

Sustainable and Transferable Tools of an Effective Manager

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Abstract

The outlined portrait of managers who behave in practice as true leaders includes a series of indispensable traits: empathy, strategic thinking, vast personal experience, integrity, respect for subordinates.

All these traits are reflected in managerial, modern leadership tools transformed into effective leadership styles, which once put into practice lead organizations to high performance.

The key to long-term success for a sufficient manager is the art of delegation. In order for delegation to take place optimally, the manager must, through the leadership styles put into practice, build solid relationships with subordinates and transform into a true leader.

Reality shows that there are managers who do not know how to manage the organization's resources and achieve maximum performance. Such managers, through learning and training, can acquire the ability to lead in order to become efficient and perform tasks at peak performance. Without effective leadership the success of a manager is not possible.

Key words: strategies, prosperity, pandemic, war

J.E.L. classification: E10, M10

1. Introduction

The present work aims to present some solutions, embodied in leadership styles, for effective managers who know how to resonate with employees and are perceived as true leaders.

The times we live in need leaders who are not just smart, but also wise. Managerial tools must create opportunities that allow managers on the one hand to lead organizations effectively and think strategically, and on the other hand to turn into real leaders who understand how people see the world.

Progress will only come from your own work experience, from trying and learning, from observing and interacting with others, from experimenting and overcoming personal limits. Self-awareness, self-control, personal discipline, determination and resilience are indispensable traits of managers who know how to be true leaders and who have high performance standards.

The manager who knows how to be a true leader thinks strategically, is interested in change, takes risks, resonates with subordinates to gain their trust, from administrator turns into an innovator.

These qualities help a manager to cross certain barriers dominated by outdated mindsets and behave in practical work as a successful leader.

2. Theoretical background

The theoretical context of the work captures some behaviors put into practice by leaders through leadership styles. It is true that in practical activity there is no universally valid recipe for achieving success, but the leadership styles transposed by managers represent optimal managerial tools for them to be perceived by subordinates as effective leaders.

The scientific literature on the topic presents the aspects that underlie the practical behavior of an effective manager. Theories and models in the literature are important because they can help managers connect with the real world to identify the managerial tools that can transform them into successful leaders.

3. Research methodology

The research method is based on the one hand on the effective analysis of the traits that underlie the behavior of an effective manager, and on the other hand on a study that highlights the impact of leadership styles in practical activity.

The descriptive elements in this paper that form the basis of the research aim to present an analysis of the sustainable and transmissible tools that an effective manager has at hand: on the one hand, the aspects that define the practical behavior of an effective manager are highlighted, and on the other on the other hand, the impact of leadership is presented, which represents the true power of an effective manager-leader.

4. Findings

4.1. What does it take to become a successful manager?

Are you as good a manager as you should be? Have you mastered the fundamentals of being a boss? Do you know how to get the best possible results from your subordinates? Are you ready for the increased responsibility that leadership entails? Management excellence can help managers find answers to these questions.

The position of an effective manager requires not only the acquisition of new knowledge and skills, but also the passage through a difficult personal change. Thus, those who become managers must learn to perceive their work and their own person differently, they must develop new values, increased emotional maturity and the ability to make wise judgments. (Hill, Lineback, 2015 a, p. 20).

Today, becoming a manager is a difficult journey of personal transformation that involves learning from experience over a long period of time, which can mean years, a journey that most managers do not complete.

Many managers believe that most problems are caused by their lack of knowledge, experience or skills, especially the inability to manage time. Reality shows that problems are generated by the application of poor management at all levels characterized by pressures, constraints, lack of time and agitation.

The fundamental nature of management is defined by many paradoxes. Because of this a certain amount of fragmentation, conflict, tension, instability and general disorder is built into the basic nature of managerial work. How should the manager be? -bold or patient, commanding or preventive, to emphasize development or criticism. Many managerial choices depend on a full assessment of the context and the goals pursued. Even successful managers feel overwhelmed, conflicted, ambiguous, and isolated. (Hill, 2003 b, p. 30)

Most people, whether they are simple salaried employees or in leadership positions, hope to achieve success at work, but also in all aspects of life. Reality proves that there are as many approaches to success as there are successful people. The success factors that define the stories of successful people are diverse. (Carnegie, 2020, p. 42)

Self-confidence. The main ingredient of success is self-confidence. Self-belief is that unseen force that persuades, stirs or guides until the goal becomes a reality. (Carnegie, 2020, p. 50)

Self-discipline, involves the ability to control one's emotions and actions; it begins with the commitment to succeed and continues with the necessary sacrifices to ensure that the commitment materializes. (Carnegie, 2020, p. 52)

Mobilization capacity. Successful people mobilize and become enthusiastic about their work.

