

# MANAGERIAL LEADERSHIP – A THEORETICAL APPROACH

Felicia Cornelia MACARIE

**Felicia Cornelia MACARIE**

Lecturer, Department of Public Administration,  
Faculty of Political, Administrative and Communication  
Science, Babes Bolyai University, Cluj Napoca

Tel. 0040-264-431361

E-mail: [cornelia.macarie@yahoo.com](mailto:cornelia.macarie@yahoo.com)

## Abstract

The paper endeavors to offer an overview of the major theories on leadership and the way in which it influences the management of contemporary organizations. Numerous scholars highlight that there are numerous overlaps between the concepts of management and leadership. This is the reason why the first section of the paper focuses on providing an extensive overview of the literature regarding the meaning of the two aforementioned concepts. The second section addresses more in depth the concept of leadership and managerial leadership and focuses on the ideal profile of the leader. The last section of the paper critically discusses various types of leadership and more specifically modern approaches to the concept and practices of leadership.

## **1. Introduction. The relationship between management and leadership**

Numerous management scholars are currently addressing the topic of leadership, thus such researches enriching the literature on management. Most authors start their analysis by defining the concept of leadership and highlighting its position in relationship to management. There are different approaches regarding the relationship between management and leadership.

One approach claims that the two concepts overlap. The scholars who support this view use the two concepts interchangeably, depending on the context, but do not draw a clear line between them.

Second approach claims that the two concepts are completely different and therefore the concepts of manager and leader should be also discussed separately (Zaleznic, 1977). Zaleznic discusses the differences between the two concepts based on the following criteria:

- The goal followed: the leaders usually exhibit personal, active attitudes while the managers are more impersonal and passive.
- Their conception about work: leaders usually stimulate work while managers usually coordinate and balance it.
- Their relationships with others: leaders are usually emphatic while managers get less emotionally involved.
- Self-perception: leaders are usually oriented toward change and have a loose identity while managers are more conservative and are usually reluctant to change.

Other authors (Watson, 1983) consider that there are differences between leaders and managers from the standpoint of their orientation toward different dimensions. Thus, leaders are focused on: style, staff, skills, and share – the four S, while managers are interested in strategy, structure, and system – the three S.

Mintzberg argues that management and managers are related to the real world while leadership is a theoretical construct that is hard to find in practice, a topic for debate among scholars. He claims that the manager fulfils a variety of roles and among those one can find leadership as well. As a leader, the manager combines the organization's needs with the ones of the individuals under his/hers command (Pugh, Hickson, 1994, p.36).

This approach usually portrays the leader by association with knowledge, forecasting and vision while the manager is usually associated with daily concrete action.

A third approach argues that the relationship between management and leadership is similar to the relationship established between a whole and its parts. Most authors (Kerr, 1977; Clement, 1991; Nicolescu and Verboncu, 1999) argue that leadership is a component of management, without which management couldn't exist. Other authors (De Woot, 1992) consider that leadership is primordial while management is a tool for its implementation.

A fourth approach, more recent, belongs to M. Zlate who summarized the aforementioned approaches and states that leadership and management as well as

managers and leaders exhibit specific features which ensure their specificity and relative autonomy as well as a series of common elements which facilitate their interaction and mutual reinforcement (Zlate, 2004, p.176-181). The author considers that there are relationships of partial coincidence between the two concepts.

The arguments presented by the author in favor of this opinion include:

- Managers and leaders fulfill almost the same functions – forecasting, organization, coordination, control, and motivation, however in a different manner;
- It is possible that leaders and managers hold the same qualities and abilities (conceptual, human, technical), however in variable proportions.
- Managers and leaders employ skills, knowledge, and characteristics depending on the specific of the situations they operate in.
- The mutual reinforcement of features and competences is only possible when the same person holds both managerial skills and leadership abilities.

The author identifies based on this critical analysis three possible situations:

1. Ideal: when an individual fully fulfils the functions that are specific for both the leader and the manager.

2. Real: when an individual completes more often tasks related to leadership than management or holds skills that are specific to leaders rather than to managers or vice versa. In these situations managerial and leadership qualities get combined in variable proportions.

3. Possible: when an individual is either leader or manager.

Four hypothetical scenarios can be thus developed:

- a. Strong leader – strong manager;
- b. Strong leader – weak manager;
- c. Weak leader – strong manager;
- d. Weak leader – weak manager.

First situation is ideal; the following two have certain negative aspects but can represent, under certain circumstances, a workable alternative, while the last one is the worst-case scenario.

In my opinion, the relationship manager – leader needs to be analyzed starting from the observation that managers are individuals who gained this status in a formal manner, having within the organization tasks formally established, through operational documents. Managers can act as leaders or non-leaders while completing their tasks based on the following variables:

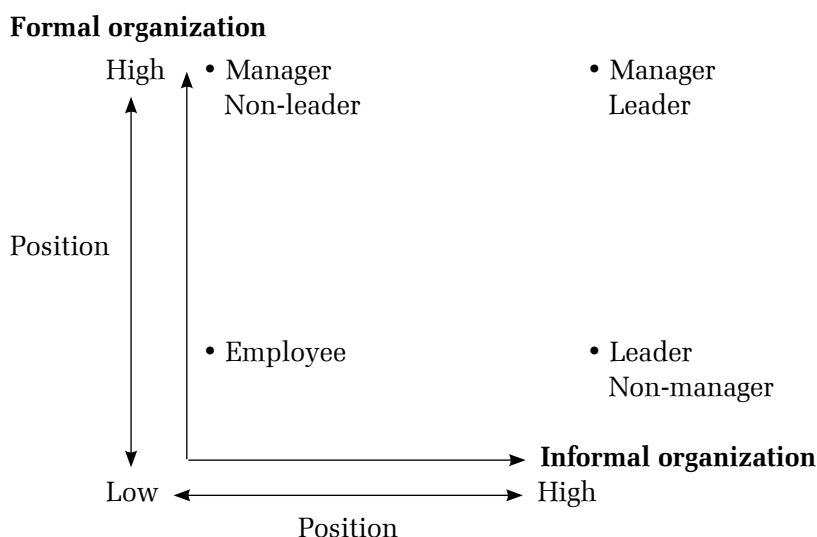
- Personal abilities;
- Context;
- The organizational type;
- Organizational culture;
- The structure of the group;
- Professional and managerial training.

Leaders can be persons who do not formally hold the manager position but the other members of the organization, who are willing to follow them and to act, recognize their professional competence and are willing to act upon their will, without having

formal rules saying that they need to do so. A non-manager leader will be quickly observed within a strong organization and transformed into a manager.

As a conclusion, if one analyzes at the organizational level this topic from a static perspective and taking into consideration organizational variables (formal and informal) there are several possible situations:

1. Manager leader;
2. Manager non-leader;
3. Leader non-manager (fig. 1).



**Figure1:** The relationship manager - leader

If we take into account the time variable while analyzing this relationship then the identified dimensions will change their content, which in turn will generate changes in how managers manifest themselves as leaders. Also, the time variable can generate transformations in the formal and informal organization which influences where certain persons are placed on the leadership spectrum.

Thus a non-leader manager can loose his/hers managerial position if the results obtained are below the expected level and this failure is due to the lack of leadership; or he/she can become a leader if the attitude, the behavior, the knowledge or other dimensions modify in his/her favor.

A manager leader can turn into a manager non-leader if he/she loses the informal position held within the working group or the organization as a result of changes in the context, organizational culture, inadequate training, etc.

The non-manager leader can receive the formal authorization thus becoming a manager leader if top management acknowledges as formal the informal position or, he/she can loose the leader position if this is based entirely on charisma, without any other value-driven support that can survive time (human qualities, communication skills, professional expertise).

## 2. A possible definition of leadership and leaders

If we agree that management and leadership are two different things then we have to ask ourselves how leadership can be defined and what the leader is. Scholars have different opinions with regard to this issue. Gary Johns defines leadership as the influence some individuals have on others regarding the meeting of stated objectives within an organizational framework (Johns, 1998, p.298). Fred E. Fiedler claims that the best description of the perfect leader is that of an individual who, by means of intuition or training, knows how to control the environment he/she operates in, so that the decision-making process will fit his/hers managerial style (Fiedler, 1967, p.160). W. Bennis claims that the leader has the capacity to create a global vision, to implement it and to control it (Bennis, 1989). E. Burduş and Gh. Căprărescu claim that the leader is a person who obtains significant outcomes in an efficient manner, in any field, no matter what obstacle he/she may face and without stopping paying attention to the individuals (Burduş, Căprărescu, 1999, p.103). O. Nicolescu and I. Verboncu argue that leadership refers to the ability of a leader to determine a group of individuals to work together in order to achieve an objective by means of their emotional and operational involvement (Nicolescu, Verboncu, 1999, p.518).

It is easy to observe that all these definitions refer to aspects related to the human and professional qualities of the individual and the way in which he/she influences other people's reactions. Therefore, it is only logical to ask what qualities a leader should possess.

The management literature offers a variety of possible answers. Based on a literature overview the most important qualities identified include:

1. Personal characteristics: intelligence, energy, self confidence, capacity to influence, motivation for being a leader, emotional stability, honesty, integrity, courage, wisdom.

2. Professional abilities: specialized training, managerial training, general knowledge, the desire to learn on a daily basis, intellectual curiosity, to be able to deal with new situations, etc.

3. Social recognition: reputation, past successes/failures, relational system, etc.

Managerial leadership has developed over time as a main component of management and it heavily influences the performances and outcomes of organizations.

Leadership is based on developing team spirit that is the result of the integration of four processes:

- Build trust among the persons involved;
- Establish clear mission and goals that are shared by the group;
- Have a participative decision-making process;
- Motivate in a proper way both the individuals and the group.

Over the years the approach regarding leadership has changes from the belief that leaders are born – native qualities to the belief that leaders can be trained in order to meet the requirements discussed above.

Leadership implies the existence of a minimal set of qualities that an individual is usually born with and which can be further enhanced with adequate training.

Managerial leadership implies two fundamental dimensions:

1. Informal dimension, which stems from the expertise and the abilities the leader, possesses and which is built over time by means of others' recognition.
2. Formal dimension, which stems from his formal authority, associated with a formal managerial position.

The most important factors for leadership are;

- a. Native qualities of the individual – intelligence, charisma, and determination, open minded, perseverance, etc.
- b. Training – general training, specialized training, managerial training. The result of these trainings is represented by social abilities, technical knowledge, decision-making abilities, communication skills, and managerial behavior.
- c. Managerial situation – two types: contextual/general and refers to the basic characteristics of the organization the leader works for defined by the quality of the human resource, their specific culture, available resources, technical and IT infrastructure, strategy, decision-making, formal and informal structures within the organization; strictly managerial which refers to the managerial roles played by the leader as part of his/her job description attached to a formal position within the organization.

