LEADERSHIP COMPETENCIES AND THEIR ROLE IN ORGANIZATIONS

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The organizations success of the XXI century depends to a great extent on the existence of imaginative leaders, creative, centered on change, perseverance, attentive in the environment changes and able to encourage and to lead team work, brave, taking their risks and their successes with the team. To influence the others, a leader must have certain basic competences consolidated through experience and learning from mistakes. Among the main features of the leader are: curiosity and desire for information, the ability to communicate , intelligence, clear and strong values, high level of personal energy, ability and desire to constantly develop, vision , good memory, the ingenuity in making the others to feel good.

Keywords: skills, vision, team, assessment, learning, training, strategy.

JEL Classification : M12 Personnel Management; M19 Other

Introduction

"The real leaders impress us. They wake up passions and stimulate all the best in us. If we try to explain why are so efficient, we talk about strategy, vision or tumble ideas. But the reality is at another fundamental level: the real leaders are calling at emotions"[23]. Whatever of what the leaders are proposing themselves, to create strategies or to mobilize the teams to actions, their success depends on how they act. If the leaders fail in the task of emotions channeling in the right direction, nothing in what they are doing doesn't work as well as it could have or should have. To influence the others, the leaders need a proper set of competences, which to guide their actions. Although skills are always different from one leader to another, the existence of a basis set from which to develop, the rest increases the chances of success as a leader." These competences may be seen as being the internal instruments to motivate the employees, for targeting systems and of the processes and for business guidance for common purposes, which will make the organization value to grow."[24]

Trough the research done, studying the works of specialists in the field, making comparisons between different approaches and making case studies to several organizations, SC TRANSGAL SA Galati, SC FAM SA Galati, SC D. NICU SRL Galati, SC BONAROMA SRL Galati, and SC ANCATERRA SRL Bucharest we proposed to find out what are the most important competences that should have or should acquire a manager like, in addition to the formal authority derived form its position in the organization to be an effective leader.

Leadership competencies and their role in organizations

The basic competences are forming the leadership foundation. Through the competences of leadership is separated the leaders by superiors through sedimentation of the knowledge and of the necessary skills for leading the organizations towards top domain in which is working. Without these competences, the leader has an insecure base of startup. The engine of this professional competences is represented by experience and learning from experience. A person can fully master the basic skills and those of leadership, but a medium leader becomes a good

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23 Goleman, D., Boyatzis, R., Mckee, A., 2005, The emotional intelligence in leadership, Ed. Curtea Veche, Bucharest, p. 21

24 Neculau, A., 1996, Leaders in the dynamic of the group, Ed. Science and Encyclopedic, Bucharest, p. 54

leader only trough experimentation and mistake, by deep analysis of these experiences. Each organization needs a different range of professional competences for each management positions in part.

The leadership competencies are listed briefly in the following:

1. Leadership skills. Present those qualities that the people gladly follow. Provide a feeling of confidence. Rounds up the troops and raises the morale in heavy times.

2. Vision. Make the effort to increase the productivity in the areas with acute need of improvement. Creates and sets goals (visions). Feels the environment and uses its personal power to influence the subordinates and the equals. Create a feeling of involvement trough influencing the team in the sense of setting goals and engaging in the process.

3. Creation and leading the teams. Develop competitive teams by creating a spirit of cooperation and of cohesion for achieving the objectives.

4. Stimulating of the resolving the conflicts (win – win). Effectively treats the disagreements and conflicts. Resolve the disputes by focusing on solving problems, without bringing indignity to the individuals. Provide support and expertise to other leaders on issues of human resource management. Evaluate the feasibility of the different mechanisms of resolving the conflicts.

5. Assessing the situations quickly and correctly. It assumes duties when the situation requires it. Make the things to happen correctly and on time.

6. Helping and forming the equals and subordinates. Recognizes that any incident is a chance to learn something (treats the mistakes as an event from which could be learned). Provides a feedback referring to the performances, coaching and professional development for teams and individually, for the purpose of maximizing the chances of success.

