

THE VISIONARY LEADER AND HIS ROLE IN BUSINESS DEVELOPMENT

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Abstract: In any domain, be it religion, politics, economy, medicine, business, philosophy, sociology, education, army, we can find true leaders. These are the ones that make the rules, based upon their own experience and vision leaving their mark in history for future evolution. The purpose of this article is to identify the role of a visionary leader in developing a successful business. To achieve this, I've used the analysis of specialty essays and quantified analysis based on a survey applied within several companies in Arges County.

Keywords: leader of excellence, trust, super leader, effective thinking, the future leader.

JEL Classification: A14, M12, M54.

1. Introduction

The concept of *leadership* has captivated the mind and the imagination of many people and has been a source of concern for the commanders, leaders of groups and elites during centuries. This is how leaders of excellence were remarked, those who put their mark on the development of mankind through their means and have revolutionized respective domains, such as: religion, culture, history, industry, technology, economy, philosophy, business etc. They have brought new valuable ideas regarding the leaders of excellence contribution to the development of theories, and they have laid the foundations of new discoveries through innovation and creativity.

Communicating through virtuousness, the leader does not limit himself to just what he wishes to communicate consciously, but he has to assure congruency between the different messages he wishes to transmit.

Positive leadership styles: advising style, visionary style.

Through this research, I have tried to identify the role and performance that a visionary leader has in developing a business. I also identified a series of particularities which a leader possesses in the business domain in order to develop a business whether he owns it, or it is just employed, chosen by auctioneers or the Council of Administration. These particularities are the following: oriented towards the development of the company image on the market, maximizing the profit and minimizing the losses, developing the performance of the team he leads.

2. The stage of knowing the concept of the visionary leader

John Adair (2010) emphasises the fact that the leader of excellence is the most important leader in any domain, because other leaders from business, religion, politics etc. are only adepts of his rules. The main attributes of a leader of excellence are: solemnity, humility, visionary and inspired, but at the same time dedication to serve the people he leads. These actions propagate idealism thus he is the greatest leader of all time in the domain he represents. He presented great resilience, he took a series of great decisions, and thus the circumstances helped him become a great leader

“A pearl forms around a grain of sand. If you reflect over time at the values and personal experience, you will become a shiny and iridescent pearl, then you will be the pearl of wisdom” (Adair, 2010).

Every leader has a *message* to send. *Persuasion* is one of the most important attributes which he must possess when trying to make his message public and understood.

Mirza Yawar Baig (2012) concludes that an exceptional leader must have the following qualities: he must be *extraordinary* – to do more than others think of doing, in this way he is reasonable, logical and wise; to have *faith* in his decisions; to have a well defined positive *purpose*, above his personal needs; to have quality in his work; to have a well established *team*; to make an *engagement* by finishing his mission.

The **Leader of excellence** has only one barrier to overcome, namely, his own mind. He must have the courage to venture where no one dared, namely the human mind and spirit. He is supposed to bear the truth whatever the cost. All this leads to gaining the employee's trust.

Trust is the basis, the foundation of leadership. This is not enough without the people's faith that what the leader is representing is in their benefit. Leading is an act of great courage, because people have growing expectations.

The leader of excellence must have a clear vision and a strategy.

Vision involves sacrificing short-term plans for the long term.

The excellent leader or "superleader" is the one that leads other for the purpose of leading himself, defined by Robert Kreitner and Angelo Kinicki (2007).

Steg roiu and Vague (2006) stated that "superleaders empower their followers to act as teachers and coaches, rather than as dictators or autocrats". Superleading is the very foundation of effective and productive thinking. This way of thinking involves developing tools of self and personal control of employees.

The defining elements of superleading, according to Manz and Sims Jr., are the following: *positive development and motivation through examples; setting their own objectives; observation and self evaluation; Autoreinforcement* – „encourages leadership energy”.