Leadership means that subordinates can be determined (persuaded) to act toward achieving the stated objectives and to behave the way the leader wants. This process implies the following steps:

1. Prepare the leader to act on his leadership role by stating goals, tools for achieving them, self-confidence.
2. The leader should have the capacity to listen to what others have to say and to trigger the others' emotions.
3. Make the others share leader's goals, ideas, and opinions.
4. Inspire the others so as to behave according to what the leader wants.
5. Build and maintain the loyalty of those involved.

The individuals targeted by the leader are those who:

- Can't get involved but want to do so;
- Can get involved but don't want to do so;
- Can and want to get involved;
- Can't get involved and don't want to do so.

Based on the type of individuals he/she needs to interact with, the leader can use different types of power from coercion to the one derived from his expertise.

The content and the effectiveness of leadership significantly depend on the characteristics of the organizational culture involved and the leader's ability to understand it and incorporate it into his/her leadership practices/style.

### **3. A typology of managerial leadership**

There are various approaches in the management literature with regard to how leadership can be categorized. Such a classification implies an overview of the main criteria used. Several of the criteria listed below include:

1. *Based on the perspective and the ultimate goal of leadership, there are*
  - 1.1. *Predictive leadership that is based on predicting the future of the organization;*
  - 1.2. *Strategic leadership developed on the strategy of the organization;*
  - 1.3. *Dynamic leadership that implies a continuous adaptation to the changes occurred within organizational processes;*
  - 1.4. *Leadership by objectives based on the coordination of the group's actions in order to achieve the organization's objectives and outcomes.*
  - 1.5. *Leadership by exceptions where the focus is on problems that represent an exception from the rule, thus being able to impact the processes within an organization, and implicitly its outcomes.*
  - 1.6. *Leadership by innovation which is based on taking advantage of ideas and introducing novelties in order to speed up organizational development.*
2. *Based on the specificity of the application of the comparative leadership*

The comparative approach to leadership was initiated by professor William Ouchi, a Japanese-American who, together with his colleagues from the University of Los Angeles, California, conducted detailed studies aimed at solving the key problem the American (read Western) businesses are confronted with. According to Ouchi, the American managers consider that Japanese are better at doing businesses (Ouchi, 1981).

The results of Ouchi's researches led to the identification and description of three types of organizations, conventionally called A, J, and Z.

The dimensions of leadership taken into consideration when comparatively analyzing the three types of organizations include:

1. Length of employment;
2. Evaluation and promotion of employees;
3. Career development/evolution;
4. Control mechanisms;
5. Decision-making processes;
6. Responsibility;
7. Interest vis-à-vis people.

#### 2.1. *Type A organizations*

By studying the American organization from the perspective of the seven aforementioned dimensions, researchers have identified the following characteristics

- a. Short-term employment that leads to a superficial understanding of the organization and to weak personal bonds among the members of the organization, therefore to a more difficult integration within the organizational culture.
- b. The evaluation of the employees is done often and promotion comes quickly which leads to a greater mobility within the organization; each employee follows his/her own interest which may conflict with others' interests.
- c. Career path is highly specialized which leads to professionalism, decrease of loyalty, and high fluctuation.

- d. The organization employs formal control mechanisms, standards, rules, and norms, and also measures and techniques for maintaining and enhancing performance.
- e. The decision-making process is individual; the focus is on clearly stating responsibilities that is a consequence of rigid organizational structures.
- f. Responsibility is individual and it represents a consequence of the decision-making process.
- g. The managers' interest vis-à-vis people is limited to whether they meet the organization's objectives; obtaining information about personal problems does not represent a priority or a frequent practice.

## 2.2. Type J organizations

The Japanese organizations have the following characteristics from the perspective of the analyzed dimensions:

1. Employment is in most cases long-term especially if one works for the big companies or in the public sector- hiring is for life. This represents the most important characteristic of Japanese organizations because it determines a lot of other aspects of work in an organization. Employees are recruited directly from schools and universities; thus people find at their first job former older colleagues.

2. The evaluation of Japanese employees is based on a lengthy process that does not allow quick promotion; thus, employees are discouraged from aggressively seeking their own interests. Rather, it stimulates cooperation and teamwork, compensation from collective efforts rather of the individual ones.

3. Career development within an organization is lengthy and slow and allows people to gain general rather than specialized skills/knowledge. This is accomplished by training people and making them work in all sectors of the company. The general expertise gained within one company is not valuable for other companies, which determines a low turnover rate.

4. Control mechanisms are rather implicit than explicit, control is realized by socialization.

5. Decision-making takes place by consensus. This ambiguity in making decisions encourages the team to be collectively responsible. The length of the decision-making process is greater because all the people who may be affected by the decision are consulted with regard to possible options. The decision made reflects a high level of involvement and there is very little or no resistance to the implementation of organizational changes. The formal documents that generate changes are full of signatures symbolizing the agreement of all involved parties in the decision-making process.

6. Responsibility is collective, a direct consequence of the decision-making process but also of the fact that people use as a frame of reference the major accomplishments of the organization rather than the sectorial ones.

7. The relationships between managers and employees are paternalistic; the superiors are interested in the problems of the employees, manifest care, support and altruism. Social relationships are effective and are the direct result of the belief of the Japanese people that they will live and work together with the same people. The organization is like a second family and their behavior is adapted to this reality.

