

LEADERSHIP VS. MANAGEMENT. MAXIMIZING MANAGEMENT PERFORMANCE BY DEVELOPING LEADER'S SKILLS

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Abstract: *The organization is represented by human resources. The responsibility of leading the organization rests with the role of the manager. The efficiency of the leadership role translates into the organization's ability to achieve its goals. How does the manager succeed to determine a favorable framework for achieving the goals, how can he or she determine the human resource to put their shoulder, to concentrate all the available resources in achieving the objectives set by the institution he or she manages? These are goals to which any leader of the organization tends, since an evaluation of the managerial performances is strictly related to the fulfillment of the objectives that the organization has set itself. We can metaphorically look at the organization made up of a certain number of employees, without counting this number, as well as a gear made up of a certain number of wheels equivalent to the employees. Each wheel being a separate component, as psychologically individualistic as each employee, but in perfect harmony with the other wheels. Each person psychologically becomes a separate entity.*

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1. Introduction

The approach of the specialized literature towards the concepts of "management" and "leadership" causes them to be treated as distinct terms, but the practice shows the difficulty of their delimitation. In the definition of management, leadership represents one of the five functions of management. Manfred F.R. Kets de Vries (2001), points out the necessity of the leaders' presence in the different fields through the following rhetoric: "Why, after all, do people need leaders - leaders in politics, leaders in business, leaders in culture?" ... "because we live in a changing world".

The leadership requires to be a visionary, inspirational, motivational and dedicated person to keep up with the permanent changes of the environment that also entails many competitive forces. Filley, House and Kerr (1976) formulate the differences between management and leadership: "Management can be defined as an intellectual and physical process that results in subordinates fulfilling certain conditions, establishing official tasks and solving certain problems. The leadership, on the contrary, is the process by which a person exerts influence over group members".

The leader is the one who motivates behaviorally the group members so that all the actions exercised by him/her converge in the direction of achieving the objectives of the organization. The leadership is in a perpetual movement, to impose the necessary changes, to keep up with the changes that are constantly happening in the market.

2. Content

The management and the leadership appear as two necessary instruments for the development in optimal conditions of the activities within the organization. According to Parry (2011), "the management and the leadership are not comparable entities; the management and the leadership are two managerial styles that work together to achieve the success of the organization". The management, in the exercise of its attributions, is based on the attribute of the power that the function confers, at the opposite pole being the leadership used in exercising the activity on human interactions within the institutions,

targeting a process centered on social influence. For these reasons, although most of the times no clear distinction is made and these terms are used as synonyms, we consider the creation of a separation in consensus and with the idea launched by Zaleznik (2004) that leaders are not managers. The manager's attributions are structured in 3 functions:

- a clear vision that foresees the objectives in the future and their definition, fixing the stages of accomplishment and clearly establishing the necessary resources;
- establishing the tasks and distributing them to authorized persons;
- the activity within the institutional framework and the problems that this imposes in the dynamics aiming to reach the objectives.

The managers and the leaders also differ in the relationships they establish with the members of the institutions. The legitimacy of the manager comes from outside, following an appointment from the board of directors, while in the case of the leader, the support comes from the group, thus being able to rely more on the development of decisions and the course of actions on the members of the institution. A manager from this point of view cannot resort to these mechanisms, which will be a situation characterized by a much lower efficiency. A defining profile of the leader, of the manager, cannot be achieved insofar as the characteristics of a leader derive from the interaction between the individual profile and the situational diversity of the context. And what can be better than an employee who works motivated, who launches all the emotional and professional resources to achieve the goals of the organization.

The leaders are able to bring about changes in the culture of the organization, they have the opportunity to transform, to influence individual potentials in favor of the collective interests.

The leader is the one who builds a social architecture within the institutional framework, lays the foundation of a system of relationships that works coherently, while the manager's role is limited to an execution function without a real adaptation, he/she continues to the group characteristics and the challenges imposed by the organizational framework.

Anyone, from the lower levels to the top of the organization, can be a leader. Not a few times, an informal leader had an important contribution in carrying out the actions within the organization.