Enthusiasm is a generative force that gives a lot of power to the one who feels it, it plays an important role in the formation of principles that define precise thinking and a pleasant personality.

Ambition defines the key factors that guide the individual's work: focus, integrity, economy and generosity. Concentration means intelligently directed attention to the work to be done and includes all that is meant by meticulousness, accuracy, and efficiency. Integrity fosters the honesty that underlies good reputations, and such reputations build profitable businesses. Economy involves careful management of physical and mental resources; it anticipates strength, endurance, vigilance and the ability to succeed. Generosity offers sympathy, understanding and good thoughts for those around. (Carnegie, 2020, p. 60)

Sensitivity. Empathy - the ability to mentally put yourself in the place of the interlocutor - is essential for success. Basically, managers must be sensitive to the feelings of those they supervise; sales people must be responsive to customer reactions; elected officials must be attentive to the needs of those who voted for them. Sensitivity cultivates respect for people, a tolerant attitude, effective cooperation. (Carnegie, 2020, p. 17)

Consistency implies assiduous perseverance regardless of the obstacles encountered in reaching the goal. Determination is the armor that cultivates the will, the free thinking, the accumulation of knowledge.

4.2. The impact of leadership

One of the challenges of the society we live in is leadership. What does it mean to be a good leader?

The real power of the leader comes from the real influence, transposed through leadership, that he exercises over the group.

Nowadays authenticity has become the gold standard of leadership. Authenticity describes a leadership style that is based on the following aspects: honesty with oneself; keeping the balance between what the leader feels and what the leader does or says and choices based on values. (George et.al, 2020, p. 65)

Research on leadership types reveals a more detailed perspective of the link between leadership and emotional intelligence on the one hand, and work climate and performance on the other. Studies conducted by specialists highlight six types of leadership that have a direct and unique impact on the working atmosphere in a company, implicitly on financial performance. (Goleman, 2017, p. 40):

- Authoritarian leaders mobilize people according to their vision ((such a leader uses a "come after me" approach);
- Sociable leaders create emotional bonds and harmony between people (such a leader says to the subordinate "people come first");
- Democratic leaders build consensus through participation.
- Competitive leaders aim for excellence and autonomy (such a leader will say to the subordinate: "if I have to tell him, then he is not the right person for this")
- Mentoring leaders support others to develop into the future.
- Coercive leaders demand to be listened to immediately.

Authoritative style. The authoritative leader is a visionary, he motivates others by showing them how their work fits into the larger vision of the organization. Authoritative leadership maximizes employee involvement in achieving results and implementing strategy. By framing individual tasks within a larger vision, the authoritarian leader defines standards that revolve around that vision.

But authoritarian leadership style will not be effective in every situation. In practice, there are situations where a manager's authority can become tyrannical, in which case the egalitarian spirit of an effective team would suffer. Also, this leadership style can be an uninspired choice for a leader who works with experts or teams more experienced than him; they may consider him smug or out of step. (Goleman, 2017, p. 50)

Advisory style. Mentoring leaders help employees identify their strengths and use them in the service of their personal and professional aspirations. These leaders encourage employees to think strategically and provide them with plenty of guidance and feedback. This leadership style has a positive impact on work climate and performance. It is effective for employees who want to improve their performance and for employees who want to be guided. Research recommends that this style should not be approached for employees who are reluctant to new information and work methods.

Sociable style. This type of leadership values the emotions of individuals more than the tasks and goals they serve. The leader creates strong emotional bonds between employees causing them to become loyal to their company. This style positively influences communication between employees; it also develops flexibility, trust and responsibility among employees.

The positive impact that sociable leadership has makes it suitable for any situation, but it is especially recommended for leaders who want to establish team harmony, increase employee morale, improve communication or repair broken trust relationships. Despite the benefits, social leadership is not enough on its own. The orientation of this style towards praising the employee can determine

that in certain situations mistakes are not corrected, in which context employees consider that the organization tolerates mediocrity.

Democratic style. The democratic leader allows people to express their ideas and show their involvement, thus earning their trust, respect and loyalty. Such a leader involves subordinates in the decision-making process, stimulates employee flexibility and responsibility, increases employee morale, and sets standards for evaluating employee performance.