### *2.3. Type Z organizations*

One question raised by scholars deals with how can one explain the results or performances obtained by both type of organizations when their leadership and their characteristics are so different, even antagonistic? The answer is relatively simple – both organizations employ a leadership style that is in accordance with their national and cultural specificity. If the Japanese management will be implemented within American organizations, or vice versa, the results will be nonetheless different. Anyway, the “Japanese miracle” that took place after the Second World War, explained by many scholars as being a function of the specific managerial and leadership style employed, inspired many American organization in changing their management style and adopting some managerial and leadership elements from the Japanese model. Thus, the Z type organizations were created. The following characteristics best describe them:

1. Long-term employment;
2. Rare evaluations and lengthy promotion;
3. A moderate specialization during one’s career time;
4. Both formal and informal control;
5. Consensual decision-making;
6. Individual responsibility;
7. Holistic interest for people.

It can be observed that three of the Japanese characteristics of leadership were adopted: evaluation and promotion, decision-making, and interest for people. The length of employment and the characteristics of the career development oscillate between the two types of organizations (A and J) while responsibility has remained individual and the type of control is a combination between the first two.

This process takes time because it implies deep changes of the organizational culture by shifting the focus of management from objectives to people.

It is interesting however to note that the “import” of managerial practices is a two way street. Changes are taking place within the Japanese organizations as well, mostly due to the fact that the young Japanese generation, under the influence of Western values, wishes a more rapid advancement in career and a more specialized training. This will lead to a decrease in the number of employees for life and most likely will generate a change in the Japanese organizational culture that will focus more in the future on the criteria of economic efficiency rather the national and cultural specificity.

### *3. Contemporary approaches to leadership*

#### *3.1. Charismatic leadership*

Charisma is a word derived from Greek that means “gifted” or “favorite”. Charismatic persons have a great power of influence on others by demanding devotion and loyalty and by inspiring them to do the best they can in order to achieve the mission chosen by the leader. Charismatic leaders have great confidence in them, have a dominator style, and impose their beliefs on others.

Only recently scholars have started to pay attention to the role played by charisma in managing organizations. Systematic approaches to the charismatic leader theory

were initiated by Max Weber who stated several tenets: A crisis situation, exceptional leader, the saving mission of the leader, the repeated success of the leader, etc. contemporary theories built on Weber's ideas according to which charismatic leadership, its successes and results are due to the characteristics and skills of the leader. The successes are explained by means of the social relationships based on the attraction employees or subordinates feel vis-à-vis the leader.

The broadening of the approach based on charisma implies a shift in focus from leader and his/hers qualities to the employees and their capacity to react positively to the stimuli provided by the leader. It is supported by other scholars as well. G Johns claims that charisma is the ability to obtain a strong loyalty and devotion from followers so that a strong influence is exercised upon them (Johns, 1998, p.312). M. Zlate considers that subordinates perceive not only the leader's behavior but also his/hers results, therefore, when making judgments, they also take into consideration past successes obtained by the leader. The more positive results the easier will be to attribute charisma to him (Zlate, 2004, p.195).

This statement may be real but it limits the occurrence of charismatic leaders to those who have already obtained results that recommend them to the subordinates. In our opinion past positive results can enhance charisma but cannot generate it. Leaders with great results may be recognized as leaders but they are not necessarily charismatic. They may have their employees' trust but not their admiration and unlimited commitment. A charismatic leader with a portfolio of good results has high chances of obtaining top managerial positions, enjoying thus both a formal and non-formal recognition of his merits.

### *3.2. Participative leadership*

According to a general definition participative leadership means the collaboration between managers and subordinates in the decision-making process. Some authors argue that this relationship is at the foundation of participative leadership (Zlate, 2004, p.210-214). We do not deny the existence of participative leadership/management but a distinction needs to be made between the two concepts. We consider participative leadership as a form of management of the organization where the tasks of management are given to a participative management entity. This type of management is usually based on legal documents; it does not imply the freedom of the manager to determine whether subordinates should participate in the decision-making process or not. In most cases, those who participate to the decision-making process are not necessarily employees but rather stockholders, associates, other stakeholders.

Participative leadership as opposed to participative management is the result of leader's own will who consciously diminishes his authority in making decisions while enhancing in the same time the ability of the employees to get involved in decision-making. We can thus speak about the voluntary character of participative leadership where the leader uses this technique of participation, collaboration and involvement as an effective leadership tool.

The efficiency of participation derives from the advantages of this type of leadership, including:

- Increased motivation on the subordinates' behalf who can decide how to meet the stated objectives and results;

- Increased quality of the decisions because it was empirically proven that more people have better ideas than a single one. Also, the decision made at the level where a problem occurred is better because the employees involved know the best the context on which the quality of the decision depends.
- Active involvement of the subordinates in the implementation of the decision to whose adoption they participated, especially when it implies organizational changes.

This type of leadership has also disadvantages or weak points. First, it implies a lot of time and energy in order to get the subordinates involved, thus it is not recommended in crisis situation when decisions need to be made rapidly. Second, this leadership can create the sensation of losing the authority. Obviously, it is important what decisions are made using a participative mechanism. This type of leadership is more and more often encountered nowadays in various organizations because the trend is to create low hierarchical structures and have a lot of teamwork that limits authority. Third, there is the risk of encountering a low interest among employees with regard to participation. This is mainly due to a lack of necessary knowledge to make a certain decision or the lack of trust in the leader/manager or a bad organizational climate.