Following the studies conducted by Daniel Goleman (2007) and his collaborators there are six types of superleader:

- **Visionary leader** – stimulates the imagination of those he leads;
- **Coaching leader** – guides individual desires for organizational goals;
- **Affiliative leader** – creates harmony through inter-relationship;
- **Democratic leader** – values people's inputs and creates obligations through participation;
- **Captivating leader** – establishes distinct and exciting goals;
- **Autocratic leader** – authoritarian gives clear guidance.

First four types of leaders create resonance between his resources developing performance, the last two are usually negative and they must be used with precaution.

The leader of the future portrayed by Steg roiu and Vagu (2006) should meet a number of features, such as:

- they must adopt a mentality of servitude to their associates based on honesty and integrity;
- they must have a global perspective and the capacity to understand and interact with other cultures;
- they must understand their team as a whole;
- they must be flexible and open to change and innovation;
- they must have continuity in acquiring new skills;
- they must be balanced and actively involving their career in their personal life.

The visionary leader is associated to the leader of excellence and he is the one that catalyzes the engagement and follows a clear and rigorous view, stimulating performance standards. In the case of the „pyramidal model” for the types of leaders, this type situates at level 5.

Tabel no. 1. The „piramidal model” for the types of leaders

Level 5	Lider of excellence
Level 4	Efficient leader
Level 3	Competent manager
Level 2	Team member involved in the group’s objectives
Level 1	Individual with special qualities

The visionary leader or the leader of excellence is that which:

- He builds lasting excellence through personal modesty and willingness to train;
- He channels his ego’s needs beyond his own, the goal of building excellence. His ambition is directed to the organization, not to himself;
- When things go well, he grants credit (attributes the merits) to the outside factors (collaborators, "chance");
- Assigns himself the responsibility, if he fails, he does so without blaming others or attributing failure to "bad luck".

3. Research methodology

The objective is to identify the qualities of a visionary leader who contributes to building a successful business. In this regard, we used a conceptual analysis for the documentary study. In order to achieve the pursued objective, at first we identified articles published in international databases involving on leadership.

The texts were chosen from the following sources: Internet search using keywords and expressions; searching catalogues from the most important libraries in Romania; studying specialized lecture from the personal library; acces to specialized international databases. In the second stage we used quantitative analysis based on a survey conducted among employees of companies in Arges County.

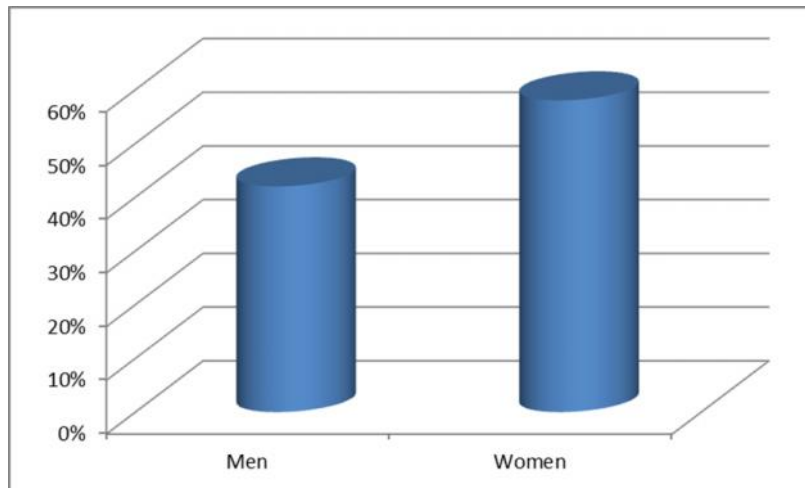
The assumptions underlying this research are:

1. *The employees appreciate a visionary leadership style, being very important to the company’s development.*
2. *The employees thought that a man is better at leading in an organisation.*
3. *The employees see the leader as a manager.*

