# LEADERSHIP QUALITIES

**N. FRUM**[1]

*Emergency Clinical County Hospital Alba*

*Rezumat: Articolul cuprinde referiri la principalele calităţi ale leadership-ului. Sunt prezentate principalele forme de leadership; corelaţiile între manageri şi leadership. Puterea liderului este puterea celui care ştie mai mult decât toţi ceilalţi; puterea sa personală este puterea de a influenţa. În concluzie cunoaşterea principalelor calităţi ale liderului contribuie la creşterea ataşamentului, încrederii şi subordonării faţă de leader, creşterea motivaţiei angajaţilor, diminuarea conflictelor din organizaţie.*

*Abstract: The article contains references to the main leadership qualities. The mains forms of leadership are described; the interrelation between managers and leadership is outlined. The leader's power is the power of the one who knows more than all others; his/her personal power is the power to influence others. As a conclusion, knowing the main leader's qualities contributes to the increase of the loyalty, trust and subordination towards the leader, the increase of employees' motivation, and the decrease of conflicts within the organization.*

**SCIENTIFICAL ARTICLE PREDOMINANTLY THEORETICAL**

Leadership refers to a process by which a person can influence a group of individuals in achieving a common goal. Management authority may exist, but it is not required.

Common operational elements for leadership:
- it is a process
- it involves influence
- it is conducted within a group
- it involves the achievement of a goal

The process requires leadership qualities, but it is not limited to their existence. The process: is a nonlinear one, that means that its results are not proportional to the efforts; is a bidirectional one, that means that is an action from the leader to the group, respectively, a feedback from group to leader, is interactive and oriented towards achieving a goal. Influence is the essence of the process.

Leadership is conducted within a group. The group is therefore its the operational context. The group consists of people who show their confidence in the leader. The group may be relatively small or it may extend to the entire organization.

The leader is the one who has the vision of the future and proposes one or more objectives to be achieved and the group undertakes their implementation by concentrated actions.

**Leadership and power**
- **The power of an advisor -** the power associated with the person who can be a model of thought (e.g. the teacher)
- **The power of an expert -** a person who demonstrates profound knowledge in a specific field (e.g. the scientist)
- **The legitimate power-** the power associated with a particular institutional position, which allows decisions on the fate of a person (e.g. the judge)
- **The power to reward -** the power associated with a managerial position, which allows rewarding of some efforts
- **The power to penalize -** the power associated with a managerial position, which allows to penalize errors

**Table no. 1. Management versus leadership**

| Management | Leadership |
|---|---|
| Produces orders | Generates the change |
| Defines objectives | Produces visions |
| Sets agendas | Sets directions |
| Earmarks the existing resources | Searches new resources |
| Makes routine decisions | Develops strategies |
| Generates structures | Conveys goals |
| Sets regulations and procedures | Stimulates innovation |
| Rewards and penalizes | Develops intrinsic motivation |
| Develops control systems | Stimulates the self-control |
| It has a gravitational and coercion character | It has an anti-gravity and explosive character |

**Figure no. 1. a. b. c. Managers versus leaders:**
§ **Inclusion**
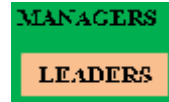


§ **Complementarity**



§ **Intersection**
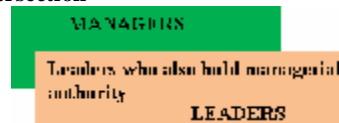


[1]Corresponding Author: N. Frum,13, B-dul Transilvaniei street, Alba Iulia, 510113 Alba, România; e-mail: frumnicolae@zahoo.com; tel +40-0745352978

**Table no. 2. Types of power:**

| Managerial power | Personal power |
|---|---|
| Legitimate power | Advisor power |
| Reward power | Expert power |
| Coercive power | |

**The manager power** is the power of the one who is above the salt.

**The leader's power** is the power of the one who knows more than all others. The personal power is the power to influence others.

**Table no. 3. Differentiation between the two categories of commanders** (10)

| Criteria | Categories of commanders | |
|---|---|---|
| | Leaders | Managers |
| Goal | They express personal active attitudes | The express impersonal passive attitudes |
| Apprehension of work | The stimulate work, they offer and generate the opportunity to choose the work | They coordinate, balance work. They use value compromises |
| Relation towards the others | They express empathy, they provide sense to actions and events | Poor emotional involvement in the relation towards the others |
| Self-perception | They express a poor self-identity as they are focused on the change | They express a high need to keep the present order, a strong conservatism |

**Figura nr. 2. Qualities of a leader**



**The main qualities of a leader:**
- Vision
- Conduct
- Character
- Self-confidence

Daniel Goleman describes the **fields of emotional intelligence and adjoining skills:**
- Self knowledge
- Self-control
- Public awareness
- Relationship management

**Forms of leadership**

**1. The leadership focused on personality traits –** what an effective leader is and not how to lead efficiently.

**2. The leadership focused on behavior –** the conduct of effective leaders falls in opposite pairs:
- autocratic – democratic
- directive - permissive
- task orientated – people oriented

This perspective focuses on leader behavior: **what and how he/she does.**

Research has been focused on two directions:
- the conduct towards the tasks
- the conduct towards others

The leadership capacity results from combining the two behavioral components, in order to achieve the goals set forth.