### *3.3. Transformational leadership*

It is very hard to provide a clear-cut definition of this leadership style because it has recently entered into the attention of management scholars. It was used for the first time by J. MacGregor Burns in 1978, and it then undergone through a process of theoretical analysis (Burns, 1978). This new type of leadership transcends the barrier of the leader-subordinates negotiations on organizational issues and focuses on the ability of the leader to inspire his/her employees to achieve performances.

Johns claims that transformational leadership represents offering the employees a new vision that will inspire them toward a real engagement (Johns, 1998, p.312).

According to M. Zlate transformational leadership implies the enhancement of the emotional attachment of the employees vis-à-vis the organization, the increase of their motivational sources, the personal identification of the subordinates with their leaders, a shared vision and its transposition into practice (Zlate, 2004, p.199-200).

The effects of implementing this type of leadership are:

- The transformation of the employees by means of appreciating the results gained and by overcoming the individual interests in favor of the organizational ones.
- The transformation of the organizations by increasing organizational efficiency and its adaptive capacities.

The risk of this leadership style is to increase the dependency of the subordinates on the leader. The most used management tool associated with this type of leadership is coaching. The main qualities of the transformational leader are: intellectual stimulation, individual consideration towards others, and charisma.

Intellectual stimulation gives transformational leadership the aspect of a “new vision”. People are stimulated to use their intelligence and imagination, to be creative.

Individual consideration means that the subordinates are treated as distinct individuals, that the leader tries to know them and to satisfy their personal needs in the context of organizational objectives.

Charisma represents the leader’s ability to determine the behavior of the subordinates by means of gaining their loyalty and devotion.

Stephen R. Covey talks about the mega-informatics and the revolutionary changes the world will undertake. He provides an inventory of the traditional and transition patterns for three dimensions. They are presented in the table bellow (Covey, 2000, p.305):

<b>Traditional</b>	<b>Transitional</b>
1. Economic	1. Economic
1.1 Rules of the industrial era	1.1. Rules of the technological era
1.2. Stable economy	1.2. Unstable economy
1.3. Stable markets/providers	1.3. Unstable markets/providers
1.4. Mass production	1.4. Personalized services
1.5. Domestic competition	1.5. Global competition
1.6. Power of the muscles	1.6. Power of the brain
2. Technical	2. Technical
2.1. Mechanic technology	2.1. Electronic technology
2.2. Predictable technological information (10 years)	2.2. Unpredictable and rapid technological innovations (18 months)
3. Social / Cultural	3. Social / Cultural
3.1. The acceptance of hierarchical authoritarian roles	3.1. Increasing hopes regarding the involvement of the employees
3.2. Stable male workers	3.2. Females, minorities, members of the „baby-boom” generation
3.3. Growing birth rates	3.3. Low birth rates
3.4. Exterior material values	3.4. Interior values regarding the quality/standard of living
3.5. Corporations drift apart from dominant social and economic values	3.5. Reaffirmation of the dominant social-economic values

The magnitude of this trends has led to the creation of a transformational leadership style because, argues Covey, the motivational theory has changed its location; it has moved from the stomach (physical and economic motivation) to the heart (good interpersonal relationships, good treatment) and to the mind (to identify develop, use and acknowledge talent) to the spirit (the feeling of a greater meaning or a transcendent goal) (Covey, 2000, p.306).

This new approach of the human nature implies changes in the role of the managers who needs to give up to the dialog-confrontation in favor of the dialog-empathy; the manager no longer holds the entire power but rather shares it. This approach also replaces the antagonistic relationships gain-loss with the win-win situations.

### 3.4. *Leadership based on principles*

This concept was coined by Professor Stephen R. Covey back in the early 1980s and promoted by the NGO the *Institute for leadership based on principles*. Professor Covey is the founder and the president of this organization.

The theoretical framework for this type of leadership can be found in the book *“The ethic of the leader or the leadership based on principles”*. The book has a twofold structure: First section is called “Personal and interpersonal effectiveness”; the second section is called “The development of management of the organizations”. The author claims that this new paradigm – leadership based on principles, is practiced from inside out and is structure along four stages:

1. Personal (my relationship with myself);
2. Interpersonal (my relationship and interaction with the others);
3. Managerial (my responsibility toward completing a certain task together with my team);
4. Organizational (my needs to organize, select, train, compensate people, to build teams, to solve problems, to create structures, strategies, and aligned systems (p. 19).

This type of leadership is based on several guiding principles (Covey, 2000, p.170-178), which need to be in place at each level:

1. To be trust worthy at the personal level; this is based on character and competence.
2. Trust at the interpersonal level: People trust each other and thus they can clearly communicate, are emphatic, synergetic and exhibit productive interdependency.
3. Empowering at the managerial level
4. Alignment at the organizational level.

Leaders who act based on principles have the following characteristics:

- They continuously learn;
- Their goal is to serve;
- They generate positive energy;
- They believe in others;
- Live balanced lives;
- Consider life an adventure;
- They are synergetic, act as catalysts for change;
- Practice self-renewal.