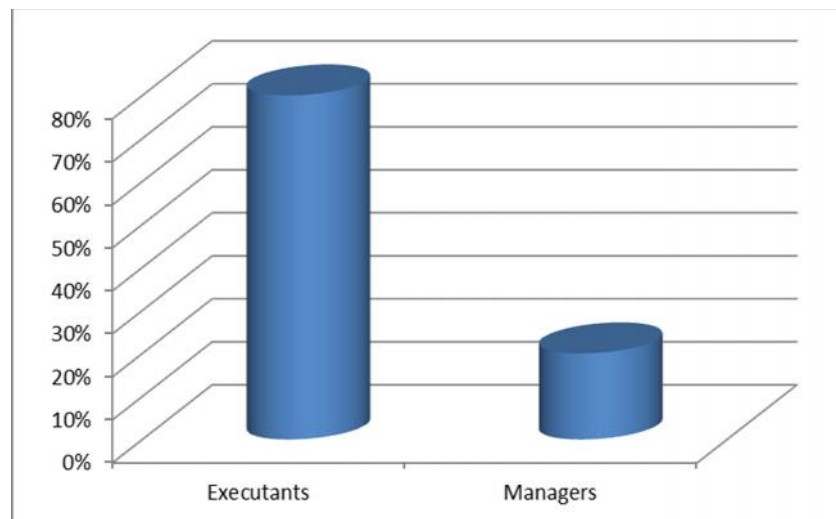
To carry out this study we applied a survey, between 01-28 februarie 2016, the target was 100 people, from 5 companies of the Arges County, from the business sector (top managers, middle managers and executants, all men and women). From the 100 interviewed people, just 87 answered, and at the end only 84 were considered valid. The survey contains 5 closed questions, utilising the Likert Ladder and 3 questions to identify the respondents

4. Research Results

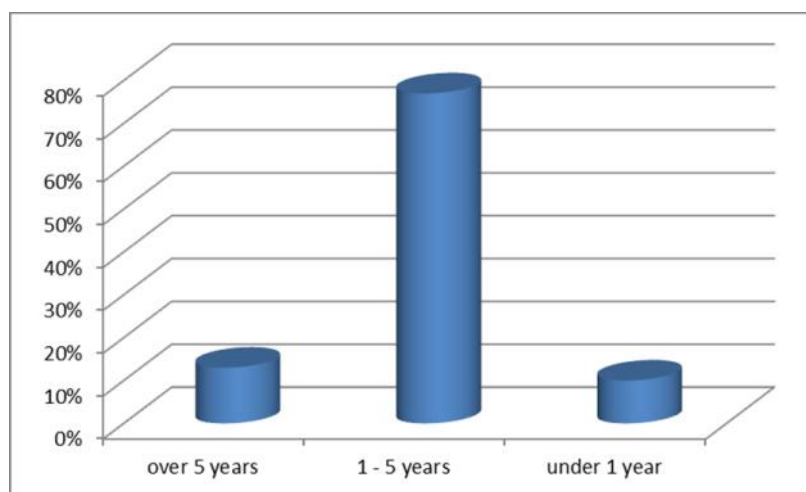
The structure of the respondents is as below:



Graphic no. 1. The structure of the respondents
(42% men, 58% women)

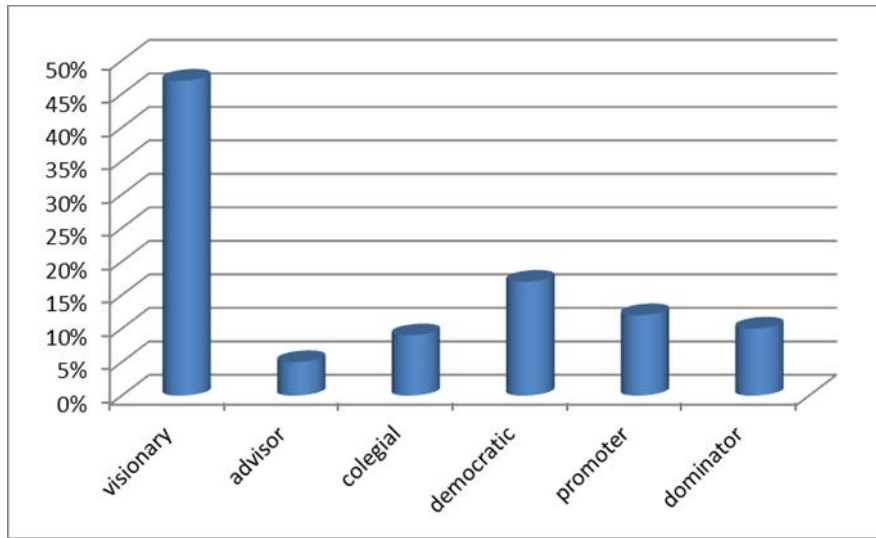


Graphic no. 2. The structure of the respondents
(80% executants, 20% managers)