7. Implementing the strategies of involvement of the employees. Develops a sense of ownership by involving the employees in the decision making processes and of planning. Provides the necessary means for that the employees to have success and to maintain in the same time the welfare of the entire organization. Creates and develops the necessary processes to involve the employees in achieving the organization objectives. It creates to the employees the feeling of authority, giving them the power to perform the tasks efficiently and timely.

Leader abilities

"Good leaders are those taken and those not born. Good leaders are developed trough a continuous process of self-knowledge, education, training, experimentation."[25]

The leadership skills doesn't come naturally, but are required trough work and permanent study. The best leaders are those who work and studies continuously, to improve their leadership skills.

"The leadership is a complex process by which a person influences the others in the sense of effectuating a mission, a task or objective, and directs the organization so that it becomes more connected and coherent. A person carries out this process trough putting in application the attributes which defines him as a leader (persuasion, values, character, ethics, skills and knowledge)"[26] Regardless of the position of manager, supervisor, coordinator, etc. which gives the necessary authority to fulfill some tasks and objectives in organization, this authority doesn't' create leaders but chiefs. The leader make people want to reach high goals and objectives, while, on the other hand the bosses tell to people to perform a task or an objective.

The base of quality leadership is a impeccable character and work in the interest of the organization. In the eyes of those ruled, "leadership" means everything is done for the organization objectives and their welfare. A respected leader concentrates on what is (beliefs and character), what he knows (job, tasks, nature) and what he does (implements, motivates, orients).

The people want to be directed by those that respects them and who haves a sharp sense of direction. To gain respect, they must be correct. The sense of direction it develops trough expressing a clear vision for the future.

25 Nicolescu, O., 2004, The managers and management of human resources, Ed. economic, Bucharest, p. 375
26 Koestenbaum, P., 2006, The leader. Hidden face of excellence, Ed. Curtea Veche, Bucharest, p. 35

A person has the potential to influence others trough the exercise of five types of power[27] :

a) coercive power is based on fear. The employees of such a manager aren't involved and they are having the inclination to resist.

b) reward power presumes obtaining of cooperation trough the ability of distributing rewards that others appreciate them as values.

c) legitimate power is the one that a person receives as a result of the position that occupies in the formal hierarchy of an organization. According to this position and the responsibilities of the job that the employee is taken, this person haves the right to expect from the employee to respond to certain legitimate requests.

d) expert power is given by the influence that exercises over others based on experience, skills, education and special knowledge. The expert power is extremely important when it is made in relation to how the employee performs its activity.

e) the reference power is the influence based on the fact that an individual possesses resources or personal feature interesting , and the people likes the person.

The power doesn't require compatibility regarding the goal attained; on the contrary, it is based on intimidation, while the leadership requires congruence in the sense of a common goal. The power maximizes the importance of lateral and superior influences, while the leadership focuses on the inferior influences. The power focuses on tactics of winning submission, while the leadership follows obtaining of the answers and solutions.

The successful leaders take direct responsibility for training other leaders. "The successful leaders have ideas that they can articulate well, being able to learn other how to transform a firm into an organization that to record successes on the market, how to prepare at their turn other leaders. They have values well structured of the types of behavior that will lead both to the success of the firm and at the personal success. They generate and transmit in deliberate way energy to those who teaches. Also they manifest intelligence and encourage the others to show the ability to face the reality and to take rough decisions."[28]

Vision

The quality organizations have a clearly vision on the place that they will be in the future. The leaders must the team to trust in them and to be committed to the vision of the entire collective. Being hones and fair in everything they do, the leaders will be able to win the confidence. to win at their vision, they need energy and of a positive attitude, that is contagious. "The people want a strong vision of the place were they are going. Nobody wants to suffocate in a company in which I like a street that gets nowhere or in a company that goes in the wrong direction. The people want to work alongside a winner. And the team members are those who go to the determined goal."[29]

The implementation process of a vision follows 6 well determined steps.