The researches have led to an evaluation metrics, having as dimensions the reference to the process/tasks and the reference to people.

**3. The situational leadership (contingency theories) –** setting the situational factors related to the leader's capabilities and to his/her conduct and revealing the way in which the combination of this three major elements lead to the achievement of high individual performances, within the group and at organizational level. Under these circumstances there can be several types of leaders:
- the leader focused on relations
- the leader focused on tasks
- the social independent leader

Under this perspective, it is also regarded the pragmatic context under which the leader is active. Successful leaders under certain social, economic or political context might fail in different contexts, which were not permissive to their ideas and visions. Therefore, the contextual perspective is the more complex.

**The transactional leadership -** initiates and develops differentiated working relationships with subordinates, which has as a result the building of two understructures of the team:
- in-groups
- out-groups

**The charismatic leadership** (charismatic leadership theory) involving four qualities of the leader:
- rule
- self-confidence
- the need to influence
- the belief in the integrity of its system of ideas and convictions

**The theory of the transactional leader versus the theory of the transformational leader**
- The **transactional leader** is similar to the ship's captain sailing in calm waters. He/she aims at reaching some goals which do not involve major changes or ambitious visions. Politicians may fall under this category.
- The **transformational leader** is similar to the ship's captain sailing in heavy insurgent water. He/she has a complete different vision on the existing situation. The key quality of the transformational leader is the charisma. The fulfillment of the objectives that lead to such vision is possible only through major changes.
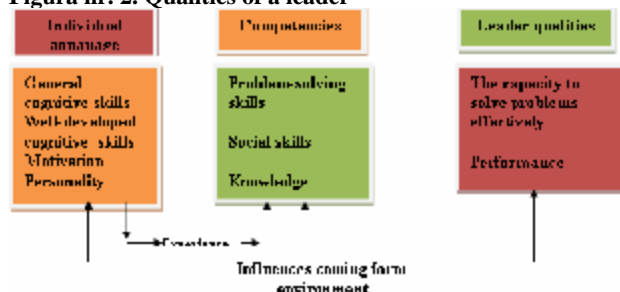
**The transformational leadership**
- it is a needed process if the external environment is a turbulent one, and the competition is very strong.
- it is a process based on vision, competence and innovation
- the vision must be clearly defined and accepted by all employees
- the driving force of the transformation process is the charismatic leader who gains the employees trust that together they will succeed to achieve the goals set forth
- this is a process which has to be based on the intrinsic motivation of the employees and not on the coercive control systems.

**Advantages:**
- increase of employees' loyalty, trust and subordination

towards the leader
- increase of employees' motivation
- building-up and development of the group cohesion
- decrease of conflicts within the organization
- increase the group members satisfaction

**Disadvantages:**
- dependence of the subordinates towards the leader
- increase of employees self trust, not necessarily motivated
- increase of the frequency of impulsive behavior
- diminution of the interpersonal relationship between the employees

**BIBLIOGRAPHY**
1. Oprean C., Metode şi Tehnici ale Cunoaşterii Ştiinţifice, Editura Universităţii „Lucian Blaga", Sibiu, 2006.
2. Petrescu, I., Brândaşu, P.D., Tratat de management universitar, Editura LuxLibris, Braşov, 1998.
3. Beveridge W.I., Arta cercetării ştiinţifice, Editura Ştiinţifică, Bucureşti, 1968.
4. Popescu L., Referat/2/doctorat, Universitatea Lucian Blaga, Sibiu, 2005.
5. Ivanchev S.S., The role of industrial institutes in creating and maintaining Russia's industrial potential, in Technology Commercialization: Russian Challenges, American Lessons, National Academy press, ISBN, 0309061946, Washington D.C., pg. 44, 1998.
6. *** Nachrichter aus Chemie, Mai 2002, pg. 537.
7. Beju L.D., Principii de bază ale managementului proiectului, editura Universităţii Lucian Blaga, Sibiu, 2002.
8. LEGE Nr. 64 din 11 octombrie 1991 *** Republicată privind brevetele de invenţie.
9. LEGE Nr. 8 din 14 martie 1996, privind dreptul de autor şi drepturile conexe.
10. Zlate, M., Leadership şi management, Editura Polirom, Iaşi, 200.
11. Goleman D., Boyatzis R., McKee A., Inteligenţa emoţională în leadership, Editura Curtea Veche, Bucureşti, 2005.