Graphic no. 3. The structure of the respondents
(13% seniority over 5 years, 77% seniority 1-5 years and 10% seniority under 1 year)

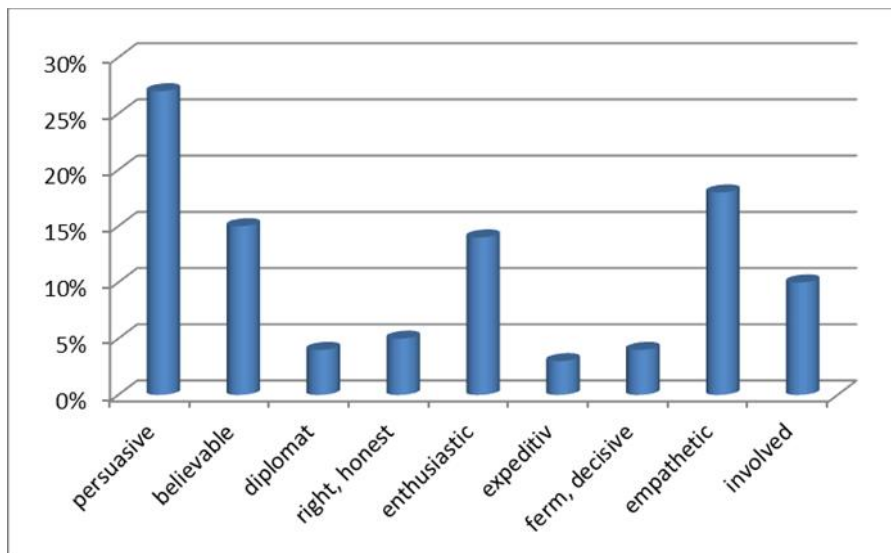
Answers to question 1 (Q1) have shown that employee's appreciate the following leadership styles: 47% visionary, 5% advisor, 9% colegial, 17% democratic, 12% promoter and 10% dominator.



Graphic no. 4. Leadership styles

As we see in the graphic, the visionary leadership style is by far the most appreciated by the employees.

Answers to question 2 (Q2) have shown that employees appreciate the follow qualities at a leader of excellence: 27% persuasive, 15% believable, 4% diplomat, 5% right, honest, 14% enthusiastic, 3% expeditiv, 4% ferm, decisive, 18% empathetic and 10% involved.