Covey identifies two divergent mentalities that characterize humans’ and implicitly leaders’ behavior: the mentality of poverty and the mentality of abundance, the latter being considered superior, and its development being in close connection with the principle that governs our lives. The characteristics of “abundance” leaders include:

1. They often turn to the true sources of interior safety;
2. They look for solitude and enjoy nature;
3. Read a lot and on a regularly basis;

4. Offer help but prefer to remain anonymous;
5. Keep long lasting relationships with another person;
6. Are forgiving with themselves and others;
7. Solve problems without conflicts of opinions

The author claims that there are seven chronic problems that all organizations may experience at some point in time:

1. Vision and values are not shared by everybody;
2. There is no strategic path to follow;
3. A mismatch between the structure and the shared values, between vision and systems;
4. Managerial style is wrong;
5. The manager does not have the skills to match the adopted style;
6. Low trust of the employees in management;
7. Lack of coherence between what managers say and do.

All these problems should be solved in order not to become chronic.

Covey also developed the PS paradigm of leadership based on principles; his endeavor has as a starting point the identification and critical analysis of the fundamental paradigms in management (Covey, 2000, p.182).

1. The paradigm of the scientific management regards people as “stomachs” (economic beings), it associates the human nature with the economic individual and it implies an authoritarian leadership style.

2. The paradigm of human relations – it regards Humans as “hearts” (social beings), with feelings, thus they need to be treated not only fair but with kindness, politeness, as social-economic beings.

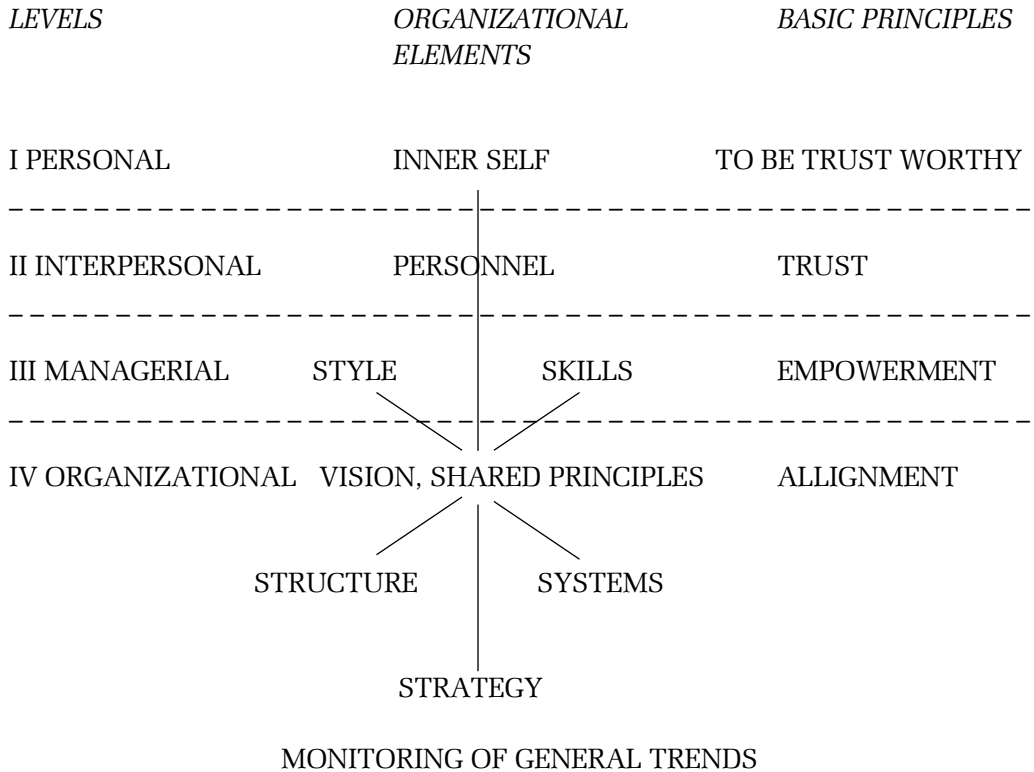
3. The paradigm of human relations also regards humans as “minds” (rational, thinking beings), doted with talent, creativity, resources, intelligence and imagination, in one word psychological human beings.

The leadership based on principles operates with concepts such as honesty, kindness, skills, and effectiveness, in one word the “whole human being”.

The elements of the PS paradigm are:

- Personnel;
- Inner self
- Style
- Skills
- Shared visions and principles;
- Structure and systems (information, compensation, training and development, recruitment and selection, job description, communication);
- Strategy
- Monitoring of general trends (internal and external environment)

Figure 2 depicts the PS paradigm of leadership based on principles, which is the result of combining the three variables analyzed by Covey – leadership levels, leadership principles, and organizational elements.



**Figure 2:** PS Paradigm – the four levels of leadership based on principles  
 (Source: Covey, 2000, p. 268)

### 3.5. Intuitive leadership

Meryem le Saget developed this leadership model in the work *Le manager intuitif. Une nouvelle force* (Le Saget, 1999).

The author uses as the foundation of her analysis two sets of premises:

1. Philosophical/psychological which derive from the existence of different ways of knowing: intuitive and rational and the distinction between male and female (C.G. Jung) or animus (action, determination, structure, concrete thinking, the management of events) and anima (flexibility, intuition, communication, empathy).