1. Creating the vision. The first step in setting the goals and priorities is identifying the way in which the leader wants to show the organization in a certain moment from the future, meaning to establish a vision. The upper echelon leaders are determining the vision for the entire organization, while the other of low level are making just for the team that they have subordinated. Regardless of the leader type, the vision will support the goals of the entire organization. The mission of the organization is crucial in determining the vision, which must coincide with the "complete image". The term "vision" suggests a mental picture of how the organization will look into the future, implying a foremost horizon in time. This temporal horizon tends to be in a moment located at medium or high distance from present, going until 10, 20 or

27 Blaine L., 2001, The power principle, Ed. Alfa, Bucharest, p. 38

28 Richy N., M., 2000, The leader or the arte to lead, Ed. Teora, Bucharest, p. 8

29 Nicolescu, O., 2004, The managers and management of human resources, Ed. Economic, Bucharest, p. 375

even 50 years. The concept of vision has become a very popular term in the academic environments, politic, of defense and of business, fact that brought very different definitions.

2. Establishing the purpose. The second step is establishing the goal, which is made with active participation of the team. The goals are defined in terms that can't be measured but are more concentrated then the vision; for example "the company must lower the costs of the transport" This second steps determines the vision framework.

3. Determining the objectives. The objectives are developed starting from goals, trough active participation of the team. The objectives are defined in precise terms, measurable, such as "until the second semester the commercial service will realize a study regarding the possibility of shortening of the flow of raw materials, semi finished, pieces and finite products within the company"

4. Tasks delegation. The fourth step is tasks determination that must be completed for achieving the objectives and of the persons that must fulfill them. The tasks are concrete and measurable events that must take place. For example: "The coordinator of the study will determine the detailed costs for each phase of the internal circulation."

5. Determining the terms and the priorities of tasks. Some tasks must be completed before others, so establishing the priorities will help the team to determine the order and terms until they will be fulfilled. For example: "the costs for the internal transport will be obtained until 15 May."

6. Follow-up. The final step is the follow-up which is made by checking if the team does the right thing. The involvement of the leader in this way shows to the others that the determined priorities above worth the effort and demonstrates employing the leader in the direction of performing with success the tasks.

Creativity
The important role of the human resources in the organization is due, among other things, a feature which only holds a human being –creativity. The famous American sociologist, Abraham Maslow, said that " Life is a mixture of routine and personal creativity."

The creativity is necessary whenever must be innovated or introduced a original change in a situation. The need to create can be determined by the existence of a malfunction (exists a real problem), but also the desire to progress.

There are three major families of applications to the creativity: a) creating, invention, innovation; b) solving problems, c) optimizing of what exists. Stimulating of creativity becomes the solving problem of the crisis, by implementing the changes, the response at the remaining behind of some countries over other, some from other companies.

The creativity starts always from the existent knowledge, valuing or criticizing them. At the organization level, the creation work is less of individual type, most often she is performed in groups, circles, collectives proving the superiority over individual creativity in many areas, particularly in the management.,

One of the deployment conditions of a creative activities, effective is the realization of a good communication. A ineffectual communication and superfluous is demobilizing and boring. The efficient innovator is so, trough definition, a first order communicator. The efficient communicator makes appeal without termination at the individual resources of creativity and collective for freeing the energies of all and focusing towards the common success objectives. Before developing a communication strategy is essential the approaching of creativity to explore the expectations, aspirations and representations (mental lists) of the present parties: the management and the staff.

The creativity is part of the objectives of improving the practice and method. To benefit fully from the methods of creativity, there are two conditions: to be creative by nature (in natural way) and to master (to know and to apply) the methods. The leader, as exposed person to the social and economic activities is being differenced by the people around him depending on the nature of

activity that it develops trough concrete situations. True leaders must be creative in any situation within any activity and in order to achieve any objectives.

