

DETERMINANTS OF LEADERSHIP

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Leadership - one of the most frequently examined and discuss component of management - act a variety of approaches. By definition, "Leadership is the process by which a person sets a goal or a direction for one or more people and cause them to act with competence and dedication in order to realize their full" (O. Nicolescu, I.Verboncu - "Foundations of Corporate Management")

Leadership is a person's ability to set targets and to induce others to follow in their achievement based on a strong emotional involvement and operational.

Leadership involves collective action so as to make significant changes, increasing the competence and motivation of all involved, that action in which more than one person influencing the process. Leadership is an ongoing process not an event, nor implement a project of great ideas or inspiration. True leadership occurs when followers choose to follow their leaders - the belief in themselves and in their vision. Leadership, is influenced, if not determined by culture and life experience.

Terms of "Leadership" and "Management" are often used in connection with same. In reality, the two concepts are very different. Have many common attributes, given that both are based on institutional structures and systems, both to improve the organization's performance. But the concepts are different essences. According to Jo Brosnahan (1), leadership development means more attention to attributes that refer to integrity, vision, ability to inspire others, self-awareness, courage to innovate and reasoning.

While stress management more formal systems, processes and incentives, leadership refers to informal influence - how people can be mobilized by the values and visions.

Leadership therefore, be defined by leadership - process which refers to participation obtained through non-coercive means (to participate freely consented), with the aim of meeting targets. Feature remains the same as leadership is the ability to inspire and encourage group members to achieve success worthwhile. As participation, leadership is done by delegation of authority, action committees, sharing objectives, actions that provide benefits such as: improving decisions, facilitate change, identification with the leader and a high level of success. It is not enough for leaders to train subordinates to perform without only and may objectives by "temptations" motivational but it is more than necessary, that at least some group members to personally engage in this activity. Those who manage to accomplish this are called leaders.

While it was formulated the idea that leaders are born, unable to be trained. The truth is that leaders have innate capacities, but have been heat treated through education. Good leaders come to share with their talents, they shape depending on the successes and failures experiences. This is confirmed by one of the leading authors on leadership theories, Noel M. Tichy, who presents an argument, apparently, very simple: "Successful companies are different in that they have good leaders who, in turn, are able to grow new leaders for all hierarchical levels of the company. Therefore, the final test for a leader. (lies) in his ability to prepare other leaders. "

So the view exceeds the traditional behavioral-based leader of innate qualities, because experience shows that the objectives is closely conditioned by training and training

in time management skills. With the currently says that the resource poor in the world is leadership talent and leadership crisis has become a problem of our society, psychologists D. Katz and R. Khan shows that whether organizations are structured and have clearly defined goals, leadership is necessary because:

1. provide dynamic organization;
2. allow greater flexibility and capacity in response to changes in the environment;
3. enables coordination of efforts of various groups within the organization;
4. facilitates the needs of the organization members, as the premise of labor stability.

A **leader** can be defined as: "Someone who occupies a position within a group, influence others based on expectations and coordinate their positions and directs the group to achieve goals." (*Raven, 1976*)

The features are personal characteristics on the physical and intellectual features and personality. There are several features associated with leaders. They are generally very energetic people, willing to influence others, but at the same time, intelligent and balanced enough not to abuse their power.

Using features to fit a person in the category leader is limitless. To be effective, leaders are asked different features, depending on the situation in which it operates. For example, physical superiority may be useful in conducting a lumberjack team, but inconsequential in the management of a team of scientists. The mix of behaviors they adopt the leader, at a time depends on the conditions and forces present in a given situation.

Main qualities of the leader: character, vision, behavior and confidence

Character

The character behaves more elements of which we mention:

- Presence of humor and modesty and natural inclination to treat people in the organization equally.
- Aware of own limitations and honest regarding their strengths, weaknesses and true personal improvement efforts.
- Curious and approachable in a position to encourage others to give a response (feedback) honestly and to suggest new ideas.
- Open and able to comply competitors or opponents, to learn from them where appropriate, both in terms of leadership or statements related to certain transactions, business etc..
- Action-oriented and eager to achieve the intended purpose by fair means and continued efforts.

Vision¹

Effective leadership can't exist without one crucial ingredient: *the vision*. This is the ability "to see the invisible can do the impossible". Existence of a vision will allow us to be creative and innovative, to turn dreams into reality and find solutions to problems that seem insurmountable. A vision can energize us, inspire, motivate and guide, we going to achieve a goal situated above us. A vision can support us in difficult moments, we can make even when we are committed to the most difficult situations. A vision will help us

¹ Ceptureanu, S. *Organizatii orientate spre piata sau organizatii orientate spre invatare?*, Simpozionul Tendinte moderne in managementul organizatiilor pe plan mondial,, Bucuresti

continue to believe in what we do and find the way of "doing the impossible". Leaders of organizations need such a vision in order to effectively make their contribution to fulfilling the mission of the group to which they belong. They need understanding in order to mobilize people to find solutions to problems affecting residential community and act as catalysts for change. Need it, to have a clear vision, is even more acute as we see around us in different sectors such leadership is fragmented and torn by internal struggles, under political pressure and corruption reached. You, as community leaders, must develop a vision that will guide you personally and those who drive them to achieve the changes they want.

Behaviors

While leaders must adapt to specific circumstances and ever-changing those who truly successful have a common set of behaviors. They:

- Will work for and will continuously monitor the implementation of proposed actions;
- Will create and sketch the changes and will not adopt a passive behavior, will interview the existing situation and will refuse the kind of answers that say "I have not ever done it";
- They exploit opportunities present without compromising the need to invest and build for the future;
 - It will develop into an open work space, will focus on results, always aware of fact that can do a lot if it does not matter who is the borrower for success;
 - They will evaluate and use human resources based only on individual performance and potential;
 - They think positively and will seek all opportunities to rely on the challenges they are facing;
 - There will be sufficiently attentive to details to figure out whether the objectives are met or not;
 - Seek consensus and be tolerant of other points of view expressed;
 - They communicate constantly influencing, encouraging, critiquing, and listening.
- Leaders must be like a very clear way forward:
- Performance Expectations well articulated for each member of the organization by accepting the idea that all will be evaluated only according to individual performance;
- An environment where open communication is encouraged and answers and new ideas are required from all involved;
- An appreciation of principles that team members are informed are the most motivated and capable of results;
- Trust in colleagues and the desire to provide opportunities for those seeking to promote higher positions and thus to accept new responsibilities.

Trust

Leaders share a very important characteristic for success that is confidence. We need to do here as possible a clear distinction between confidence and arrogance or selfishness. A level of confidence allows their leader can act to overcome difficult moments in the process of achieving goals and objectives.

The most important activities of leaders are those related to achieving goals of interest to subordinates. Such objectives include promotion or a pleasant working

environment. To achieve such targets will bring satisfaction and availability for the effort, and the leader will be accepted. Thus, effective *leaders subordinate objectives relate to the objectives of the organization*.

Leader whose behavior is perceived as unnecessary and not assist subordinates will not be accepted by them. The leader must establish performance standards by which to provide rewards and to ensure that subordinates understand what to do to get them. Often, it is necessary for leaders to provide support through guidance and training.

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