Petrescu, I., *Managementul capitalului uman*, Ed. Expert, 2008
8. Petrescu, I., *Managementul mediului*, Ed. Expert, 2005
9. Rojanschi, V., Bran, F., Grigore F., Ivan, I., *Cuantificarea dezvoltării durabile*, Ed. Economică, 2006
10. Rojanschi, V., Bran, F., *Politicii și strategii de mediu*, Ed. Economică 2002
11. Trică, C., *Economia mediului. Teorie și practică*, Ed. ASE, București, 2004
12. Vlăsceanu, M., *Organizații și comportament organizațional*, Ed. Polirom, 2003
13. Zaman, Gh., Vasile, V., (coord.), *Transferul Tehnologic și investițiile – priorități ale dezvoltării durabile*, Ed. Expert, 2006