This distinction can be also found in Covey's work who speaks about the right and the left hemisphere of the brain and who suggests that management should be practiced based on the left hemisphere and leadership based on the right hemisphere (Covey, 2000, p. 260-266). The author highlights the main features implied by each hemisphere:

**LEFT**

- 1. Logic
- 2. Words
- 3. Parts and details
- 4. Analysis
- 5. Sequential thinking
- 6. It depends upon time

**RIGHT**

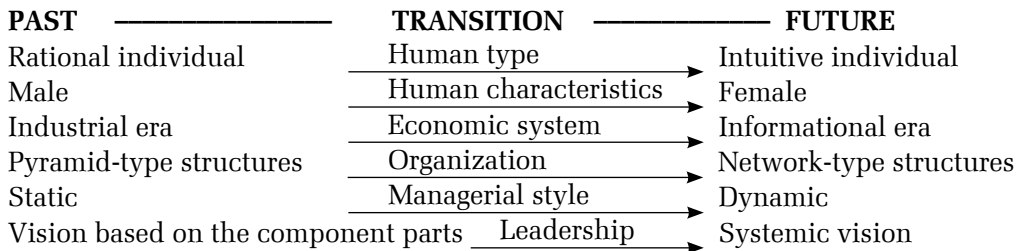
- 1. Emotions
- 2. Images
- 3. The whole and relationships among parts
- 4. Synthesis
- 5. Simultaneous and holistic thinking
- 6. it doesn't depend upon time

The author also associates left with males (yang) and right with females (yin).

*2. The characteristics of contemporary organizations, including:*

- The transition from the industrial era to the technological one;
- The transition from the brain organization to the flux organization;
- The transition from pyramid-type organizations (inflexible) to network-type structures (flexible);
- The transition from static to dynamic;
- The transition from the vision based on the component elements of a system to the systemic or global approach.

By means of summarizing, the author's vision can be graphically presented as follows:



The author argues that the “engine of transition” (Le Saget, 1999, p. 39) is the intuitive leader who has an intuitive management and is considered a “soft” leader whose leadership is based on the following components (Le Saget, 1999, p. 50):

- Creativity: to have ideas, to stimulate others' creativity, to think systemically;
- Action: to get involved in the daily routine; to work for others' benefit;
- Rethink and enhance yourself, the strategy and the quality of the product;
- Vision: strategic; anticipation, taking over;
- Formation: the development and the transfer of action and cognitive abilities; to learn and be able to teach others;
- Communication: listening, motivation, trust and cohesion, information;
- Market: “listen” to the market's needs, anticipate the needs, services and quality;
- Rigor: management, evolutive methods and structures, meeting the indicators, outcomes.

As described by the author, the modern leader needs to have all the skills and abilities in order to be able to balance them and adapt himself/herself to the environment and

the needs of the organization. This type of leadership can be developed by following the next steps:

1. The building of an inspiring vision;
2. Authentic communication;
3. The drafting of the personal effectiveness style;
4. The discovery of motivational triggers;
5. The surpassing of organization's neuroses;
6. The understanding of the various stages of irrationality;
7. Consensus building;
8. Time reinvention;
9. Living in the "process-organization".

The characteristics attached by the author to the intuitive leader need to be correlated with professional expertise and ration; she does not only exclude them but considers them as essential.

The profile described by Le Saget seems to fit the ideal leader, which makes us believe that it can be real and that such a leadership style can be only rarely found within the today's organizational context.

### 3.6. *Leadership that serves*

*This approach belongs to the authors Ken Jennings and John Stahl-West in the 2003 book "The serving Leader"* describe the interior evolution that each leader needs to go through in order to acquire an efficient leadership style.

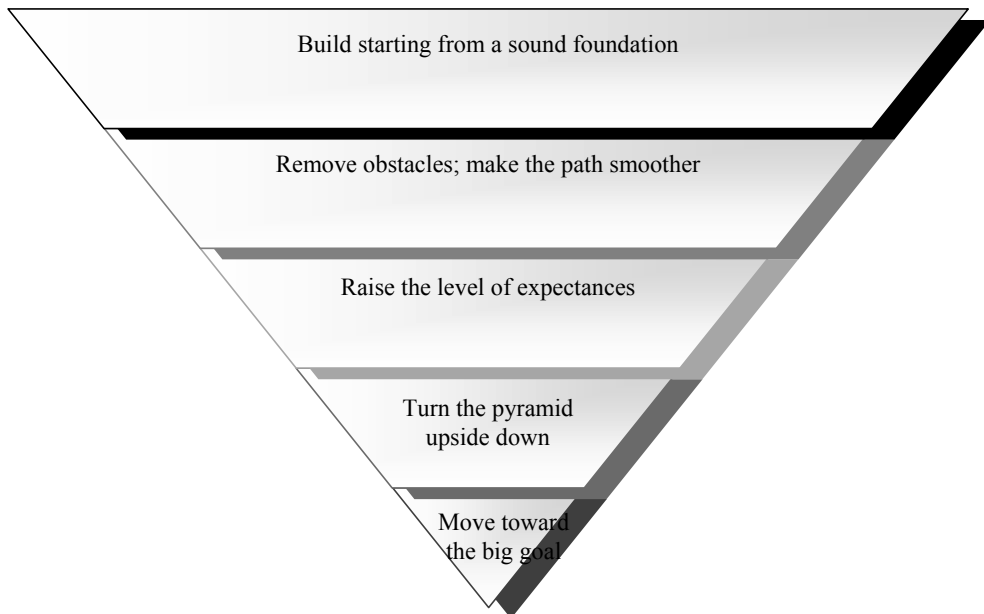
The authors employ the method of scenarios based on real organizations and leaders but framed within fictional stories in order to develop a practical handbook for the implementation of the leadership that serves.

The idea placed at the foundation of this book is that the pyramid should be turned upside down – this means positioning the leader at the base of the pyramid, where from a structural point of view those who execute orders are usually placed. Then the books points out several principles to be taken into consideration during the process of building the upside down pyramid.

