LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

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Abstract

Successful leaders enjoy their work during a high appreciation and support from most members of the organization. One of the major reasons is that of how the leader acts with those around him: chief, colleagues, subordinates, etc. In many cases, the leader treats others as family members and it stimulates the professional and personal development. We returned to the definition of leadership to show that, in fact, labor leader is a sequence of decisions or actions to implement decisions. A leader situated on a higher level than that which is all circumscribed process management functions: forecasting, organization, coordination, training, monitoring-evaluation.
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Credibility is a quality that no one gives you one, it must be built and upheld at all times. We can say today that we are credible, we are not tomorrow, but we will believe again in two days. The term of credibility comes from "creed" – to think and become an indispensable quality for a successful leader. Leaders link their success to the values that were the basis for decisions and actions, the ability to work as a team with his colleagues. They are key elements of the evolution of an organization. The vision and energy depend on their trust and involvement of all employees of the organization. They are the ones who are able to establish attractive targets for staff organization and find the best ways for them to be achieved. But they do all these things alone. They rely on their employees, those who believe in them. The challenge for leaders is a growing, because they now interact at all levels of organization, with an increasingly educated workforce.

„The leader makes decisions and initiate actions that influence decision making and operational behavior of others". The problems led the field – business, department, section, etc. – have multiplied, their complexity and difficulty increased resolving their impact on results, etc. has grown considerably. Such cases, generalized in the Romanian firms, requires a lot leaders, regardless of their place in a hierarchy (higher, medium or lower).

Internal and external challenges that the company is subject him to remain leader of overtime, sometimes working at home. But as the answer to such challenges can be positive.

It is better that way? Our leaders give due importance and proper use of their time? They know that:

– a good time is often limited;
– time can not be bought;
– time can not be stored or put away;
– time is life;
– the time may be increased;
– over time is unruffled and irrevocable?

The answer to the above questions, usually do not!

In the leader's labor – regardless of hierarchical level on which the position held and the importance – there are shown many deficiencies, under which mention:

a) overcome frequent duration of working hours (8 hours);

b) inadequate structure of working, in that:

• the work of design, in reference documentation is ready, and management, dealing with a very small share in total employment over time

• share for participation in meetings is still relatively high (we refer to intelligence production meetings, meetings of "party", etc.)

• excessive fragmentation of working – as some experts on whose opinion subscription, over 40% of the time the leaders level consists of sequences up in 10 minutes, this situation generates what the literature calls "the effect of hacksaw blade".

Cases also causes deficiencies are found in the following:

a. **objective reasons**:

• lack or failure of strategies and global policies and partly realistic;

• lack of a system of objective categories "to descend" to the plan, the default performers;

• lack of pressure being put on the leader – from his superior, the colleagues, subordinates and the trade unions.

b. **subjective reasons**:

• reduced power or the leaders' incompetence (lack or insufficiency of knowledge, leadership qualities and skills indispensable to the exercise of management processes);

• tendency to "bird" vertical management system to solve problems faced by leaders;

• trend to contacting leaders located on a higher level hierarchy level that is, before solving the problems, which are thought by the degree of substantiation decisions magnify;

• insufficient use (call) of the principles of scientific management, the instruments offered by science management leaders.
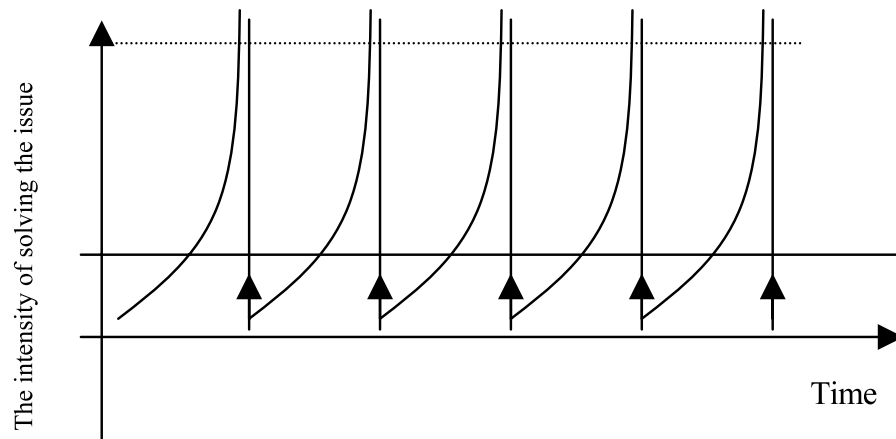
Fig. 1. *The effect of "hacksaw blade"*

Any approach involving the leaders implies efforts and effects. From their comparison results effectiveness or not. It will add efficiency, broad resonance concept and its implications on the labor leader.

