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LEADERSHIP AS AN ART OF MANAGEMENT
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ROBU Elena, PhD,
Free International University of Moldova, Chisinau
STRATAN Stela, PhD student,
Free International University of Moldova, Chisinau

ROBU Elena, doctor în științe economice, conferențiar universitar,
Universitatea Liberă Internațională din Moldova, Chișinău
STRATAN Stela, doctorandă
Universitatea Liberă Internațională din Moldova, Chișinău

Annotation: *the article is sanctified to the study and analysis of the leadership qualities, principles that can help a leader in accomplishing the targets, recommendations in order to organize the activity of the team, algorithm of a strong team organization.*

Adnotare: *Articolul este dedicat cercetării și analizei calităților leadershipului, identificându-se principii care pot ajuta liderii să-și atingă obiectivele, recomandări pentru organizarea activităților echipei, algoritmul de organizare a unei echipe puternice.*

Keywords: *leadership, leader, leadership qualities, management, persons.*

Cuvinte-cheie: *leadership, lider, calități de lider, management, persoană.*

Introduction

Many people have the dream of managing their life on their own. They want to control it totally, to reach new heights and conquer new peaks. They want to be a model and a pride of their families. All these qualities should have a genuine leader.

When we say about someone that he/she is a leader, we mean that he/she is on a higher level than others. He/she possesses a charisma. Having the ability of giving clear guidance and controlling the results of work. Can make others to be obedient, must grasp all the matters, have the ability to understand all the subtleties of any process and always be responsible for the result.

Isaac Pintosevich, expert in the field of systematic personal and business development, notes: „a leader is a man who goes to his aim and connects, involves and organizes other people to go with him. Leadership is the ability that joints the confidence in his aim and in his right of achievement; and abilities to influence other people” [1].

Leon McKeon concluded that: “any action that brings the team closer to the achievement of the determined goal is an act of leadership”. In this context it should be given another affirmation of McKeon – “unfortunately, the absence of aspiration to leadership is formed in the school years. It seems to us that you should be born with certain qualities or to develop them somehow. Meanwhile you certainly observed that when you are working at a project or a regular task, the role of leader, as a relay baton goes constantly from one to another. It is important to recognize when you will get this baton. For that, you should know yourself, your role in society and the place in the general process” [2].

Materials and methods of research

The main research methods for writing the article were: a correlation approach, namely, obtaining data on independent and dependent variables, analysis of scientific and information materials in print and electronic media on the topic of the study.

Results and considerations

Leadership qualities can and should be developed. A leader is not only a self-sufficient person. A leader is a confident person. Only a confident person can guide and become a convincing model for his company.

In order to achieve something, you need always to have goals. From the beginning it can be some small challenges, that do not request special efforts, but even these will be very useful.

The ability to set the right aims is a very important skill, necessary to anyone. It gives the possibility to focus on the result and to draw a concrete plan of achieving it. In this context one should pay attention to the project planning of the goals, in particular the SMART method.

The SMART criteria are a mnemonic acronym, used to determine the goals and to set the tasks. For the first time this term was used in 1965 in the work of P. Meyer, who was studying the problem of effective management.

Despite the fact that in the project planning SMART is an acronym, in English, the word smart means “clever”. The translation in other languages of this is very important, because it reflects the substance of the decoding- setting the goal should be smart. The criteria are the following:

S – specific

M – measurable

A – attainable

R – relevant

T – time-bound [by 5].

So, let’s examine this method on a certain example: you have a goal – to create your own business. The concrete nature of the goal is to open an educational institution. Measure – you set the goal to design a business plan, to attract investors, to prepare the necessary documents, to find an office in order to create a team and teachers staff. Achievement – you determined the profile of your institution, found a space for office, enrolled a team, collected the necessary set of documents, and elaborated a business-plan that helped to attract investors. The goal is relevant due to the fact that you achieved the previous steps and you will open an educational institution. By the advertisement and innovational technologies you will attract the first students and you will have income, doing what you like. The restriction in time – you need to do this before the academic year starts.

This example proves that the skill of the right goal setting is a mandatory condition if you want to get success in any field. And it does not matter, are you working alone or in a team. The application of SMART criteria will help to see clearly the goal, to form step-by-step tasks for realizing it, and these are exactly those skills that are characteristic to a good leader [by 5].

John Maxwell, whose works regard the problem of leadership, as well as the personal and corporative development, points out, in his book “21 Indispensable Qualities of a Leader”, the following leader qualities:

1. **Courage.** To find in you strength and to do the first step can be more difficult than doing all the next actions. The exit from the comfort zone demands courage, because there is impossible to cross a road without a step on it.

2. Passion. When a person is totally preoccupied with an idea or work, as though all the rest does not exist around. The passion for what you are doing is an important feature of your character, because you can be successful only by doing what you like.
3. Competence. In valuable to have ability to prove your knowledge not only in discussion but also by actions, and the most important- by results.
4. The prospect vision. People are following readily the persons who have not a momentary idea, but those who have a global conception, a long-lasting plan in the achievement of intended [6].

For his part, the English publisher Cyril Northcote Parkinson finds the following elements of leadership, which can be developed by everyone:

1. Imagination. A leader should imagine clearly the result of his activity and what will be in the end of the way he walked.
2. Knowledge. The reserve of knowledge, necessary to cross the way designed in his imagination.
3. Talent. Anyone has a talent; you only need to understand what is yours. Martin Roger, Nobel Prize laureate in Literature considered: "A talent without work is like a firework: it is dazzling for a while but after it remains nothing".
4. Determination. It is a quality that induces the person to do something, every day inspires to work with the purpose of achieving the planned result.
5. Rigidity. It is needed sometimes; in order to organize and bid others, to work in such a way a leader thinks it's necessary.
6. Attraction. One of the most important qualities of a leader is the ability to be like a magnet for others, to attract them and guide them [8].