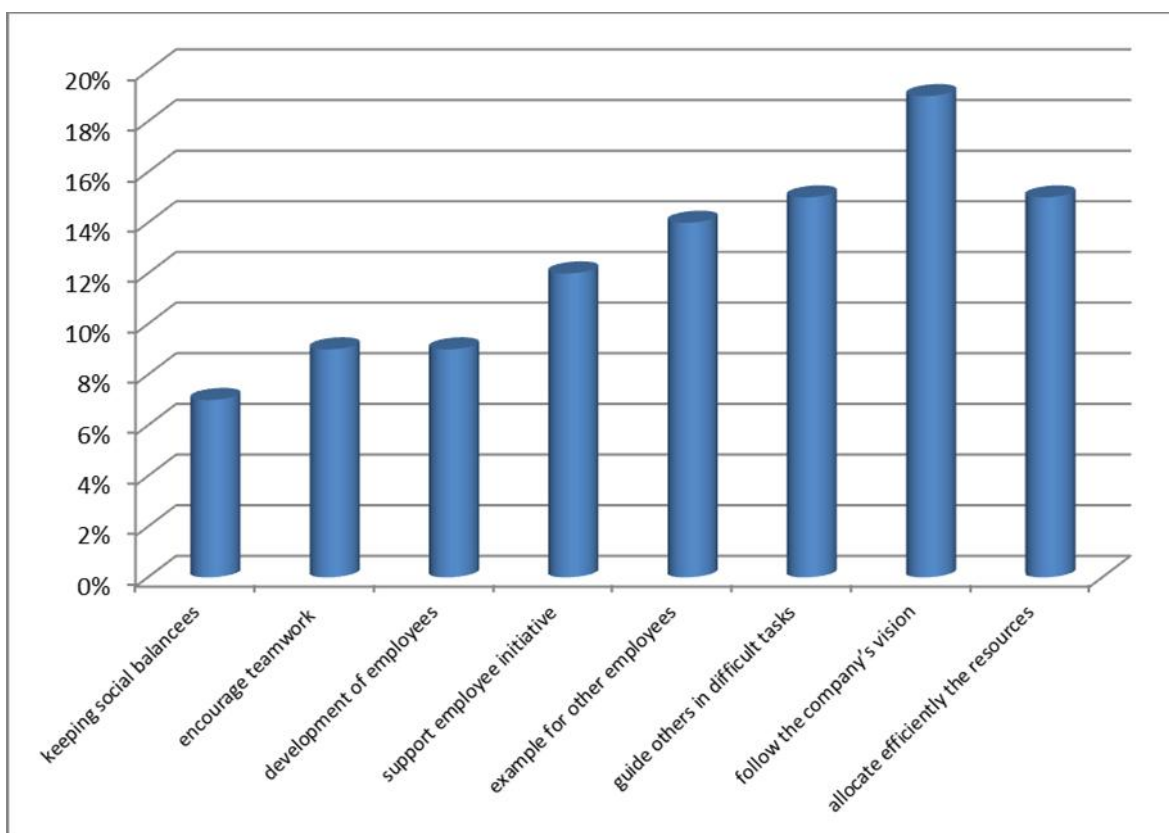


Graphic no. 5. Qualities of a leader of excellence

As the graphic above shows, employees consider that persuasive, credible and empathetic leaders are what the company needs to develop.

Answers to question 3 (Q3) have shown that employees prefer a leader of excellence with the following ways of behavior: 7% try to keep a balance in social distance towards other employees, 9% encourage teamwork, 9% support continuous development of employees in their professional performance, 12% support employee initiative, 14% are an

example for other employees, 15% always guide others in difficult tasks, 19% are those who define and follow the company's vision, 15% are those who allocate efficiently the company's resources.

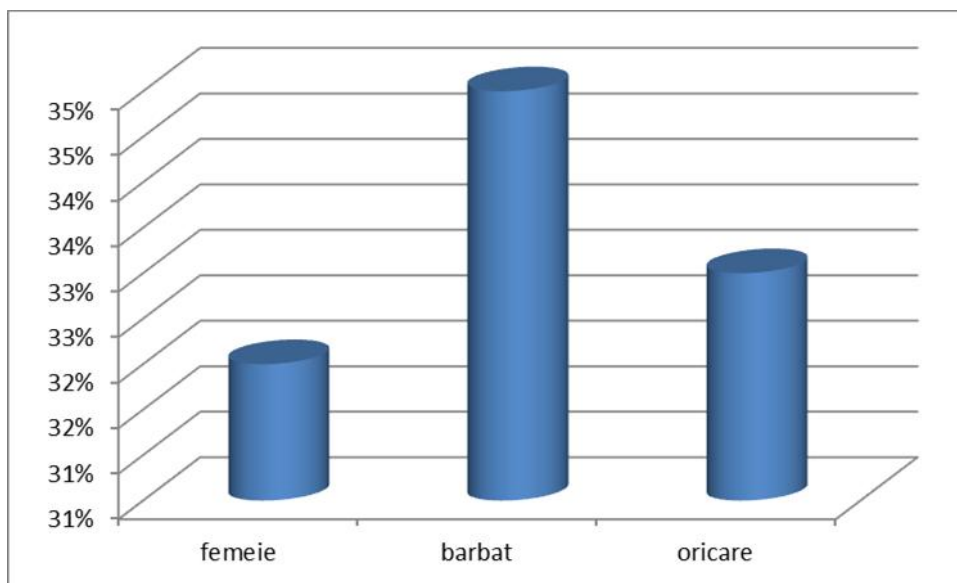


Graphic no. 6. Behaviour aspects for a leader of excellence

The graphic shows us the manner in which the employees appreciate the behavior of a leader of excellence.