• **Labor efficiency leader** involves:
− running all actions involving leaders;
− the commensuration of an effort that also requires steps:
a) time consumption;
b) consumption of material resources, human and financial.
− a clear identification of the effects, direct and indirect, realized in:
a) profit increases;
b) increases revenue (turnover);
c) expenses economy;
d) economy in wages (direct and indirect labor);
e) the number of personal economics;
f) labor productivity increases;
g) improving rates of return – other plans performance.

• **The effectiveness of economic leader** is given the extent to which it "manages to do the right thing to do", i.e.:
− to plan appropriate activities to organize a field led;
− the field led procedural and structural, so that objectives can be met commitments;
− harmonize decisions and actions of a subordinate staff, as a prerequisite for achieving the objectives;
− to review their work, in light of the results obtained;
− to evaluate these results, to detect the causes that led to "positive misconduct" and "negative" and take some decisions correction or update to be taken.

In organizing labor leaders appear ergonomic features a series of data for specific business management, compared with implementation activities. Starting from the fact that the raw material is an information management issues that raise concern on the one hand, ensuring the conditions of high efficiency, and second by turning their upper leaders organizational decisions and actions.

Ergonomic organization of the driver's workplace should facilitate solving both problems, different, based on hierarchical level occupied by the specific company and organizational subdivision in carrying out their work. Based on these factors and given that staff labor leaders object information, it must design a reasonable job, to create the most appropriate working conditions necessary for the performance management process and functions.

The main requirements to be answered by such a job, held on ergonomic principles that are intended optimize the relationship "middle man work-environment" refers to:

– convenience;

– comfort;

– location and appropriate combination of furniture, of functionally and aesthetically;

– the furniture must be simple, to secure a correct position of body parts during the execution of operations and meet ergonomic and aesthetic needs – normal in terms of environment – adequate technical equipment (telephone, intercom, fax, display, printer, photocopier office, etc.).

It is clear that this last requirement is one of the most important if we consider spectacular recorded in electronic computing equipment with Romanian companies. More frequently, the leader calling services computer equipment to ensure prompt and relevant information and, on that basis, raising foundation of the decisions and actions to implement them. No one can speak of a modern management without the valuable support given by computer, enabling a restructuring of working time of the driver to increase the party affected by design.

Regarding the location of workplace and equipment is necessary to take into account the hierarchical level which is the driver. Thus, for managers and executives, area office should be sized so as to permit the installation, the driver strictly necessary furniture and furniture for the organization and conduct working meetings (meetings) of magnitude lower. Furniture leader equipment may include: classic furniture (working table or desk and chairs, ancillary furniture – cabinets, cupboards, shelves, windows, etc.) Technical means (displays, Xerox's office, telephone, fax, etc.), small office equipment (stationery, paper, notebooks, pencils, stamps, kits, drawings, gum, paper clips, pins, printed forms, stapling and hole devices, etc.); they must satisfy both functional and aesthetic requirements of ergonomics, or have a simple construction, is cheap, to occupy a space as small, to respect the rules of symmetry to achieve a restful color ambiance.

Of particular importance in the organization of work of a leader are the physical demands and nervous factors of environment which have a direct impact on the quality and productivity of its work.

Between the **physical demands factors** we mentioned: microclimate factors (temperature, humidity, air circulation, radiation), light and noise. Creating an ambiance conducive to working as requiring a harmonization of these factors, especially the color and light, the purpose of using color combinations that, beyond taste, they must satisfy other requirements, to correlate with the degree of lighting room, etc. Thus, the colors so-called "hot" (red, yellow, orange) is recommended

poorest in sun rooms, while the colors "cool" (blue, green, gray) will be used in rooms exposed to more sunlight.

Factors of nervous (mental) request relate mainly to:
• the level and profile of the leader training, required by the work done, experience and knowledge appropriate collateral required;
• fulfilment labor management features (intelligence, temperament, ambition, determination, courage sensitivity);
• overall climate in which work is carried out, relations between management and employees, between him and leaders located on higher hierarchical levels;
• the organization of leisure;
• etc.