Within the organization, it is necessary to have harmony between the formal and the social structure, which will serve the collective goals and values. Institutional tasks, as a goal often difficult to achieve, must not be carried out mechanically, without a soul. Bennes (2009), president of California's Leadership Institute, states in his paper, "On Becoming a leader", that "Leaders are made, not born".

An efficient management style is the one that inspires people to participate with all the skills, to commit them with all the resources they must achieve the targeted objectives. Results are diminished by unhealthy cultures, and there is also a human price that is paid as a result of the ineffective implementation of change within an organization. This takes the form of:

- Disenfranchised employees;
- Loss of loyalty, trust and commitment;
- High levels of stress and burnout;
- Poor balance in life and neglected families;

The answer to superior competitive performance and more fulfillment for people can be found in the quality of a healthy culture and an enlightened 21st century style of leadership.

WHAT A SUCCESSFUL ORGANISATION LOOKS LIKE IN CULTURAL TERMS

- Managers more like coaches, less like supervisors or bosses;
- More influence and facilitation skills, less command-and-control;
- Rewards for adding value, not based on position, title or longevity;
- Continuous education to match the changing environment;
- Managers promoted for their ability to learn and train others;
- Fewer checks, audits and control steps;
- Flatter, less hierarchical organizational structure;
- Team-oriented incentives replace individual recognition;

Figure 1. Senn-Delaney Leadership Consulting Group, LLC.

Source: Senn, L. and Hart, J., 2016. *Winning Teams - Winning cultures*. Chicago: Senn-Delaney Leadership Consulting Group, LLC.

Every one of us can influence the culture around, in the organization, department or work team. Each of us will cast a shadow by our own behaviors and each of us has a choice in terms of our own personal and professional development.

All that we do or attempt to do within our organization will be impacted by our culture, therefore it is important to consider how we can better contribute to a healthy culture and better business results. Please see the chart below, which shows some of the transitions Senn Delaney believes individuals need to make:



Figure 2. Senn-Delaney Leadership Consulting Group, LLC.

Source: Senn, L. and Hart, J., 2016. *Winning Teams - Winning cultures*. Chicago: Senn-Delaney Leadership Consulting Group, LLC.

3. Conclusions

The leadership qualities are acquired requiring time and occupying certain positions within the organization to allow the acquisition of such skills. The leader must create for his followers the feeling and motivation of heading towards a certain scope. Attracting support from the members of the organization, a “welded” team is created, aimed at achieving goals, taking place in a framework in which each member is valued and feels that his/her work is appreciated.

The organization members must acquire the feeling of a firm conviction that they are players within the organization, with the freedom of their own choices within the organization. Effective employees need to experience the sense of competence, based on the belief of the importance of the activity carried out by each one within the organizational framework. Everyone's creativity, in order to flower, needs to find a channel of expression. It is not so important that the activities are performed, as the way they are performed, and for the realization of this design, it is important that each employee feels valued, to sense the feeling of the activity's importance that they carry out for the organization.

The leader manages to identify himself/herself within the group, obtaining legitimacy from it and at the same time offering to each member a framework that meets his/her needs. In the actions of a leader it is mandatory to find:

- a vision that takes into account the interests of all those who are part of the organization;

- a strategy to fulfill this vision ensuring a concordance between the environment and internal factors that can influence the objectives of the organization;
- resource allocation to apply the identified strategy;
- a group of people, to put soul, whose objectives are identified with the objectives of the organization and which contribute to the realization of the vision.

The influence of a leader is directly proportional to the degree of acceptance by the followers. The managers are the ones doing things the right way, the leaders are the ones doing the right things.

The leader sees a vision for the future and finds strategies to apply these visions, mobilizing subordinates so that they adhere to that vision and engage all the resources for its accomplishment, thus managing each employee to adhere to the organization's objectives motivated by his / her own goals.

The management represents a series of measures taken by the person at the top of the organization, a man - a manager, who leads people, people who form the organization. Only a leader can do this.

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