The employees regarding the most important aspects of the behavior of a leader in his mission to develop the company: are those who define and follow the company's vision; always guide others in difficult tasks; are an example for other employees; are those who allocate efficiently the company's resources.

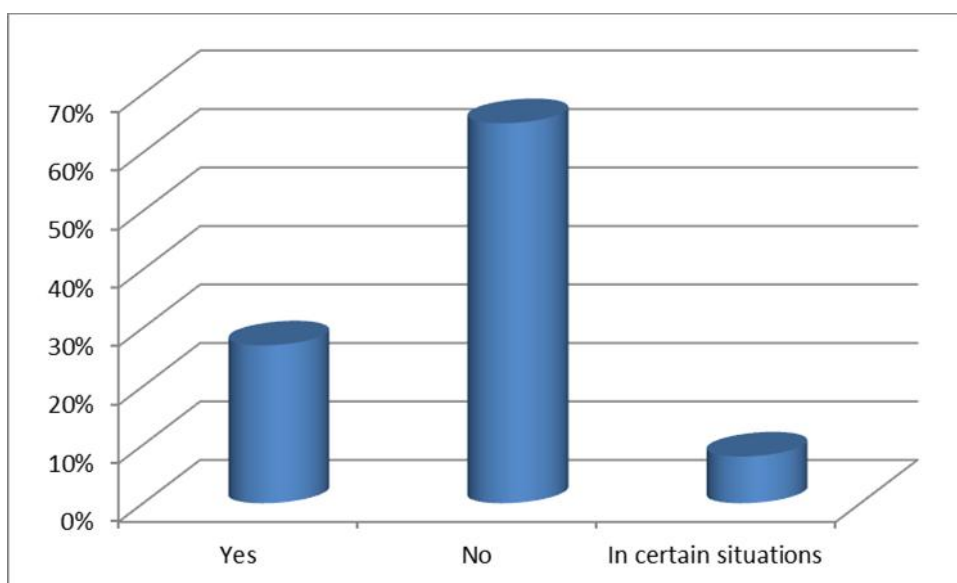
Answers to question 4 (Q4) how shown that people consider a better suited leader of excellence: 32% a woman, 35% a man, 33% both.



Graphic no. 7. Lider woman vs man

As highlighted in the chart there are no big differences between preferences of analysed employees which consider a leader of excellence better a man than a woman, but there are a lot of employees for whom it doesnt matter if the leader is a man or a woman.

Answers to question 5 (Q5) show that an employee do not consider the leader as a manager: 27% yes, 65% no, 8% in certain situations.



Graphic no. 8. Leader equals manager

Although we started from the assumption that employees consider the Leader and Manager as the same, the chart denies it. The result of my research shows that employees are fairly well informed and open to good management associated with a visionary leadership.

5. Conclusions

According to the research, employees consider that visionary leadership style contributes substantially to the development of companies in which they work. Thus, visionary leader is one who creates future strategies taking into account the human resources available and they use it depending on the abilities and performance of each employee in order to achieve objectives.

The visionary leader is the one that stimulates the imagination of the employees and takes into account every idea for future strategies.

Results have shown that the qualities needed to realise a successful business through leadership are: *visionary, democratic, promoter, persuasive, credible, enthusiastic, empathetic.*

A leader who meets the qualities mentioned above has a greater chance of achieving the main purpose: the development of their company.

No matter how well trained a leader is, unless he does not take into account investing in the human resources and the development of collaborative relationships, he will fail to achieve corporate objectives.

Acquiring and improving communication and persuasion skills at all levels are the only means of ensuring the success of a leader and to define his excellence.

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