To note that the action of these factors is so determinate of objective causes (how to exercise and process management functions, manner of formation of working teams, the degree of loading of the driver, promotion prospects) and subjective causes (emotional, susceptibility, personality, power to deepen, conscience, initiative, sense of observation, a sense of responsibility, ability to work in teams, etc.). They add some psycho-social factors, the decisive influence on driving style, the quality of the management. It is about family relationships, a number of problems of transport, housing, nutrition, literacy, etc., facing head examined.

Such effectiveness amplification way leaders work involving the operation in four "zones":
• promoting specific rules leader-subordinate relationship;
• effective communication between leaders and subordinates;
• reasoning maximize subordinates;
• improved control over subordinates;
Concerning the rules, we can mention:
• to treat others as you would like to be treated;
• to respect the personality of each person, his dignity;
• to take people as they are, not as you think it should be and therefore do not expect;
• impossible to her staff's concerns and aspirations known best by direct contact, as common;
• to treat each person differently, seeking to understand employees, you fall in place, based on skills, knowledge, skills and abilities that actually possess;
• not "preach", but to give personal example;
• to be impartial;
• to be severe in terms of principles and flexible in form;
• to always respect one's promise, whereas the leader must know that;
• a man of his word every employee must be informed in advance about changes that will affect his position in the company;
• to act continuously to develop the spirit of collaboration, to create a climate of mutual trust;
• use the powers and responsibilities conferred with tact, ensuring that subordinates the authority to impose in the knowledge and not through coercion;
• rumors be controlled by known or verifiable facts;

• communication and enforcement should be made tactfully;

• when failures occur due to difficulties or collaborators, the leader must first track to become part;

• recognition of the virtues, knowledge, skills and performance skills of presenting a highly stimulating subordinates at work.

In the category of the most important ways to streamline the communications we can mention:

• motivation;

• motivating a communication clear, concise;

• improving leadership;

• improving speech and listening;

• promotion, primarily, of participatory management styles;

• streamlining the organizational structure of information system;

• management computerization.

Maximizing management reasons is undoubtedly the most important way to improve relations with subordinates. Is achieved primarily through greater transparency of motivational factors that subordinates have the right to report results and retrieve the three characteristics of reasons – complexity, differential and graduality and, secondly, by resorting to instruments specific, of not missing:

– job rotation (change of leadership exercised regularly posts);

– widening items (grouping tasks and broadening the range of decisions and actions involved in them);

– enrichment items (inclusion of new tasks to help boost interest in their occupants to achieve them) Improving control supplement the list of ways to optimize relationships with subordinates.

Supervision leadership during the course management process and ultimately must take place while respecting minimum rules:

• to be constructive;

• to be realistic;

• to be continuing;

• to be causally;

• to allow the adoption of decisions and start to deactivate to facilitate the improvement of subordinates.

Enrichment and upgrading instruments leaders

A. *Enrichment "systems, methods and management techniques"* through effective promotion and use of tools such as:

• Management by objectives;

• Management by budgets;

• Project Management;

• Management by exception;

• Cost-hours-production system (AIMS);

• Decision-making methods (ELECTRE, decision tree, etc.);

• modern methods of management by cost (regulatory, THM, standard cost, value analysis);

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• ways to stimulate creativity (brainstorming, Philips 66, sinectica, Delphi, matrix discoveries, etc.);

• methods of analysis and information systems and organizational design (flow charts, OBR, organizational chart, job descriptions).

B. **Modernizing leadership** through operational systems, instruments, methods and management techniques recommended for use by the leaders placed on different hierarchical levels, based on different methodologies, which enhances efficiency and effectiveness.

Conclusions:

All these aspects allow the shaping of portrait-robot **millennium leader 3rd**, which, according to New Millennium Journal, is characterized by:

• be able, through a single action, to achieve several objectives;

• to plan a few steps forward;

• be able to anticipate every move of competition;

• lead "battles" that is convinced that they will win and to avoid those without odds;

• try making profitable alliances;

• be patient, to improve their sense of time;

• to act exactly the situation so requires;

• to know exactly what is gained and lost and retain only the essence of unsuccessful experiences;

• not bluff in critical situations;

• to seek and exploit weaknesses, mistakes and omissions;

• to use speed and surprise elements as an advantage;

• not wasted resources in the reserve only when necessary;

• to form alliances with rivals its competition;

• to monitor the activities of its field activities;

• ensure that each member of his team knows their role and that is perfect with all the conditions to succeed;

• to be in constant offensive.

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