

THE MANAGER VS. THE LEADER

Morar (Bonca) Olivia Diana*

*Valahia University of Targoviste, No.2, Carol I Bd., 130024, Targoviste, Dambovita County,
Romania, e-mail: morar.diana@gmail.com

Abstract

Any activity regardless of the field means managing resources from material to financial and human ones. Sometimes playing the role of the manager and sometimes playing the role of the leader, one finds him/her-self in the situation of getting the best results or solving a problem. What are the desired features of an executive, capable of striving for the best results and achieving the organization goals? How much of a manager and/or how much of a leader is this person?

Key words: (maximum 6): manager, leader, abilities, qualities.

INTRODUCTION

The need of coping with the competition means to have an executive for the present, with a clear vision of the future. If we ask ourselves what is the difference between the manager and the leader, we will answer while stating out the features and qualities of each.

MATERIAL AND METHOD

While drawing the profile of the manager we emphasize two aspects of it. First one is presented by Burdus E. and Popa I. (2013) as a manager has the specific competences in the field of the business, together with the management competences, which translate into the double professionalization. The second one, accounts for the fact that sometimes the managers find themselves in unknown situations, which imply the discovery of the prompt solutions, where their creative ability and the intuition play an important role. The author Katz R.L. (1983) in the paper "Skills of an effective Administrator" states the qualities of the manager as follows:

1. *The conceptual qualities/abilities* - which relate to their potential to coordinate the interests and the activities of the organization, while using their abilities required in the process of influencing the human resources through management;
2. *The technical qualities/abilities* – are the specific competencies of the field, combined with the abilities of using these competences in the managerial activity.

3. *The human qualities/abilities* – are the competences in the field of human relationships, intertwined with the abilities required by the activity of motivating the team to fulfil the objectives assumed, while managing an activity.

The share of each of the three segments is different from one person to another, but there is a direct link with the role of the person in the organization, the position in the flowchart, the level in hierarchy (lower, medium, higher) of the manager.

Therefore in an organization, the technical abilities decrease from the lower to the higher level, while the conceptual ones decrease from the higher to the lower level and the human abilities remain constantly, regardless of the level of hierarchy (Katz R.L., 1983).

Another important feature of the managers is their personality, which is being influenced by 4 factors:

1. The constitution and the temper of the subject;
2. The physical environment (the food, the climate, the ambient);
3. The social environment (the family, the education, the country);
4. The traditions, the customs and the habits. Burdus E. and Popa I. (2013)

The practical side of the personality of the manager is highlighted by some psychological traits together with the moral and cognitive ones, which are acquired through the experience gathered in the field of the profession and of life and in interaction with the managerial abilities based on the communication and the leading desire, the ability of influencing, the spontaneity and the intuition.

In my opinion the intellectual and cognitive abilities and the character of the person are the important components of the solid foundation of a manager. An important role in the development of the manager's personality is played by the life-long education and their preoccupation for the training. In Romania, the transition from a centralised economy to an open one was done 27 years ago, but the reminiscences of this transition can still be outlined in the field of management. This fact emphasizes the urge for a conscious change in the mentality, the recognition of the importance of the self-development and the style of management required by the dynamic of any specific market.

The global trend is to educate and train continuously the core categories of the human resources but with a highlight on the managers due to their specific activity of governance.

Given the competitive economic environment, the executives are being asked to act more as leaders. But what is the difference between the managers and the leaders?

Taking into account the activities performed by the leaders, Burdus E. and Popa I. (2013) frame a set of qualities which define the leadership:

- The capacity to create and transfer the set of beliefs and values for the employees, who follow them with passion and enthusiasm;
- The adaptation and the framing of the company vision;
- The respect and the support for the employees;
- The human model offered to the employees of the organization through their integrity and morals;
- The solid foundation of a trustee working environment in the organization, through their integrity, honesty and opening towards humans;
- The capacity to concentrate the employees' effort to achieve the assumed goals;
- The given support and the assurance of the necessary resources to meeting the goals by the employees;
- The ability to observe and identify the diversity of the capacities and the abilities of the human resources and their potential, combined with their level of education, training and interests;
- The "two ways" vision of the communication, as the leaders give orders as well as they listen to their employees;
- The recognition and the celebration of the employees' success, while valuing and capitalizing on their need to be winners;
- The maintenance of the humour within the team;
- The creation of a motivating environment, where the people have the freedom to meet the assumed objectives;
- The capacity to become the catalysts of the change within the organization;
- The constant preoccupation for the future through the perspective of the managed organization.

A leader acts differently from a manager, as the first one teaches the employees to become leaders themselves. For a leader to manage means to create a system, to assign tasks to the employees and to teach them new beliefs, while giving them the power to perform.

In his paper "The Model of the 4 corners of the leadership", Koestenbaum P. (1993) presents the dominant feature of the leader, which is the greatness of the spirit, thinking, action and the achievement through his/her vision, realism, ethics and courage.

Burdus E. and Popa I. (2013) consider that the leader's vision implies "an abstract and analytical reasoning", which allows the leader to approach a problem from different aspects and "to disintegrate it in multiple parts". For the two authors "a creative, strategic and visionary thinking based on the subconscious" is the key feature of the leader, who is willing to enrich its experience.

The realism is the factor which grounds the leader in the external environment, with its reality and existence, given the economic, the legislative and the social-cultural aspects of life. Through its realism, the leader establishes the practical details, pays attention to the immediate needs, ensures the access to the necessary information, while maintaining his/her objective point of view, maintains a great opening towards the others, monitors and takes action on the market while correlating everything to the organization. The ethics translate into respecting the principles of the working place, such as morals, honesty, objectivity and respect. The ethical side of the leader means: loyalty towards the organization and the team, the common sense of the engaged activity, which has a link to the respect in dealing with the employees, the love and the respect for the others, while understanding their emotional need, the morality and the integrity towards everybody and everything. The courage is the action based on the intuition, with the acceptance of some risks. This action is sustained by the education to become offensive, willing to win, a strong thinker which ensures the autonomy and the independence in assuming the facts and actions, no matter of the results combined with a good understanding of being active and acting in a freeway.

CONCLUSIONS

In my opinion any manager regardless of his/her level in the organizational hierarchy, plays an important role in the development of an organization, through its competencies and abilities more developed and less given at birth.

The proportion of the leader's features stated above is different from one person to another. They are used by each human with respect to the given situation which requires the leader to interfere.

Being aware of these features as a manager and/or as a leader is very important, as an executive finds him/her-self in a certain situation where he/she needs to act and react and that's why the understanding and the practice of these capacities and abilities as a mix, gives a competitive advantage on the long run.

REFERENCES

1. Burdus E., Popa I., 2013 – Fundamentele managementului organizatiei, Editura Pro Universitaria, Bucuresti;
2. Katz R.L., 1983 – Skills of an effective Administrator, Harvard Business Review 33, no. 1 (january-February, 1983);
3. Koestenbaum P. , 1993 – Les quatre verites du management”, InterEditions, Paris.