The democratic style is recommended when the leader is faced with difficult situations and needs ideas and advice from competent employees. Therefore, democratic leadership is effective, generates innovative ideas and stimulates the implementation of the leader's strategic vision. This style is not effective when employees are not competent to get involved in the decision-making process. One of the unpleasant consequences of this style is the organization of interminable meetings in which people do not reach a consensus, the only concrete result being another meeting to achieve consensus. Some leaders use this style to delay important decisions in the hope that more debate will reveal exceptional ideas. There are also situations where, under the impact of the sudden changes that a company may face, some leaders alternate the democratic style with the excessive authoritarian style, generating confusion among employees. (Goleman, 2017, p. 58)

Competitive style. The competitive leader is ambitious and sets extremely high performance standards, is always concerned with doing things better and faster, and has the same demands from subordinates. Employees who are not up to the challenges are replaced with more capable ones. This style can destroy the work environment as many employees feel overwhelmed by the leader's demands for excellence and their morale suffers.

In practice, there are situations in which the competitive leader fails to clearly explain the work instructions to the subordinates, because he believes that the subordinates must know clearly what they have to do. Also, subordinates often have the impression of a competitive leader that he does not trust their work, the initiatives they take. Therefore, flexibility and responsibility disappear, and work becomes a boring routine oriented only by results. (Goleman, 2017, p. 59)

In the reward plan, the competitive leader does not provide any feedback related to people's performance and is quick to take over the tasks if the subordinates fail to achieve the expected performance. Subordinates perceive such a leader as the expert who sets the rules; therefore, under competitive leadership, people's involvement drops considerably.

Coercive style. Of all the leadership styles presented, the coercive one is effective in the fewest situations. The coercive style has a devastating effect on the working climate in organizations, organizational flexibility will be greatly affected, the sense of responsibility will disappear, and subordinates will accumulate a lot of resentment. Coercive leadership also has a detrimental effect on the motivational system because people feel that their work is not respected, thus making subordinates alienate from the organization. (Goleman, 2017, p. 62)

In some rare cases, coercive leadership can change bad business habits and impose new ways of working. It is suitable for all real emergency situations such as the recovery of a company; the emergence of hostile leadership; assessment of damage caused by an earthquake or fire; employees who achieve low performance and who have been warned repeatedly.

5. Conclusions

Analyzing the leadership styles presented so far, we can say that a leader has a better result the more leadership styles he puts into practice. Effective leaders easily switch from one style to another depending on the needs of the organization. The internal environment of organizations defines the types of styles that a manager must consider in order to achieve the best results.

In practice, the situations a leader faces, and which require effective leadership styles, differ from one organization to another:

- there are organizations where the employees were demoralized in the previous period by a boss lacking empathy;
- they are organizations that have gone through a major crisis that has left a considerable mark on the low profit obtained;
- are organizations where high-performing employees choose to leave their jobs because of repeated conflicts with their direct supervisor or because of rewards below expectations.

In addition to the leadership style translated into practice, the manager's techniques, behavior and philosophy must be easy to convey to others and sustainable. This fact denotes the manager's ability to put into practice effective leadership styles in diverse economic conditions, in the long term.

Reality shows that different situations call for different types of leadership. A basic condition of success in leadership is emotional intelligence. A manager can have a high-level training, a shrewd mind, but without emotional intelligence he cannot be an exceptional leader. As we have shown so far self-awareness, self-control, empathy and relationship management are main components of emotional intelligence. They define the behavior and channel the manager towards choosing the effective leadership style in the practical activity.

An effective manager is aware that employees think differently and must have the ability to see how subordinates think and what is important to them. Therefore, cognitive empathy gives the leader a mental insight into how subordinates think and is an effective way of communicating and interacting with subordinates. Emotional empathy, another type of empathy, also brings benefits. With the help of emotional empathy, the manager can distinguish the elements of non-verbal communication, which indicate the emotional states that the subordinates go through at every moment and cultivate a sense of understanding of the leader for those around him. The third type of empathy refers to empathic concern and defines the manager's concern for subordinates, his desire to support them.

Specialized works outline the qualities of a successful manager, the skills he must meet, as well as various categories of leadership styles but do not specify types of leadership that can guarantee success in any situation. In these circumstances, the primary role falls on the manager to demonstrate through the skills he has that he has, in practical activity, managerial tools capable of leading the organization towards performance.

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