Creating and leading the teams
" The leadership is the privilege to improve the lives and performances of others, to form new leaders and to orient them towards a common purpose. An effective leader and which to inspire confidence must consolidate a special relation with the people around him, based on respect and fairness. And the best results can obtain by knowing better the team and its proper capacity of coordination."[30] The leaders mustn't imagine as managers or supervisors but as "team leaders". A team is a group of people who have gathered to work towards attaining a common goal or perform a task for which they are all responsible. A group of people is not a team"[31] A team is a group of people with a high degree of interdependence, group engaged in the process of achieving a goal or to perform a task not just a group that respects the administrative rules. By definition, a group is formed by a number of individuals that something unites them. The team members doesn't just in all matters of common tasks and goals, they share among themselves what traditionally is called "management functions"[32] . A team brings thee major benefits to the organization:
- Maximize the human resource of the organization. Each team member is trained, helped and led by the other team members. A success or a failure is felt by all members, not just by an individual. The failures aren't falling on an individual, argument for which is why people find the courage to assume risks. The successes are shared by all the team members, which helps to obtain bigger successes and more important.
- Has net results, whatever the situation will be, and this is due to the effect of synergy of the team – a team always exceeds in performance a group of individuals.
- There is a continuous improvement. Nobody knows better that the team the work that must be done, tasks, and goals that must be achieved. When are gathering in team, they aren't afraid to show all that they can do. The personal reasons are forgotten and lets place to the motive of the team comes out to light.
Most teams are formed in situations that require resolving. The leaders are having the duty to bring in the team a few elements that all the members will learn and will demonstrate that these are efficient. These elements are: the common purpose, learning, productive participation of all the members, communication, trusting, sense of belonging, diversity, creativity and assuming the risk, evaluation, compatibility with changing, participative leadership.
The leaders want to have in their team a variety of styles of members: contributors, collaborators, communicators, challengers. The contributors are oriented towards the task to fulfill and they like to bring in team information and technical data. They push the team to establish highest standards. Although are trusted persons, sometimes are getting to much in details and they lose sight of the full image. They are responsible persons, influents, efficient, organized on which you can rely. The collaborators are oriented towards the target that must be achieved, they see the vision, mission and the goal of the team. " They are flexible persons, open to new ideas, willing to knuckle down to work and to do more than writes in the job description"[33] They also, are happy to share with the others members of the team the success. They always see a complete picture of a new situation and sometimes don't give enough attention to the basic tasks of the team or individual needs. They always look forward, going towards goal, are caring, flexible and full of imagination. The communicators are oriented towards the process itself, they know to listen and to facilitate the involvement, resolving conflicts, reaching the consensus, feedback,

30 . www.qualians.com
31 West, M.,A., 2005, Working in team, Ed. Polirom , Bucharest, p. 44
32 Nicolescu, O., 2004, The managers and management of human resources, Ed. economic, Bucharest, p. 375
33 Manolescu, A., 1998, Human resources management, Ed. Rai, Bucharest, p. 42

creating an informal atmosphere, relaxed. The challengers are always adventurers that always put into question the goals, methods, team ethic. Have the impulse to not be agree with the leader and with its superiors and encourages the team to assume well thought risks. Many persons appreciate the value of honesty and opening this type of teammates, but sometimes they don't realize that they must stop, or becoming stubborn and try to push the team too far. They are honest, sincere, principled and moral.

The people form the inside and the ones out form the team expects from the leaders to coordinate the contacts and the team relations with the rest of the organization.

Conclusions

To influence others, the leaders need some competencies, which to guide the actions, these being the internal instruments for motivating the employees, for directing the systems and the processes and to guide the business towards common purposes, which will make the value of the organization to grow.

The basic competencies form the foundation of the leadership. A person, who masters the basic competencies of the leadership, can become a good leader only by experimentation and mistake, trough deep analysis of these experiences and trough applying the lessons learned from them. Studying the basic competencies that the leaders must have is important for that the managers of the organizations to be able to mobilize the human resources, to create a true team spirit at which they will even be share, to channel the employees energies and to increase their involvement in taking decisions and in effective realization of the objectives, thus becoming effective leaders, not only by the formal power given by the organizational position, but especially, trough the informal given by preparation and by practicing of a effective leadership. In the future, taking into account by the rapid changes that are permanently occurring in the contemporary society, continuous studying of the theme, developed and adapted to new conditions from the ambient environment of the organizations.

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