In this article is absolutely necessary to mention the opinion of Dale Carnegie about leadership that was described in his book "How to make friends and influence people" [4].

A good leader is the basis of any successful collective.

According to Carnegie's theory, there are 10 principles that can help a leader in accomplishing the targets.

1 – "The carrot". The praise is a perfect stimulus of a more qualitative work for anyone.

2 – "The stick". Criticizing for shortcomings and errors during the work is necessary only in private. The critics are the stick, whose using is not acceptable for others. And it is also necessary to point the errors in a delicate way.

3 - The acknowledgement of proper errors. Before explaining others their mistakes, is necessary to tell that the criticizing person also had similar "failures". Even there were not failures; it is needed to invent them. Because persons are created in such a way that it is easier when he/she knows that someone can also be not right. On the other hand it can be a good possibility to build a more confiding relationship.

4 – The materialization of your own ideas is an effective stimulus for a qualitative achievement of the task. It is not worth to give tasks as orders. It is better to learn how to ask questions in such a way that the interlocutor would get to the right thought how to do that task.

5 – Maximum respect towards other person. Even if you have to part with an employee, you should reflect his/her dismissal in such a way that when he/she leaves, he/she would feel that was a valuable employee not as if he/she was an unnecessary burden. This method of communication can considerably increase the rating of the leader among the employees.

6 – To observe even the small good changes in the work of employee. The praise of every positive change stimulates the person to do more efforts in achieving the task.

7 – Advancing the services. Praise the worker with a prepayment; it will make him to do all possible to correspond to the praise. Graft the employee the idea that he/she has all the necessary

qualities the company requests. Even these qualities are not present, the person will work to achieve and develop them.

8 – Moral support. When you detected a mistake, persuade the employee to believe that this error is very easy to correct. Your support will serve as an additional stimulus to a prompter correction.

9 – Orienting to a common benefit of the final result of the work. If the worker will feel the interest in the result of his/her activity, then he/she will work with much more enthusiasm at the intermediate step of the task.

10 – Motivating the staff to develop leadership principles. It is necessary to educate your team in such a way that anyone would feel his/her responsibility for the whole team and would become a leader when is needed [4].

As asserts Bill Gates, is not mandatory for a leader to possess charisma or to *take care of the common welfare* (Napoleon B.) [by 5]. An indispensable feature of every leader is the followers. This statement helps to understand that a leader should be a link for the whole team, who will provide and direct the successful work of the group as well as of each member.

Contemporary researches in this field show the following common recommendations in order to organize the activity of the team.

The “Forbes” Journal brings out 5 basic steps in creating an effective team:

1. Create an atmosphere full of confidence and respect among the members (it is especially important in start-ups). This will help the leader to be sure in the team, in its capacity of work in his absence and in a normal internal communication too.
2. A leader must keep his words. A person gets what gives. And because of that, if you demand a high output form the team, you should yourself do your duties well.
3. Organize an unofficial meeting of all the employees. Even the corporative events are usual; they have a great value in the context of informal communication and relations building. If there is no possibility to celebrate, you can invite your employees to spend vacation, to go to the forest or to go hiking. Often, during the team actions becomes evident the individual character and natural talents, that helps the leader to know his subordinates. better
4. Solve the conflicts. There must be no misunderstanding between colleagues. Engage all the parts of the conflict and make a decision, after audition of both parts. So forms the multilateral view of the situation.
5. Make the engagement of new team members a common decision. Discuss the candidature of the new worker with the group. Let the employees to talk with this person, because they have to work with him/her and is very important for this person to be integrated in the collective [by 5].

The Wikipedia project WikiHow recommends the head its method, built on 7 stepped algorithm of a strong team organization:

1. Select in the team such members that are motivated to demonstrate their skills. Each member of the group must be sure in the value of his own abilities and in his contribution to the process for a successful result of the whole project.
2. Engage in the team people with different knowledge and skills. It will give the possibility to be prepared for all the difficult situations.
3. Draw the goal for your team and make sure that everyone understood it. So, the team will work as a good mechanism.
4. Determine the role of each team member, the correlation of the roles and their importance for the whole team. In such way, everyone will know what functions have they and others in the common affair, will be responsible for their work.

5. All the members of the team must work openly for others. The confidence influences directly the efficiency.
6. You must educate a leader of the team. You can delegate to the person who is more competent and motivated a part of authorities and more important tasks.
7. Communication in private with each member of the team, who has some difficulties. A leader is fully responsible in the removal of all the impediments in the process of work [7].

In the opinion of Oksinoid K.E., PhD in philosophy: “to ensure the devotion of the staff is much more difficult than making some cosmetic improvements in the human resources policy or introducing new technology innovations. The devotion, which is understood as the highest level of loyalty, staff confidence and the readiness to support in difficult moments, is the main result of the whole management in the organization activity and of the work of its staff” [3].

Conclusions

The trusting relations within a collective are impossible to build in one day, one week or one month. It is a lasting and laborious process that implies a maximum output from each member. However, the high level of trust among the staff provides such level of motivation and efficiency that is very difficult to get by other means, even by a high material consideration.

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