These principles are:

- You prepare yourself to be the first by considering the others in the first place;
- You are first responsible for making others responsible;
- You control your ego and help others to build self esteem and self trust in order for the team to be able to work together;
- In order to be able to serve the many you must be able to serve first a few;
- Be selective while choosing the leaders you are going to work with;
- Continuously increase the expectations regarding performance;
- The best approach is a provocative offer;
- Use the training process in order to generate excellence at each level;
- Learn to know yourself first, clearly present the knowledge you have;
- Remove the obstacles other face in order for them to be able to succeed;
- Take advantage of the strong points of each of the team members while minimizing their weaknesses.
- Move toward accomplishing the big goal.

The pyramid built using these principles is graphically presented in Figure 3:



**Figure 3:** The pyramid of the leadership that serves  
(Source: K. Jennings, J. Stahl-West, p. 116)

The upside down pyramid challenges prejudices regarding the relationships between employees and bosses and proposes instead an approach that is almost religious of these relationships. The leader is seen as an individual who serves his/her employees in order for them to develop, to become better people, and to give the best they have for the development of the organization.

At the end of the book the authors try to provide some sort of a job description for the leaders who serve (Jennings, Stahl-Wert, 2005, p. 112-114). The leaders who serve should thus:

- Move toward the greater goal thus offering the team, the business, and the community such an inspiring motivation that they motivate all to try to reach it.
- Flip upside down the pyramid of the traditional managerial thinking. They place themselves at the base of the pyramid and release the energy, the fever, and the talent of the team, the business and of the community.
- Raise the level of expectancies, by being very selective in choosing team leaders and establishing high performance standards. These actions build a culture of performance among team members, within the business or the community.
- Smoother the path by having the leader who serves learn the principles and the practices and by removing obstacles that may hinder performance. These actions multiply the impact of the leader who serves by means of educating and involving all levels of leadership.

- Build starting from a sound foundation – each team, business and community member is trained to give the best he/she has to get. This increases everybody's performance and makes the team stronger by bringing together the strong points of many individuals.

#### 4. Conclusions

There are different theoretical approaches regarding the relationship between leadership and management on the one hand and managers and leaders on the other hand: conceptual overlap, absolute dichotomy (Zaleznik, Watson, and Mintzberg); relationship part-whole (Kerr, Clement, and De Woot); common and different elements (M. Zlate).

The main types of leadership include: visionary, strategic, dynamic, by exceptions, by innovation, comparative (A, J, and Z organizations), charismatic, participative, transformational, based on principle, intuitive, and leadership that serves.

The theories on leadership and leaders enrich the management literature and can be found in practice with regard to the leadership style of the managers who need to change their traditional behavior vis-à-vis employees and collaborators. The need of this change in behavior and attitude comes from the negative and positive effects that a proper or improper style of leadership has on people, the environment and the organizational culture, with direct consequences on the financial outcomes but not only. The leadership style of the manager can be seen as a model to follow, it affects the organization directly, and it influences the behavior of its members.

#### References

1. Bennis, W., *Profession: Leader, Inter Edition*, 1989.
2. Blake, R., Mouton, J., *The new managerial Grid III*, Gulf Publishing, 1984.
3. Burduș, E., Căprărescu, G., *Fundamentele managementului organizației*, Editura Economică, Bucuresti, 1999.
4. Burns, J.M., *Leadership*, Harper&Row, New York, 1978.
5. Cole, G.A., *Management*, Editura Știința, Chisinau, 2004.
6. Covey, S.R., *Etica liderului eficient sau Conducerea bazată pe principii*, Editura ALLFA, București, 2000.
7. Fiedler, E.F., (1967), 'Theory of Leadership Effectiveness', McGraw-Hill, in Pugh, D.S., Hickson, D.J. (1994), *Managementul organizațiilor*, Editura CODECS, București.
8. Johns, G., *Comportament organizațional*, Editura Economică, Bucuresti, 1998.
9. Jennings, K., Stahl-Wert, J., *Liderul perfect*, Editura Niculescu, București, 2005.
10. Le Saget, M., *Liderul intuitiv. O nouă forță*, Editura Economică, București, 1999.
11. Nicolescu, O., Verbancu, I., *Management*, Editura Economică, Bucuresti, 1999.
12. Ouchi, W., *Theory Z: How American Business Can Meet the Japanese Challenge*, Addison Wesley, 1981.
13. Pugh, D.S., Hickson, D.J., *Managementul organizațiilor*, Editura CODECS, București, 1994.
14. Tannenbaum, R., Schmidt, W., 'How to Choose a Leadership Pattern', 1958, *Harvard Business Review*, vol. 36, nr. 2/1958, p. 95-101.

15. Tannenbaum, R., Weschler, I.R., Massarik, F., Leadership and Organization, McGraw-Hill, New York, 1961.
16. Vlăsceanu, M., *Psihologia organizațiilor și conducerii*, Editura Paideia, București, 1993.
17. Vroom, V.Yago, A.G. (), *The New Leadership: Managing Participation*, Prentice Hall, Englewood Cliffs, New Jersey, 1988.
18. Zaleznic, A., (), 'Managers and leaders: are they different?', 1977, *Harvard Business Review*, May-June.
19. Zlate, M., Leadership și management, Editura Polirom, Iași, 2004.
20. Watson, C.M. (), 'Leadership, management and the Seven Keys', 1983, *Business Horizons*, March-April.